

# Public Document Pack



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To: Cllr Aaron Shotton (Leader)

Councillors: Bernie Attridge, Chris Bithell, Derek Butler, Christine Jones,  
Billy Mullin, Ian Roberts and Carolyn Thomas

12 December 2018

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 18th December, 2018 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

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

### **1 APOLOGIES**

**Purpose:** To receive any apologies.

### **2 DECLARATIONS OF INTEREST**

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

### **3 MINUTES (Pages 5 - 16)**

**Purpose:** To confirm as a correct record the minutes of the meeting held on 20<sup>th</sup> November 2018.

TO CONSIDER THE FOLLOWING REPORTS

## **STRATEGIC REPORTS**

### **4 COUNCIL FUND BUDGET 2019/20 - UPDATED FORECAST AND PROCESS FOR STAGE 3 OF BUDGET SETTING (Verbal)**

Verbal report of Chief Executive, Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

**Purpose:** (1) To provide a detailed budget forecast for 2019/20 following recent announcements by Welsh Government and the report made to County Council on 11<sup>th</sup> December 2018; and

(2) to set out a suggested process for Stage 3 leading to the setting of a balanced budget in early 2019 (noting that the Local Government Settlement is due to be announced on 19<sup>th</sup> December)

### **5 FLINTSHIRE PUBLIC SERVICES BOARD: WELL-BEING PLAN FOR FLINTSHIRE 2017-2023 - MID YEAR REVIEW (Pages 17 - 32)**

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

**Purpose:** To provide an overview of the Flintshire Public Services Board and the work of the Board following adoption of the Well-being Plan.

### **6 REGIONAL HOMELESS STRATEGY AND LOCAL ACTION PLAN (Pages 33 - 56)**

Report of Chief Officer (Housing and Assets) - Deputy Leader of the Council and Cabinet Member for Housing

**Purpose:** To seek approval for the North Wales Regional Homeless Strategy and the Flintshire Local Action Plan 2019-22.

### **7 SCHOOL TRANSPORT - CONCESSIONARY SPARE SEATS (Pages 57 - 62)**

Report of Chief Officer (Education and Youth), Chief Officer (Streetscene and Transportation) - Cabinet Member for Education, Cabinet Member for Streetscene and Countryside

**Purpose:** To seek approval of the charging rate for school transport concessionary fares for the 2019/20 school year.

**8 DISCRETIONARY TRANSPORT POLICY REVIEW: POST 16 COLLEGE & SCHOOLS TRANSPORT AND BENEFITS ENTITLEMENT (Pages 63 - 76)**

Report of Chief Officer (Education and Youth), Chief Officer (Streetscene and Transportation) - Cabinet Member for Education, Cabinet Member for Streetscene and Countryside

**Purpose:** To consider options for consultation on the discretionary school transport policy areas of post 16 provision and benefits entitlements.

**9 ENVIRONMENTAL ENFORCEMENT (Pages 77 - 86)**

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Streetscene and Countryside

**Purpose:** To seek approval for the future service delivery method for environmental and car parking enforcement.

**10 PLANNING ENFORCEMENT POLICY (Pages 87 - 100)**

Report of Chief Officer (Planning, Environment and Economy) - Cabinet Member for Planning and Public Protection

**Purpose:** To seek approval to publish the revised Policy, which has been required to reflect legislative changes and new working practice.

**OPERATIONAL REPORTS**

**11 COUNCIL PLAN 2018/19 – MID YEAR MONITORING (Pages 101 - 192)**

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

**Purpose:** To agree the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19.

**12 ARMED FORCES COVENANT - ANNUAL REPORT (Pages 193 - 222)**

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

**Purpose:** To present the Armed Forces Covenant Annual report for endorsement.

13 **REVENUE BUDGET MONITORING 2018/19 (MONTH 7)** (Pages 223 - 242)

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

**Purpose:** To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7, and projects forward to year-end.

14 **TENDER FOR COLLECTION AND SALE OF HOUSEHOLD GOODS THROUGH SOCIAL ENTERPRISE** (Pages 243 - 246)

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Streetscene and Countryside

**Purpose:** To agree the procurement option for the bulky waste and deconstruction service.

15 **EXERCISE OF DELEGATED POWERS** (Pages 247 - 248)

**Purpose:** To provide details of actions taken under delegated powers.

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

Yours sincerely



Robert Robins  
Democratic Services Manager

**CABINET**  
**20<sup>TH</sup> NOVEMBER 2018**

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 20<sup>th</sup> November 2018.

**PRESENT: Councillor Aaron Shotton (Chair)**

Councillors: Chris Bithell, Derek Butler, Christine Jones, Billy Mullin, Ian Roberts and Carolyn Thomas.

**IN ATTENDANCE:**

Chief Executive, Chief Officer (Governance), Chief Officer (Housing and Assets), Chief Officer (Social Services), Chief Officer (Streetscene and Transportation). Corporate Finance Manager, Revenues Manager and Team Leader – Democratic Services.

**APOLOGY:**

Councillor Bernie Attridge.

**OTHER MEMBERS IN ATTENDANCE:**

Councillor Patrick Heesom.

**255. DECLARATIONS OF INTEREST**

None.

**256. MINUTES**

The minutes of the meeting held on 23<sup>rd</sup> October 2018 were approved as a correct record.

**RESOLVED:**

That the minutes be approved as a correct record.

**257. 2019/20 COUNCIL FUND BUDGET: UPDATED FORECAST AND STAGE 1 AND 2 BUDGET PROPOSALS**

The Chief Executive introduced the 2019/20 Council Fund Budget: Updated Forecast and Stage 1 and 2 Budget Proposals report which set out solutions for those stages. Stage 1 covered budget solutions for corporate finance with Stage 2 covering budget solutions for the service portfolios.

A recent Corporate Resources Overview and Scrutiny Committee had considered the proposals for both stages, having taken into account recommendations and feedback from the five portfolio Overview and Scrutiny Committees which met during October and November. Comments made at the Corporate Resources Overview and Scrutiny Committee included transport cost efficiencies and reserves and balances. Officers would provide responses to the transports efficiencies and a report would be submitted to a future meeting on reserves and balances. Members of

the Corporate Resources Overview and Scrutiny Committee formally supported the campaign, #BacktheAsk.

The Corporate Finance Manager provided details on the updated forecast prior to the provisional settlement and details of new pressures. Table 2 of the report detailed the revised forecast.

The Stage 1 budget proposals had been shared at Member workshops in July and September with proposals totalling £7.937m. Throughout October and November the respective Overview and Scrutiny Committees considered the Stage 2 proposals. Those proposals totalled £0.963m and would contribute £0.630m to the budget once income targets and workforce reductions had been deducted.

Subject to the success of campaigning for an improved Local Government Settlement and having taken into account the proposals made for Stages 1 and 2, the remaining gap for the Council Fund Budget for 2019/20 was in the region of £6.7m.

Councillor Shotton added that the Welsh Local Government Association (WLGA), with the full support of its membership, was resolute that the Provisional Settlement was grossly inadequate to meet the evidenced funding needs of local government in Wales. As a low funded Council per capita, and a low funded Council in the annualised formula-based settlement for 2019/20, Flintshire was particularly exposed to the risks of inadequate funding for local government,

To offset the need for a far higher than normal annual rise in Council Tax the Council was invited to renew its campaign for fairer funding for local government by pressing for the following from Welsh Government (WG):

- The extra £30m being held for social care in Wales to be paid out to Councils (worth an estimated £1.3m for Flintshire);
- The extra £15m being held for schools in Wales to be paid out to Councils (worth an estimated £0.800m for Flintshire and its schools);
- An extra £13m to be found so that no Council faced an annual reduction in their government grant (worth an estimated £1.9m for Flintshire); and
- The extra £33m 'consequential' funds coming to Wales as a result of the recent Chancellor's budget to be paid out to Councils as committed by WG (worth an estimated £1.6m for Flintshire).

The Chief Executive said Stage 3 of the budget setting process would involve setting a balanced budget with knowledge of the Final Local Government Settlement. The final and balanced budget was due to be set by the Council on 19<sup>th</sup> February 2019. In the meantime, attention should be concentrated on the campaigning activity.

Councillor Bithell thanked the WLGA, the Chief Executive and the Leader for the high profile campaign that they had led to get WG to understand the positions of local authorities.

## **RESOLVED:**

- (a) That Stage 1 – Corporate Finance budget solutions for 2019/20 having taken into account any feedback from the Corporate Resources Overview and Scrutiny Committee be adopted;
- (b) That Stage 2 – Portfolio budget solutions for 2019/20 having taken into account any feedback from the Corporate Resources Overview and Scrutiny Committee, and the feedback and recommendations of the portfolio Overview and Scrutiny Committees, be adopted; and
- (c) That the Council be formally invited to support the renewed campaign for fairer funding for local government in Wales and for Flintshire.

## **258. DIGITAL CUSTOMER OVERVIEW**

Councillor Mullin introduced the Digital Customer Overview report which provided details on the creation of a single contact centre for the Council.

The key principles in the design of a combined contact centre team were:

- To increase resilience within the team to cope with absence and allow resources to be more effectively targeted when incidents which generated high contract volumes occurred;
- To increase Welsh language provision within the team;
- To provide customers and citizens with the choice to access information and services easily online; and
- To provide customers and citizens with the ability to access multiple services via their Customer Account in a user-friendly and intuitive way as more services moved into the contact centre.

The Chief Officer (Governance) explained that three posts had recently been appointed to for the project, which were Digital Customer and Community Resilience Programme Manager, Customer Transaction Officers, and Income and Marketing Programme Manager.

Go live for phase 1 was planned for mid-March 2019, but Chief Officers would review the technical and staff readiness position one month in advance to make the final decision about whether to proceed at that time. This would ensure that they had confidence that services would be delivered with no degradation of quality as a result of the move.

Councillor Thomas said the new IT software had experienced recent problems with it not being operational on three occasions. The Chief Officer (Governance) explained that the software company had been taken over by a larger company and the Council had been required to use a different product at short notice. The back-up system of that software had not been installed which had resulted in the incidents referred to by Councillor Thomas. This had now been rectified and he provided assurance that regular testing would be carried out between the main system and the back-up system.

In response to a request from Councillor Thomas that Streetscene contact centre staff be involved in the Programme Board, the Chief Officer (Governance) said that would take place, along with contact centre staff from housing also being involved. He also suggested that as the relevant Cabinet Members, Councillors Attridge and Thomas, also be part of that process.

On a further question about Invest to Save, the Chief Officer (Governance) provided assurance that the aim of the Digital Strategy was to see a reduction in call volumes. Until that was evident resources would remain the same.

Councillor Thomas also said that when the introduction of garden waste charges was introduced, 85/90% of residents opted to pay over the phone. The Chief Executive said this was possibly due to it being a new charge but that figure should reduce as payments were renewed year on year.

In response to a comment from Councillor Roberts, the Chief Officer (Governance) said that the website needed to be worked on to ensure it was user friendly. In addition, a new payment portal was in the process of being purchased which would take residents direct to payment options.

**RESOLVED:**

That the design principles underpinning the creation of a single Contact Centre be noted, and the progress made towards delivering the Digital Customer theme of the Digital Strategy be endorsed.

**259. SCHOOL TRANSPORT – SIBLING ENTITLEMENT**

Councillor Thomas introduced the School Transport – Sibling Entitlement report which, following formal resolutions from Environment Overview and Scrutiny Committee and Cabinet, addressed the issue of sibling entitlement.

Following consideration of the matter, full details of which were outlined in the report, it was proposed that siblings should not have an automatic entitlement to transport and that provision of transport for an older sibling should not create any precedent for younger siblings.

It was proposed that each application be considered afresh and on its own merits and, if the School Transport Policy had changed since any older sibling received free transport, then the young sibling would be subject to the Policy in force at the time of the latter's application and anticipated start date.

Councillors Bithell and Roberts supported the recommendation, despite it being a difficult decision, commenting that there was no statutory right to free transport for siblings and that Flintshire had been the only authority to provide such a service.



**RESOLVED:**

That it be approved that sibling entitlement will not apply for the school transport service provision.

**260. SCHOOL TRANSPORT – TRANSPORT ANOMALIES**

Councillor Thomas introduced the School Transport – Transport Anomalies report following a report submitted to Environment Overview and Scrutiny Committee in July 2018 to identify options for managing some of the non-statutory transport arrangements. Cabinet had subsequently approved the manner for dealing with the anomalies in July 2018.

Given the challenges facing the Council in respect of budgets, it was now proposed that the historical anomalies should be withdrawn from July 2020 with 12 months' notice to be given to parents/carers and schools of the withdrawal, which would allow sufficient time for alternative travel arrangements to and from school to be made.

Councillor Thomas said this was a difficult recommendation to present as she understood the effect of the decision, particularly on transport in rural areas. However, there was a need for consistency which was addressed within the report.

Following a request from Councillor Thomas that the measuring tool be made available online, the Chief Officer (Governance) said it would be looked into. The Chief Officer (Education and Youth) explained that the School Admissions team spent a lot of time explaining to parents how the measuring tool worked and that would continue. Heads of primary and secondary schools would also be encouraged to be more proactive with providing information on school transport.

**RESOLVED:**

That the timelines for removing the historical non-statutory school transport arrangements and cessation of subsidised bus services carrying non-eligible learners be approved.

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

Councillor Mullin introduced the Mid-Year Council Plan 2018/19 Monitoring Report which was an exception based report which concentrated on under-performance. A full mid-year performance report would be submitted to Cabinet in December.

The report also provided an update on the requests made at a previous meeting for an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which was available for Overview and Scrutiny Committees to draw upon for performance reporting.

## **RESOLVED:**

- (a) That the following be noted:
- The overall levels of progress and confidence in the achievement of activities within the Council Plan;
  - The overall performance against Council Plan performance indicators; and
  - The current risk levels within the Council Plan.
- (b) That a full detailed mid-year report be submitted in December; and
- (c) That a further report with an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which is available for Overview and Scrutiny Committees to draw upon for performance reporting.

## **262. REVENUE BUDGET MONITORING 2018/19 (MONTH 6)**

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2018/19 (Month 6) report which provided the latest revenue budget monitoring position for 2018/19 for the Council Fund and the Housing Revenue Account. The report presented the position, based on actual income and expenditure, as at Month 6 of the financial year if all things remained unchanged.

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

### **Council Fund**

- An operating deficit of £0.222m (£0.303m at Month 5); and
- A projected contingency reserve balance as at 31<sup>st</sup> March 2019 of £7.469.

### **Housing Revenue Account**

- Net in-year expenditure forecast to be £0.067m lower than budget; and
- A projected closing balance as at 31<sup>st</sup> March 2019 of £1.165m.

The report covered the Council Fund projected position; projected position by portfolio; out of county placements; tracking of in-year risks and emerging issues; achievement of planned in-year efficiencies; other tracked risks; independent inquiry into child sexual abuse; settlement costs for historic child abuse; income; recycling income; schools – risks and impacts; other in-year issues; reserves and balances and earmarked reserves.

There were no issues raised at the meeting of Corporate Resources Overview and Scrutiny Committee the previous week.

**RESOLVED:**

- (a) That the overall report and the projected Council Fund contingency sum as at 31<sup>st</sup> March 2019 be noted; and
- (b) That the projected final level of balances on the Housing Revenue Account be noted.

**263. CAPITAL PROGRAMME MONITORING 2018/19 (MONTH 6)**

The Corporate Finance Manager introduced the Capital Programme Monitoring 2018/19 (Month 6) report which summarised changes made to the Capital Programme 2018/19 since it was set in February 2019 to the end of Month 6 (September 2018), along with expenditure to date and projected outturn.

The Capital Programme had seen a net decrease of £6.105m during the period, which was comprised of:

- Net decreases in the programme of £6.031m (CF £1.264m, Housing Revenue Account £7.295m); and
- Carry Forward to 2019/20, approved at Month 4 (£0.074m).

Actual expenditure was £25.985m.

The final outturn for 2017/18 was a minor funding deficit of £0.068m. There had been a small number of capital receipts in year which, together with a projected shortfall of £8.216m in the capital programme 2018/19 to 2020/21, a request for an additional allocation of £0.500m towards the relocation of services to Unity House and a small increase in capital funding announced in the Provisional Settlement, put the current funding deficit, for the 3 year period, at £8.577m. This was in advance of any additional capital receipts or other funding being realised.

**RESOLVED:**

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

**264. COUNCIL TAX BASE FOR 2019/20**

Councillor Mullin introduced the Council Tax Base for 2019/20 report which highlighted that the Base for 2019/20 had been calculated at 64,317 band D equivalent properties, after taking into account the total number of properties that would be subject to Council Tax, less those which were exempt from Council Tax or where statutory household discounts applied.

The Revenues Manager explained that the number of properties had increased by 482 which was mainly due to new builds. It was recommended that a 'nil discount for properties falling within any of the Prescribed Classes (A, B, or C), for the whole of

the County area, and a 50% Premium for long term empty property and second homes falling into the Council Tax Premium scheme, continue to be set.

Councillor Bithell asked if the 50% Premium for long term empty properties could be increased to encourage owners to bring properties up to a standard where they could be used. The Revenues Manager explained that this was something that was, and would continue to be, kept under review.

**RESOLVED:**

- (a) That the Tax Base of 64,317 band D equivalent properties for the financial year 2019/20 be approved;
- (b) That a 'nil' discount continue to be set for properties falling within any of the Prescribed Classes (A, B or C) and for this to apply to the whole of the County area; and
- (c) That a 50% Premium continue to be set for long term empty properties and second homes falling into the Council Tax Premium scheme.

**265. REVIEW OF PEDESTRIANISATION ORDER – HOLYWELL HIGH STREET**

Councillor Thomas introduced the Review of Pedestrianisation Order – Holywell High Street report which followed a trial period whereby the traffic restriction on the Street had been removed to allow a measured and objective assessment of the long term benefit of removing the Order to be undertaken.

The impact of the trial had been assessed and it concluded that there was both a local benefit and local support to remove the Order permanently.

There were no funds available to make the necessary permanent changes to the streetscape to accommodate the new traffic arrangements, with the cost of the permanent work being significant, estimated at £800,000. Staff from the Council's Enterprise and Regeneration team would now work with the Town Council and local businesses to identify potential funding sources for the final scheme.

**RESOLVED:**

- (a) That the proposal to remove the Pedestrianisation Order from High Street, Holywell be supported and a long term aim of reconstructing the highway layout to safely and permanently facilitate traffic movements, once external funding sources can be found for the scheme, be committed to; and
- (b) That officers be requested to work with the Town Council to explore all options to provide the necessary funding to construct the permanent scheme.

**266. OUTDOOR CHILDREN'S PLAY AREAS**

Councillor Roberts introduced the Outdoor Children's Play Areas report which highlighted two recommendations from Aura to the Council. These were based on the

Council's match-funding revenue budget and capital allocations to meet all expressions of interest received from Town and Community Councils, and to sustain the existing network of play areas by improving sites considered to be in the poorest condition.

Councillor Thomas welcomed the report which, following the establishment of a Task and Finish Group some 8 years previous, resulted in the culmination of over 100 play areas in the County receiving investment. Councillor Bithell concurred and commented on the examples of good collaboration with Town and Community Councils to secure the areas for children now and into the future.

**RESOLVED:**

- (a) That all 23 expressions of interest received for the 2018/19 match-funding programme be supported and that the oversubscription of cost of £0.063m is met from the remaining £0.140m year 2 capital allocation; and
- (b) That the remaining £0.077m of the year 2 capital programme, together with the remaining circa £0.040m of Year 3 (£0.200m minus circa £0.080m-£0.100m for Bailey Hill and £0.060m for the replacement of two 3G pitches at Deeside Leisure Centre) is utilised to improve the play area sites identified in the appendix to the report.

**267. REVIEW OF HIGHWAY AND CAR PARK SAFETY INSPECTIONS, INTERVENTION CRITERIA AND RESPONSE TIMES POLICY**

Councillor Thomas introduced the Review of Highway and Car Park Safety Inspections, Intervention Criteria and Response Times Policy report which was submitted following the implementation of the new Code of Practice in October 2018.

The Highway and Car Park Inspection Policy defined safety inspection intervals on all of the classifications of carriageway, footway, cycleway and the car parks maintained by the Council and also defined identification criteria and set out the timescales for completing any required remedial work.

The Chief Officer (Streetscene and Transportation) explained that safety inspections were an important means of keeping the highway safe and vitally important in court cases for providing evidence that the Council took a responsible attitude to its duties as a Highway Authority. If a member of the public had an accident which could be attributed to the condition of a section of highway, then the Highway Authority was liable to pay damages unless it could prove that it had taken reasonable care to keep the highway safe. The number of claims must be controlled as they had an impact on the highway maintenance budgets.

**RESOLVED:**

That the revised Highway and Car Park Inspection Policy outlining the Council's approach to all safety inspections, defect identification criteria and response times, be approved.

**268. NORTH WALES SUPPORTED LIVING AND OUTREACH SUPPORT PROCUREMENT**

Councillor Jones introduced the North Wales Supported Living and Outreach Support Procurement report which detailed progress made to date on phase 2 of the procurement of supported living services. It requested approval to tender on behalf of the region for a Supported Living and Outreach Agreement.

**RESOLVED:**

That the proposal for Flintshire to tender for the Regional Supported Living and Outreach Agreement be approved.

**269. EXERCISE OF DELEGATED POWERS**

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

**Streetscene and Transportation**

• **Deeside Transport Improvements Zones 3**

Delegated powers are required to extend a current contract for the construction of cycle ways and bus stops infrastructure on Zone 3 of the Deeside Industrial Estate. The overall cost of contract will be extended by 31%.

**Housing and Assets**

• **Sale of Deeside Farm, Flint Roa, Saltney Ferry by Informal Tender**

Sale of vacant former agricultural holding, Deeside Farm, Saltney Ferry by Informal Tender.

**RESOLVED:**

That the actions taken under delegated powers be noted.

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

**RESOLVED:**

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

**270. 21<sup>ST</sup> CENTURY SCHOOLS PROGRAMME – MODERNISATION OF THE PORTFOLIO PUPIL REFERRAL UNIT PROVISION & QUEENSFERRY COMMUNITY PRIMARY (C.P.) SCHOOL**

Councillor Roberts introduced the 21<sup>st</sup> Century Schools Programme – Modernisation of the Portfolio Pupil Referral Unit (PPRU) Provision & Queensferry Community Primary (C.P.) School report which identified an option for Cabinet to

consider in relation to capital investment and modernisation of the PPRU and Queensferry C.P. infrastructure.

**RESOLVED:**

That the continuation of the proposed capital project for the PPRU and Queensferry CP for the procurement of a contractor, to design, develop, tender and complete a full Business Case submission to Welsh Government, in line with the programme 21<sup>st</sup> Century Schools Band B criteria be approved.

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

There was 1 member of the press and no members of the public in attendance.

(The meeting commenced at 9.30 a.m. and ended at 11.25 a.m.)

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**Chair**

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## CABINET

<b>Date of Meeting</b>	Tuesday, 18 <sup>th</sup> December 2018
<b>Report Subject</b>	Flintshire Public Services Board: Well-being Plan for Flintshire 2017 – 2023 – Mid Year Review
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

To provide an overview of the Flintshire Public Services Board (PSB) and of the work of the Board following adoption of the Well-being Plan (the Plan).

The Public Services Board was formed in April 2016, as a statutory responsibility of the Well-being of Future Generations (Wales) Act 2015. Its work has focused on the production of the Well-being Assessment and the development of the Well-being Plan which had to be published in May 2018. The Plan has been developed alongside the Council Plan and provides a strong alignment and 'fit' with the priorities.

The Well-being Plan was adopted by County Council in April 2018.

Good progress against the delivery of the priorities within the Well-being Plan has been made and partnership working across the organisations remains strong.

### RECOMMENDATIONS

1	That Members are assured of the level of progress that Flintshire Public Services Board (PSB) has made to date.
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1.00	OVERVIEW OF THE PUBLIC SERVICES BOARD
1.01	<p>Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect statutory and third sector partners to work together with shared priorities. The Local Services Board (LSB) preceded the statutory Flintshire Public Services Board (PSB) with similar partner membership and was at the heart of promoting a positive culture of working together and concentrating energy, effort and resources on providing efficient and effective public services.</p>
1.02	<p>The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations. The Board has a membership made up of both statutory and invited members as listed below:</p> <p><u>Statutory members:</u></p> <ul style="list-style-type: none"> <li>• Betsi Cadwaladr University Health Board</li> <li>• Flintshire County Council</li> <li>• Natural Resources Wales</li> <li>• North Wales Fire and Rescue Service</li> </ul> <p><u>Non statutory (invited) members:</u></p> <ul style="list-style-type: none"> <li>• Coleg Cambria</li> <li>• Flintshire Local Voluntary Council</li> <li>• Glyndŵr University</li> <li>• National Probation Service (Wales)</li> <li>• North Wales Police</li> <li>• Public Health Wales</li> <li>• Wales Community Rehabilitation Company</li> <li>• Welsh Government</li> </ul> <p>All these leaders work well together demonstrating creativity, willingness and accountability within a strong leadership framework. There is equal parity amongst the Board membership despite statutory status.</p>
1.03	<p>The high level aim of the Flintshire PSB is to “protect, sustain and improve the economic, social, environmental and cultural well-being of Flintshire through collaborative working as a single public service”.</p>
1.04	<p>Since the introduction of the Well-being of Future Generations Act (Wales) 2015, the Flintshire PSB has made much progress towards achieving the main duties of the Act.</p>
1.05	<p>In fulfilling its roles and activities the Board will contribute to the seven national well-being goals. Public sector partners work together to achieve these goals.</p>

1.06	<b>PSB PROGRESS – MID YEAR REVIEW</b>
1.07	The PSB endorsed the Plan as a collective at its meeting on 14 March 2018.
1.08	Flintshire County Council, as both a statutory partner and as the lead partner for coordinating the Plan, adopted the Well-being Plan on 24 April 2018.
1.09	<p>The <a href="#">Well-being Plan</a> for Flintshire was published in May 2018 as prescribed by the Act.</p> <p>There are 5 priority areas within the Plan:</p> <ul style="list-style-type: none"> <li>• Community Safety</li> <li>• Economy and Skills</li> <li>• Environment</li> <li>• Healthy and Independent Living</li> <li>• Resilient Communities</li> </ul>
1.10	For this year the PSB has decided to concentrate effort on four of the five agreed priorities with the Economy and Skills priority to be put on hold pending clearer regional direction on (1) the Growth Deal and (2) Regional Economic Planning by Welsh Government. The PSB will then have more certainty where it might add value to regional activity.
1.11	Delivery Plans have been developed for each priority to support the achievement against the actions and impacts and risks detailed within the Plan. These were endorsed by the PSB at its meeting in July 2018.
1.12	Mid-Year progress reports for four of the five PSB Priorities were prepared and presented to the Board at its meeting in October 2018. Positive progress has been made; a summary of progress for four of the five priorities can be found at Appendix A.
1.13	All PSB meetings ensure that progress is maintained as well as raising any risks to delivery.
1.14	<b>GOVERNANCE ARRANGEMENTS</b>
1.15	The Public Services Board (PSB) is accountable for the delivery of the well-being Plan and will monitor, along with its partners, progress and achievements made.
1.16	<p>The Well-being Priorities have been weaved and integrated into existing and future documents such as the Council Plan. Other partners have been encouraged to develop similar thinking.</p> <p>The tracking of the Plan will then align more naturally as part of the organisations' own monitoring arrangements.</p>
1.17	Each partner organisation has been encouraged to monitor their own Well-being Objectives and report them through their own reporting bodies.

1.18	<b>REGIONAL WORKING</b>
1.19	<p>The four PSBs in North Wales are comprised of single and joint council areas:</p> <ul style="list-style-type: none"> <li>• Conwy and Denbighshire joint PSB</li> <li>• Gwynedd and Ynys Mon joint PSB</li> <li>• Flintshire PSB</li> <li>• Wrexham PS</li> </ul> <p>A regional officer group has been formed to identify areas for joint working; to reduce areas of duplication and also to determine and oversee a small regional grant from Welsh Government.</p> <p>Part of the grant this year is going towards supporting a regional conference for Town and Community Councils to find out more about the local PSBs, to consider the Well-being plans of the four PSBs in North Wales, and to understand how Town &amp; Community Councils and PSBs can work together to improve well-being in their local area. In particular it will focus on the requirements placed on some of the larger (turnover) Town &amp; Community Councils, including the production of an annual community report.</p>
1.20	<b>NEXT STEPS</b>
1.21	The Board will undertake regular reviews of the Plan to ensure that the in-year priorities reflect current need whilst ensuring that progress is being made.
1.22	Public reporting on progress against the in-year priorities and key developments will be made available on the Public Services Board pages of the Council's website. Other methods of communication will also be used e.g. e-Council Newsletter and partner's e-Newsletters.
1.23	The PSB will prepare and publish its first annual report by July 2018 (no later than 14 months after the publication of the Plan) in line with requirements set out within the Act.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>Administrative support for the Board is provided by Flintshire County Council. This includes:</p> <ul style="list-style-type: none"> <li>• Ensuring the Board meets regularly</li> <li>• Preparing the agenda and commissioning papers for meetings</li> <li>• Co-ordinating the annual governance assessment of the Board and its sub groups</li> <li>• Inviting participants and managing attendance</li> <li>• Work on the annual report</li> <li>• Preparation of evidence for scrutiny.</li> </ul> <p>This arrangement will be reviewed annually.</p>
2.02	Resource implications to deliver the PSB priorities will be considered on an

	ongoing basis via the current arrangements that are in place to support the Flintshire PSB.
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<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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3.01	Each partner is responsible for engaging with stakeholders within their own organisations.
3.02	The Delivery Plans and progress to date as developed across the partners are shared with professional groups and communities as appropriate.
3.03	The Corporate Resources Overview and Scrutiny Committee has oversight of the progress of the PSB and the delivery of the Well-being Plan.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
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4.01	The identification of any risks and the actions required to mitigate risk will be considered through the governance and reporting arrangements of the PSB.
4.02	Collective working has ensured that the Well-being Plan has been developed and produced according to the statutory timescale.

<b>5.00</b>	<b>APPENDICES</b>
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5.01	Appendix Item A: Summary of progress for PSB Priorities.
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	<p><b>Well-being Plan For Flintshire 2017 - 2023</b>  <a href="https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/A-Well-being-Plan-for-Flintshire.pdf">https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/A-Well-being-Plan-for-Flintshire.pdf</a></p> <p><b>Well-being Objectives for Flintshire</b>  <a href="https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/Well-being-Objectives-2017-English.pdf">https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/Well-being-Objectives-2017-English.pdf</a></p> <p><b>Assessment of Local Well-being for Flintshire – Summary Document</b>  <a href="http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-Being-Assessment-Summary-English.pdf">http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-Being-Assessment-Summary-English.pdf</a></p> <p><b>Assessment of Local Well-being for Flintshire - Full Assessment</b>  <a href="http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-Assessment-Full-English.pdf">http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-Assessment-Full-English.pdf</a></p> <p><b>Assessment of Local Well-being for Flintshire – Area Profiles</b></p>
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<http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-assessment-Area-Profiles-English.pdf>

**Flintshire Public Services Board (PSB)**

Link to the Flintshire PSB Webpage:

<http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Flintshire-Public-Services-Board.aspx>

**Well-being of Future Generations (Wales) Act 2015**

Link to the relevant page on the Welsh Government Website:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en>

**Shared Purpose: Shared Future: Statutory Guidance**

Link to the relevant page on the Welsh Government Website:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

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**7.00 GLOSSARY OF TERMS**

**7.01 Community Resource Team** - A multi-disciplinary team working within the community. The team work with patients within their own home to provide the additional support required to be able to stay at home as an alternative to being hospitalised or have an extended stay.

**County Lines** – A law enforcement term used for the tactic Organised Crime Gangs have been using to operate their illegal business across the UK.

**Discharge to Assess** - Discharge to Assess takes place when the person is medically fit to leave hospital and requires an assessment to determine the level of support they will need at home.

**Domiciliary Services** – Care and support services offered to a person within their own home.

**Early Help Hub** - The Early Help Hub is a multiagency project which aims to improve the 'journey' for families at greater risk of worsening problems with an emphasis on information, advice and assistance.

**Green Infrastructure** – Green infrastructure is a strategically planned network of natural and semi-natural areas with other environmental features designed and managed to deliver a wide range of ecosystem services such as water purification, air quality, space for recreation, and climate mitigation and adaptation.

**Health and Wellbeing Care Centre** – A new building within Flint to include GP services to support the health and wellbeing of residents.

**Looked After Children** - Looked after Children are children under the care of the Local Authority.

**MARAC** – Multi Agency Risk Assessment Conference (MARAC). A monthly meeting between public sector partners to share information, to increase safety, and reduce the level of risk for those at high risk due to domestic abuse.

**Onyx Team** – A specialist team tackling Child Sexual Exploitation.

**Public Services Board** - The Flintshire Public Services Board (PSB) is a statutory body which was established on 1st April 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The Flintshire PSB replaces the former Flintshire Local Service Board (LSB). The Board has a membership made up of both statutory members (as required by law) and invited members.

**Single Point of Access (SPoA)** – A new way for adults across North Wales to gain access to advice, assessment and coordinated community health and social care services by contacting just one telephone number.

**Step Up Step Down beds** – Beds within a care home setting to provide short term support to prevent hospital admission/long term care (Step Up) or to support discharge from hospital where the individual is clinically ready to go home but requires some support before they return home (Step Down).

**Sustainable Development** - The process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving The Well-being goals. Sustainable development is a way of doing things rather than an end in itself.

**Well-being of Future Generations (Wales) Act 2015** - Legally binding common purpose for national government, local government, local health boards and other specified public bodies. The Act details the ways in which the specified public bodies must work, and work together to improve the well-being of Wales.

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## **Summary of Flintshire Well-being Plan mid-year progress 2018/19**

### **COMMUNITY SAFETY:**

#### **Domestic Abuse (DA) and Sexual Violence (SV):**

- Repeat victims of Domestic Abuse are showing an increase of 22% Year to date (October 2018). However, there has been a significant drop in the later part of the recording year. Work will be undertaken to understand the increase (recording practices, increased reports, increased confidence).
- Multi Agency Risk Assessment Conference (MARAC) screening process has been reviewed and evaluated based on HMIC recommendations. The MARAC screening arrangements will be kept under review to ensure they are fit for purpose and effectively serve Domestic Abuse survivors.
- The North Wales Police Operational Improvement Programme review to determine the appropriate structure and level of resource allocated to vulnerability has now entered the detailed business plan stage, and is on track for agreement and implementation by the end of the financial year.
- The recently published Domestic Homicide Review (DHR) in Flintshire is being actively monitored by the People are Safe group.
- All high risk Domestic Abuse cases are reviewed each morning to ensure ownership which aligns to a detective resource.
- Domestic Violence Protection Notices (DVPN) use in North Wales is greater than other Welsh forces. Work is underway to evaluate what impact this is having on Domestic Abuse cases and repeat victimisation.

#### **Organised Crime Gangs (OCGs):**

- Presentations around County Lines have been given to partners on a regular basis including at the local Organised Crime Group Management meetings. This raises awareness and promotes intelligence submissions throughout the year.
- Closure orders continue to be used across Flintshire and are a key consideration in reducing victimisation of vulnerable individuals through cuckooing. Decisions to “close” are in consultation with partners, particularly where the addresses are local authority owned/controlled.
- Operation ‘luxuries’ was recently recognised at the Force problem solving awards. This was one of the first operations which used closure orders and significant partner agency involvement in order to provide a joined up response to County Lines threats. The operation was based in Flintshire South and is seen as best practice for other areas to follow.

#### **Modern Day Slavery (MDS):**

- Work is continuing to monitor the number of National Referral Mechanism (NRM) referrals submitted. In North Wales there have been 29 crimes, each of which has had at least one NRM referral submitted, 15 NRM’s through North Wales Police and the remaining volume through partners. There have been 149

### **Summary of Flintshire Well-being Plan mid-year progress 2018/19**

intelligence reports relating to Modern Day Slavery across North Wales and two “duty to notify” reports.

- Training continues to be rolled out internally and to partners through the Modern Day Slavery Unit within North Wales Police.
- Slavery Trafficking Risk Orders (STROs) and Slavery Trafficking Prevention Orders (STPOs) are considered in each Modern Day Slavery case however, none have been issued to date.
- The Modern Day Slavery Unit are actively raising awareness and promoting intelligence sharing. This is set to continue throughout the period of the plan and beyond. The Modern Day Slavery Unit monitors intelligence and receives all referrals ensuring that forms are submitted and categorised appropriately in accordance with Home Office Counting Rules for Recorded Crime (HOCR).

### **Child Criminal Exploitation (CCE):**

- Child Criminal Exploitation continues to be monitored in Flintshire. To date for 2018/19, there have been 20 Child Criminal Exploitation linked occurrences in Flintshire compared to 18 for the same period last year (October 2018).
- The cyber-crime team and Onyx continue to promote awareness both internally and with partners, using a range of activity including social media.
- A masterclass on online crime is scheduled for senior leaders.
- Case studies of individuals safeguarded against Child Criminal Exploitation through the Onyx team, particularly focussing on cases where partnership working has provided examples of best practice which can be shared or have resulted in a significant reduction in risk.
- Continued education through the Onyx team to partners and the wider public through support for on-line campaigns and cyber-crime team.
- The Onyx team are continually engaging with partners to reduce risk in the physical environment and the cyber-crime team continue to promote education and safety in the online environment.

### **ENVIRONMENT**

**Build a ‘map’ of our green and blue (land and sea) assets across the County and develop a better understanding of local communities’ relationships with them. This will initially focus on a smaller area, possibly coastal:**

- The production of the green asset mapping is being produced by COFNOD (North Wales Environmental Information Service) which has meant the resource for the Environment group can be spent looking at how the information is best utilised. This will then allow the PSB to determine which areas they may want to use as pilot areas for further work.
- Natural Resources Wales has sourced additional funding to be spent this financial year. The group are reviewing how best to utilise this money to support the work of COFNOD and to start planning community engagement projects.

## **Summary of Flintshire Well-being Plan mid-year progress 2018/19**

**Investigate and develop pilots for delivering a local community based approach to delivering a coastal green infrastructure plan, using the environment in local communities to support resilience:**

- Discussions around a couple of different options of potential pilot areas within Flintshire have taken place. The intention is to re-look at the coastal green infrastructure plan previously produced to see what pilot areas may be appropriate and then link this with the asset mapping work from COFNOD.

**Develop a plan for some pilots to trial doing things differently e.g. how we could work together (PSB and others, including business) in Broughton to build 'shoppers awareness of local nature' while shopping:**

- Learning from the Wrexham Industrial Estate work by the Wildlife Trust is being used to inform useful approaches. The Wrexham Business Environment Network was held in September 2018 and brought businesses together from across the industrial estate and further afield. Along with an opportunity to network, presentations and exhibitions were provided by Natural Resource Wales, Sustrans, ACJ Risk Solutions, and the Wildfowl and Wetlands Trust.
- Building on the experiences of North Wales Wildlife Trust, and the business community, an opportunity may exist to extend the networking model across the wide geographical area of North East Wales which would allow Flintshire to have a presence. Further details on this will be given after the next Wrexham Business Environment Network, programmed for February 2019.
- A meeting has taken place with the Manager of Broughton Retail Park to discuss options and opportunities to engage shoppers in the benefits of contact with Nature whilst out shopping. Work has been started on the engagement package which could be used at Broughton to bring the environment in to the shopping experience. Funding from Natural Resources Wales may support material to allow this project to go ahead.

### **HEALTHY AND INDEPENDENT LIVING:**

**Progress the development in Buckley of an extended Care Home and Discharge to Assess facility (Marleyfield House):**

- Work is progressing to move towards submission of a full planning application for the development.
- Revised (increased and extended) funding application submitted to Welsh Government to support capital development costs – outcome pending.
- The development remains a key strategic and operational priority for the council and partners.
- The Community Resource Team (CRT) is in place and expanding. The CRT is a multi-disciplinary team working within the community, with patients within their

## **Summary of Flintshire Well-being Plan mid-year progress 2018/19**

own home to provide the additional support required to be able to stay at home as an alternative to being hospitalised or have an extended stay.

### **Completion and opening of the Health and Well-being Care Centre in Flint, providing increased opportunities for joint working with Third Sector organisations and supporting the local community to meet the priorities of “Well Flint”:**

- Flint Health Centre opened in Spring 2018.
- The Health Board continue to work with the Laurels practice to support their move into the Health Centre.
- A timetable of clinics is now in place with new services scheduled to start. A review is underway of current and proposed utilisation to identify if there is any further capacity in the building to increase the variety of services offered.

### **Develop a shared understanding of people centred approaches including social prescribing:**

- Additional resource has been identified to increase Third Sector Coordinator capacity within the Single Point of Access from 0.8fte to 2fte until March 2020.
- Work continues to secure Primary Care Funding beyond March 2019 in order to proceed with the recruitment of the third fte post.
- A social prescribing model for Flintshire is being developed, potentially with an expanded scope to consider impact of the introduction of 111 into North Wales. The Programme Delivery Manager for Digital Customer and Community Resilience is developing a project plan to describe a shared vision, key deliverables, timescales etc.

### **Co-located health and social care workforce in Connah’s Quay through re-location of the Single Point of Access:**

- Both Single Point of Access (SPOA) and Community resource Teams (CRT) have visited the site to decide on best use of space as the GP Practice space is deemed insufficient. WG and landlord approval is being sought to use additional space in the building to meet need.
- IT requirements have been identified with concerns raised about including the required input into the work plan.
- A move would now take place after the winter pressures period.

## **Summary of Flintshire Well-being Plan mid-year progress 2018/19**

**Develop an integrated approach to earlier planning of discharge from hospital for frail patients (to reduce de-conditioning and dependence);**

**Develop Discharge to Assess as a service model and enable a cohort of patients to move from hospital into their own home and assisted home care for assessment:**

- Project Manager appointed July 2018 and project plan developed with Task and finish Groups in place.
- Clinical consultant agreed – Dr Cameron Abbott and Clinical Lead appointed - Marie Bowler.
- It has been agreed that the Discharge to Assess project will be rolled out in a phased approach. Initially it will be rolled out over 2 wards within Wrexham Maelor looking to impact a cohort of around 44 patients per 6 month period. This will allow the development of the team needed to provide the assessments at home and develop the mechanisms for delivery. It will then be rolled out across the Maelor hospital and the DGH across North Wales. The discharge to assess model will also need to develop a plan around capacity for packages of care to support this change in delivery.
- As the CRT is part funded in Flintshire by the Integrated Care Fund, there are quarterly monitoring returns submitted to Welsh Government to demonstrate performance.

**The Early Help Hub is targeting multi-agency support to children and families with greater needs:**

- The Early Help Hub (EHH) has a dedicated phone line where families can directly contact the HUB for advice, guidance, and signposting and refer on for a more bespoke service through a Multi-agency meeting. This phone line is manned from 9-5 Monday through to Friday.
- The three Families First consortia have a dedicated member of staff sitting within the EHH in addition to the Third Sector Co-ordinator employed by Flintshire Local Voluntary Council (FLVC). Each consortia member offers support from resources made available through their Families First provision and Third Sector support funded through other means. All consortia leads meet regularly to discuss new developments and to make sure services work together to ensure the best possible outcomes for Flintshire families. Waiting lists and pressures are reviewed to ensure that there is no duplication of work.
- Health, Education, Social Services, 3<sup>rd</sup> and Voluntary sector are working together to deliver an awareness in ACE's and the ACE agenda alongside what the EHH could offer to families. These awareness/training events are ongoing. North Wales Police are running a 2 day event on ACEs in December where all police Officers and PCSO's in Flintshire will have training on ACE's and the EHH. This work is part of the Early Action Together work plan funded through the Police Transformation Fund.
- The Early Help Hub was recognised at the recent North Wales Police Problem Oriented Partnerships (POP) Awards.

## Summary of Flintshire Well-being Plan mid-year progress 2018/19

### RESILIENT COMMUNITIES:

**Area based work including a focus on communities either where there is an established programme of new kinds of intervention already taking place (Flint 2025 and Shotton), or where new ways of working within communities are being piloted to improve and sustain community resilience building on assets within the area (Holywell):**

- Work progresses well on the **Holway**, with a large multi-agency Task Group active in the community on an ongoing basis. The principle of the community ‘owning and driving’ the activity will not be achieved in the current financial year as relationships are still being built and structures developed to identify key leaders for engagement. The Group is committed to a long-term engagement of an holistic approach. A combination of approaches (community development work, physical regeneration and targeted multi-service delivery, working directly with individuals and families) will impact on the most challenging issues.
- A partner kick-off event for the site in **Shotton** was held in August to define the potential role and range of services for the site; and the ways in which partners could support the project. This will be a long-term delivery project, with reporting to PSB potentially focusing on progress and achievement of key milestones; once an approach and plan are in place.
- Discussions are ongoing within the **Flint** project team to define the combined purpose of the Flint Castle visitor centre, the rugby and football club and the lifeboat centre. The key challenge for the project currently is to identify the source of funding for the £5.5m works. Within this, a public arts workstream is being progressed, led by FCC, with works to be produced by Autumn 2019.
- The reporting and evaluation approach for the Community Resilience programme is looking to create a framework which can provide an overview of wider resilience-related work and progress across Flintshire than purely these large, long-term projects. Using infographics, video interviews and digital storyboards etc. overlaid on an interactive map of Flintshire, it is envisaged that we can create a user-friendly tool which allows people to understand what resilience is and identify activity and services in communities which are contributing to this. This resource will be added to and developed over time.

**Theme based work within communities, their environment and workplaces focussing on “Let’s Get Moving Flintshire” to increase activity and reduce sedentary behaviour:**

- Flintshire County Council and PSB members are linked into each of the three working groups for the regional ‘Let’s Get Moving collaborative’. Examples of good practice in Flintshire include:
  - Work with Flint High school to encourage teenage girls to move more, particularly looking at their journey into school (as part of the Flint Regeneration work). This is being integrated with wider activity work in Flint, linking with the development of natural resources to provide a single integrated approach;

### **Summary of Flintshire Well-being Plan mid-year progress 2018/19**

- PSB partners are all developing strategies to support and encourage their workforce to move more. All partners have now signed up to the “Get Moving” pledge.

#### **Establishing learning and evaluation of new ways of working and delivery of Community Benefits for sharing across all agencies and agreeing Community Benefit strategies across all partners:**

- Development work around FCC’s community benefits strategy and approach is ongoing. This will make recommendations around the mechanics of capturing, monitoring and evaluating community benefits delivered via contracts awarded; and also ‘softer’ community benefits. For example, this will include 1) ways of providing contractual transparency when community benefits influence contract award and 2) methods of evaluating the impact of delivery the wider community resilience programme of works has had on communities across Flintshire.
- Meetings are also planned with partners to understand their current arrangements for capturing and reporting community benefits, with a view to creating a framework which allows them to be pulled together into a single view at PSB level.

#### **Working with organisations to explore the benefits and opportunities of Community Shares and other tools:**

- A health check model for social enterprises is now in place, with proactive work underway to grow the sector in Flintshire. There are estimated to be around 40 social enterprises in the county currently, with three recent winners at the Flintshire Business Awards including first and second place businesses and Entrepreneur of the Year.
- Following the success of the Holiday Hunger programme, the 2025 group held a Food Poverty conference in November. Initial discussions are underway with potential partners/investors to explore the work and funding which would be required to establish a Flintshire based social enterprise (equivalent to Can Cook) to drive the creation and distribution of affordable, nutritious food across Flintshire. Work is also ongoing to build on existing Food Hubs in Mold and Holywell with new methods in Flint, Leeswood and Sealand in the first instance.
- Community Shares is a complex model to develop and no appropriate examples have been identified to pursue at this time.

#### **Supporting the development of Social Prescribing through offering different community opportunities:**

- Actions relating to social prescribing in both the Community Resilience and Healthy and Independent Living workstreams have been combined to avoid duplication and enable collaborative working.
- The focus to date has been on understanding current active projects and social prescribing approaches in Flintshire.

**Summary of Flintshire Well-being Plan mid-year progress 2018/19**

- A process mapping session was held in November to understand the current social prescribing model evolving within the Single Point of Access and its relationships with other related services in health and social services. Next steps are to sign off a process map as an accurate reflection of the existing model.

**Developing a new leadership programme for those who work in and with communities, to provide them with the skills to engage, equip, and empower communities:**

- A new Systems Leadership programme for those who work in and with communities has been developed, with a pilot nearing completion through Glyndwr University. Course delivery has been very successful with excellent feedback.
- Thirteen students have completed their assessment in November, with individuals filmed and examples to be presented to the PSB in a future meeting.
- The focus of the programme is to develop a 'Community of Leadership' and a 'Learning Lab' to support individuals to take ideas and new ways of thinking from the course to break down barriers in traditional approaches to service delivery.





## CABINET

<b>Date of Meeting</b>	Tuesday, 18 <sup>th</sup> December 2018
<b>Report Subject</b>	Regional Homeless Strategy and Local Action Plan
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Housing
<b>Report Author</b>	Chief Officer (Housing and Assets)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Housing (Wales) Act 2014 introduced new homeless legislation in April 2015. Part 2 of the Housing (Wales) Act places a statutory duty on each Council in Wales to carry out a homelessness review and formulate a homelessness strategy.

North Wales Councils agreed to develop a regional strategy and a high level action plan, with local action plans informed by independent reviews in each county. The regional approach will enable sharing of best practice; developing a better understanding of the issues; and promote collaborative working where possible.

The homeless strategy objectives are to prevent homelessness and ensure suitable accommodation and satisfactory support is available for those who are homeless.

The region has signed up to the common themes of People, Homes and Services. Within those themes the local review and action plan in Flintshire has identified priority actions to tackle and prevent homelessness in the county.

The key areas identified include youth homelessness; prison leavers, addressing complex needs; developing housing first approaches; improving access to accommodation; mitigating welfare reforms; and improved partnerships with health and social care.

## RECOMMENDATIONS

1	Cabinet adopt the North Wales Regional Homelessness Strategy and high level action plan.
2	Cabinet support the priority actions highlighted within the Flintshire Homelessness Local Action plan detailed at paragraphs 1.09 to 1.14 of this report.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE REGIONAL HOMELESSNESS STRATEGY AND ACTION PLAN</b>
	<b>Background</b>
1.01	The Housing (Wales) Act 2014 reflects the Welsh Government commitment to reinforce the prevention of homelessness as set out in its Ten Year Homelessness Plan. The legislation, introduced by the Act on the 27 <sup>th</sup> April 2015, represents the most fundamental change to homelessness legislation since the Housing (Homeless Persons) Act was introduced in 1977.
1.02	The legislation has introduced an explicit focus upon the prevention of problems rather than simply processing people through crises and, if implemented effectively, aims to result in fewer households experiencing the trauma of homelessness.
1.03	Part 2 of the Housing (Wales) Act 2014 places a statutory duty on each Council in Wales to carry out a homelessness review and formulate a homelessness strategy.
1.04	A homelessness strategy, under section 50 of the Act, is a strategy for achieving the following objectives in the local housing authority's area: <ul style="list-style-type: none"> <li>• Prevention of homelessness</li> <li>• That suitable accommodation is and will be available for people who are or may become homeless</li> <li>• That satisfactory support is available for people who are or may become homeless.</li> </ul>
	<b>Regional Homelessness Strategy Development</b>
1.05	In June 2017, the Heads of Housing of the six North Wales local authorities, together with the Chartered Institute of Housing Cymru, undertook a commitment to work together to develop a regional homelessness strategy.
1.06	The core strategic commitment from the six local authorities in North Wales is to create a culture of improved and effective collaboration across the region, in terms of addressing the specific issues causing homelessness.

1.07	The aim of this strategy is to address the root causes of homelessness, whether that be rough sleeping, reducing the numbers on the housing waiting list, reducing the numbers of sofa surfers, and any other type of homelessness, with the ultimate goal of ending it altogether in North Wales.
1.08	<p>That agenda will be cemented into the strategic approach of each authority by the adoption of the Regional Homelessness Strategy. The common themes within the strategy are:-</p> <ul style="list-style-type: none"> <li>• <b>People</b> (youth homelessness, rough sleepers, complex needs and prison leavers)</li> <li>• <b>Homes</b> (housing first, improved access to accommodation, temporary accommodation)</li> <li>• <b>Services</b> (prevention, mitigation of welfare reform, health)</li> </ul>
	<b>Flintshire Local Homelessness Action Plan</b>
1.09	Each authority has developed its own local action plan based on the themes within the regional strategy but which reflect local priorities. The independent homeless review in Flintshire included analysis of past, current and future levels of homelessness and an audit of current services and level of resources available. The issues and priorities for tackling and preventing homelessness highlighted within the local review have been fed into the local action plan (see appendix 2) which fits within the regional overarching themes.
1.10	The local action plan will influence the targeting of homeless prevention funding and the development of the Supporting People Commissioning Plan. It will also inform the priorities to be reflected in housing and homeless service plans.
1.11	A summary of the priorities within the Local Action Plan under the three key themes are as follows:-
1.12	<p><u>People</u></p> <ul style="list-style-type: none"> <li>• End youth homelessness by developing a multi-agency approach to homeless prevention for young people; develop specialist provision for young people who are homeless.</li> <li>• Prevent rough sleeping by better understanding the potential for it in Flintshire and establish a better understanding of the services required.</li> <li>• Managing complex needs by identifying the challenges and gaps in current provision; delivering services in psychologically informed environments</li> <li>• Ensuring suitable accommodation and support for prison leavers through a more co-ordinated approach for people leaving custody; continued commitment to the Prisoner Resettlement Post and develop a reciprocal agreement across the region.</li> </ul>

	<ul style="list-style-type: none"> <li>Contribute to the Armed Forces Covenant steering group and continue to evaluate whether housing and homeless policies and approaches support the commitments within the Armed Forces Covenant.</li> </ul>
1.13	<p><u>Homes</u></p> <ul style="list-style-type: none"> <li>Develop pilot projects to test housing first principles and share best practice across the region.</li> <li>Improve access to accommodation by improving access to the private rented sector; ensure new build social housing contributes to meeting the demands for housing homeless people; develop tenancy support for landlords and mediation to sustain tenancies.</li> <li>Explore innovative solutions to reduce the cost of temporary accommodation; undertake a review of existing temporary accommodation linked to demand.</li> </ul>
1.14	<p><u>Services</u></p> <ul style="list-style-type: none"> <li>Promote the work of the supporting people programme and ensure there is a pathway of services to meet a range of needs; prevent evictions from social housing through the pilot support project, improved pre-tenancy work and a two week rent campaign in 2019; consider non eviction or exclusion policies in certain settings.</li> <li>Develop a collaborative approach to reducing the impact of welfare reform on working age claimants affected by Universal Credit.</li> <li>Develop closer working relationships with Health and Social Services including protocols for flexible funding, mental health and hospital discharge.</li> </ul>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>The demand on the homeless service is growing and successful prevention is important to mitigate the risks of increased interim and temporary accommodation costs.</p> <p>Successful implementation of the strategy and action plan will rely heavily on Supporting People Programme Grant funding. Welsh Government has announced the phased transition to a housing support grant including Supporting People, Homeless Prevention Grant and Rent Smart Wales funding.</p> <p>The Supporting People Grant has been protected from any reductions in 2019/20. The commissioning plan which will be signed off by Cabinet in the spring will demonstrate how Supporting People funds will be targeted to contribute and support the delivery of the Flintshire Homelessness Action Plan.</p>

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<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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3.01	The Regional Homelessness Strategy and Action Plan has been out to consultation across North Wales through each Local Authority, including in Flintshire through a Stakeholder event held in September 2018. Feedback on the strategy were sought through an online Survey with the responses received being positive to the approach and the key priorities.
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3.02	The Local Action Plan was consulted upon at the same Stakeholder event and, through workshop discussions, the priorities were identified which ultimately have informed the development of the final plan.
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<b>4.00</b>	<b>RISK MANAGEMENT</b>
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4.01	None.
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	Appendix 1: Regional Homelessness Strategy.
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	Contact Officer: Katie Clubb (Customer Support Manager) Telephone: 01352 703518 E-mail: <a href="mailto:katie.clubb@flintshire.gov.uk">katie.clubb@flintshire.gov.uk</a>
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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
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7.01	<p><b>Welsh Government Ten Year Homelessness Plan</b> – This ten year plan describes how homelessness in Wales will be tackled between 2009 - 2019. This Ten Year Plan sets out some guiding principles for the development and delivery of homelessness services.</p> <p><b>Psychologically Informed Environment</b> – delivering services that take into account the psychological makeup (the thinking, emotions, personalities and past experience) of its service users in the way that it operates.</p>
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# People, homes and services

A regional approach to tackling homelessness in North Wales

DECEMBER 2018 - DEC 2022



# Foreword

When, as a group, we initially discussed what the title for this strategy should be, there was a tacit recognition that addressing homelessness across the region was more than simply increasing the supply of the right type of housing.

Yes, the shortage of supply is a big contributing factor to people presenting as homeless, whether they are rough sleepers, those on social housing waiting lists, or those sleeping on a friend's sofa without any prospect of any affordable permanent accommodation.

But all the evidence from the individual homelessness reviews, carried out by the six North Wales local authorities to inform this strategy, suggests a more complex explanation as to why so many are sleeping rough or waiting to be housed.

It is about the specific groups of people in need of support, the type of homes we need to provide them with and the services that allow them to live sustainably in those homes – **People, Homes and Services.**

Common themes emerged around the types of demographics presenting as homeless, particularly young people, those with complex needs such as mental health issues, and those leaving prison.

The reviews also identified common themes around the gaps in the type of accommodation, as well as the gaps in data to inform a strategic approach to combatting the issue.

Finally, commonality across the region emerged on other root causes such as welfare reform, lack of early intervention and a lack of collaboration with the health service, and in some cases between council service areas.

Fundamentally, this strategy recognises that homelessness, and the issues that cause it, has no regard for local authority boundaries and that if we are really going to address this issue, then all six councils need to work together to join up data, services and solutions.

This document sets out a strategy based on working together to reach the overarching goal – eradicating homelessness in North Wales. The strategy has been developed within the context of local housing reviews and strategies, and will inform commissioning plans and funding priorities for each local authority area.

**Matt Dicks**  
Director, CIH Cymru



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# 1. Introduction

## 1.1 Legislative background:

Part 2 of the Housing (Wales) Act 2014 places a statutory duty on each local authority in Wales to carry out a homelessness review and formulate a homelessness strategy. A homelessness strategy, under section 50 of the Act, is a strategy for achieving the following objectives in the local housing authority's area:

- The prevention of homelessness;
- That suitable accommodation is and will be available for people who are or may become homeless;
- That satisfactory support is available for people who are or may become homeless.

## 1.2 Additional legislative and regulatory considerations:

When preparing this strategy partners have referred to and taken into account the following:-

- 10 Year Homeless Plan
- National Housing Pathway for Ex-Service Personnel
- National Pathway for Homelessness Services to Children, Young People and Adults in the Secure Estate
- Preventing Homelessness and Promoting Independence: A Positive Pathway to Adulthood
- The Homelessness (Suitability of Accommodation) (Wales) Order 2015
- Renting Homes (Wales) Act 2016
- Social Services and Wellbeing (Wales) Act 2014 and Population Needs Assessment
- Well-being of Future Generations (Wales) Act 2015 and Assessment of Wellbeing
- Regional Strategic Plans
- Equalities Act (Wales) 2010
- Allocation of Housing and Homelessness (Eligibility) (Wales) Regulations 2014
- Code of Guidance to Local Authorities on the Allocation of Accommodation and Homelessness, 2016
- Welfare Benefit Reforms

## 1.3 Key objectives:

The aim of this strategy is to address the root causes of homelessness, with the ultimate aim of ending it altogether in North Wales. After carrying out a Homelessness Review in each local authority areas, the six authorities across the region will meet that goal by achieving the following key objectives:

- **Developing a regional approach to tackling homelessness in North Wales**
- **Sharing best practice across the region**
- **Developing shared services and collaboration where possible**
- **Developing a better understanding of the causes of homelessness through better data capture across the region**
- **Reducing homelessness in North Wales**

## 1.4 the North Wales homelessness picture

This was the picture of homelessness in North Wales in July 2018:

Number on household  
Waiting List in North Wales:

7,022



75%

of Welsh people think Welsh  
Government should house  
rough sleepers



509

in temporary  
accommodation

84

sleeping rough



Two-thirds

of Welsh people believe Welsh Government  
should provide a good quality home to everyone



## 2. The regional approach

### 2.1 Background

The Williams Commission on Public Service Governance and Delivery, which reported in 2014, noted that:

*“The public sector relationships in Wales are overly complex and this complexity does not serve Wales well. The structures, relationships and responsibilities of public sector bodies in Wales, and the partnerships between them, must be streamlined, accountability clarified and synergies maximised.”*

And that:

*“There is a need for a step change in the performance and delivery of public services in Wales.”*

The Commission also recommend the reduction in the number of councils in order to streamline the delivery of public services in Wales. Whilst the Welsh Government has stopped short of reorganisation, a collaborative approach has continued to dominate its agenda in terms of the delivery of public services since the commission published its report.

In June 2017, the Heads of Housing of the six North Wales local authorities, together with the Chartered Institute of Housing Cymru, undertook a commitment to work together to develop a regional homelessness strategy.

A working group was established and communication opened with the Welsh Government. The Welsh Government agreed to the regional approach outlined in the document in **Appendix A**, provided that each of the six local authorities in the region *“adopts/signs up to the regional strategy”*.



## 2.2. Key Shared issues

The local reviews have been carried out and common themes and key areas for action have been identified across the region:



## 2.2.1 People (This is not an exhaustive list but the groups highlighted by the local authority individual reviews)

Key issues	
<b>Youth homelessness</b>	<p>Ensuring correct information is provided to young people via different social media platforms</p> <p>Misunderstanding/lack of knowledge of service provision amongst young people</p> <p>The impact on young people and their housing needs, when family life reaches crisis point</p> <p>Clarifying what we mean by young people and understanding the needs of different groups of young people such as 16-17 year olds in B&amp;B, 20-35 year-olds in one-bed accommodation - a lack of understanding as to why different groups are presenting as homeless</p> <p>Failure to identify at-risk young people at an earlier stage - e.g. vulnerable people/ACES agenda - and a need to provide more joined up services, e.g children services not communicating with housing at an earlier stage</p> <p>Shortage of shared accommodation and one-bed accommodation</p> <p>Shortage of right type of accommodation</p> <p>Many young people aren't tenancy ready - i.e. not financially literate, not experienced living independently</p>
<b>Rough sleepers</b>	<p>Numbers are growing</p> <p>Shortage of the right type of accommodation e.g. emergency accommodation</p> <p>Lack of joined up working between charities and local authorities in delivering outreach services</p> <p>Addressing the "drug and alcohol culture" - a proportion don't use their accommodation because of drug culture. Drug users less likely to use emergency shelter accommodation</p> <p>Lack of support for people with mental health issues</p>

<b>Complex needs</b>	<p>Lack of a clear definition of what Complex Needs mean</p> <p>Lack of co-ordination in service provision</p> <p>Lack of adaptive housing and coordinated use of resource across region</p> <p>Welsh Government commitment to Supporting People Programme</p>
<b>Prison leavers</b>	<p>Prisoner Pathway - not enough resource</p> <p>Lack of collaboration across region</p> <p>No longer within Priority Need</p> <p>Lack of suitable accommodation for those convicted of arson</p>

## 2.2.2 Homes

### Key issues

<b>Housing first</b>	<p>Shortage of funding</p> <p>Lack of Clarity from Welsh Government in terms of its housing first strategy and what it means - is it a health and/or housing spend?</p> <p>Lack of political appetite at a local level in certain Local Authority areas</p>
<b>Improved access to accommodation - supply</b>	<p>Under 35s accommodation</p> <p>Unwillingness of Private Rented Sector (PRS) to take tenants on welfare benefits</p> <p>Lack of consistency in housing support in PRS</p> <p>Upfront letting agency fees</p>

**Temporary accommodation**

- People unable to move on
- Shortage of right type accommodation
- Too expensive
- Continual risk assessments required

**2.2.3 Services**

**Key issues**

**Prevention/ intervention**

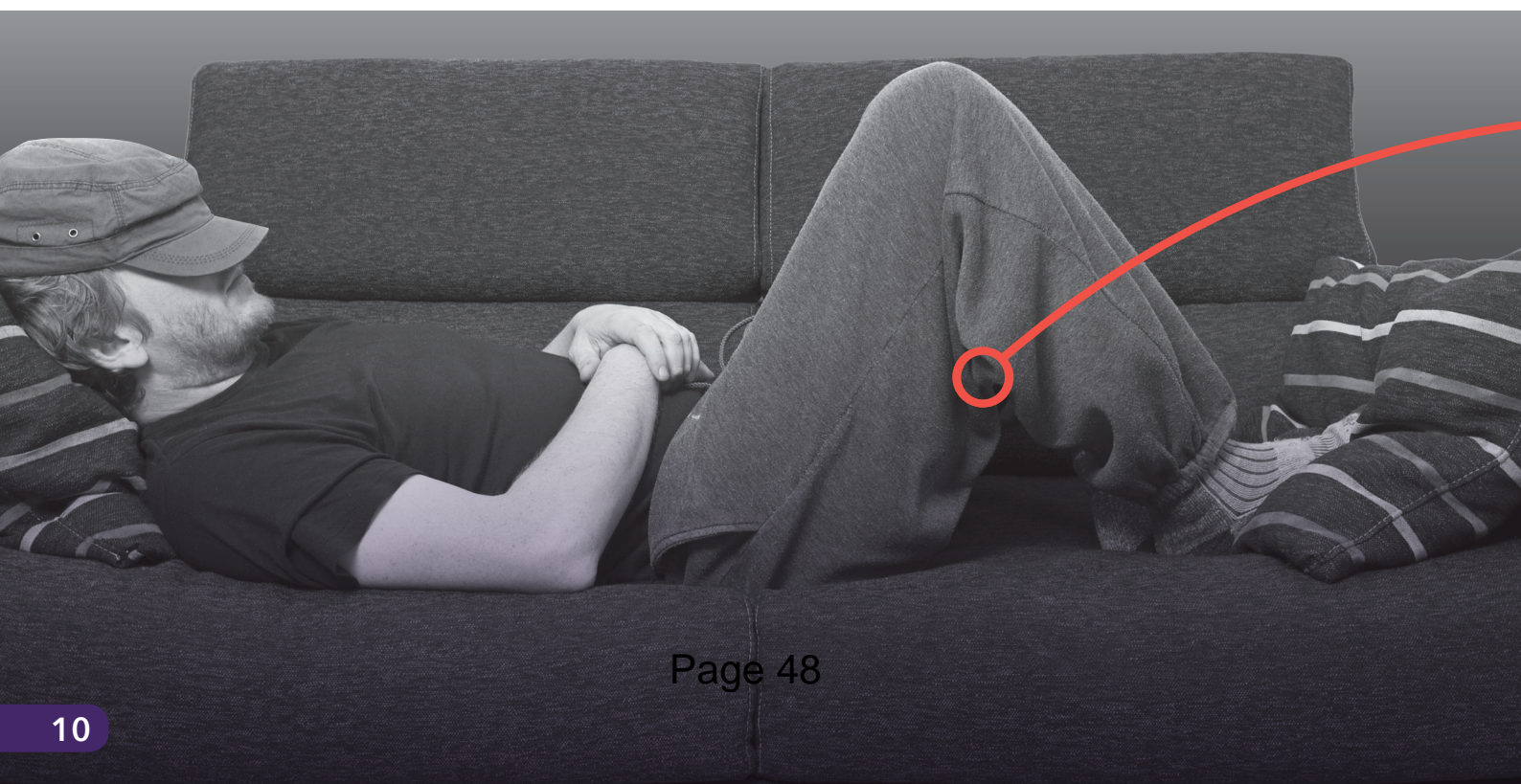
- Intervention takes place at crisis point - homelessness is a symptom not the cause
- Lack of holistic approach to prevention across Local Authority departments - it's every department's responsibility to prevent homelessness

**Welfare reform**

- Implementation of Welfare Reform agenda

**Health**

- Lack of collaboration and services in locality and at a regional level
- Lack of understanding of housing within health sector





## 3. The collaborative framework

### 3.1 The strategic aim

The core strategic commitment from the six local authorities in North Wales is to create a culture of better collaboration across the region, in terms of addressing the specific issues causing homelessness as outlined above. That agenda will be cemented into the strategic approach of each authority by adoption of the Regional Homelessness strategy as set out in this document. Each authority will develop its own local action plan based on the priorities of the regional strategy and this section outlines where collaboration can take place at a regional level.

### 3.2 Collaborative work plan

Based on the correlation of key themes, key areas of collaboration across the region have been identified:

#### 3.2.1 People

##### Youth homelessness:

- Develop a regional approach for young people in terms of information on:
  - Being tenancy ready
  - Financial literacy Welfare/Benefits
  - Promoting a Young People's Positive Pathway to Housing
- Creating better links between accommodation and employment opportunities
- Creating the right support and prevention tools to help maintain tenancies

##### Rough sleepers:

- Create a regional charity liaison hub to improve consistency and strategic delivery of support
- Promote Streetlink App and Information on reporting homelessness and how public can assist homeless people
- Change perceptions of politicians and public in relation to stereotypes in terms of emergency accommodation, shared accommodation and housing first
- Pulling data sets together at a regional level to create a better understanding of:
  - Why people refuse certain types of accommodation
  - Why tenancies end/Why people present as homeless
  - What PRS want in terms of support and how can we encourage landlords to let to Welfare Benefit claimants
- Develop better engagement with rough sleepers to understand need

**Complex needs:**

- Develop definitive and shared definition of complex needs across region
- Coordinate use of research across region and individual local authorities in terms of data on complex needs
- Develop/utilise right type of housing
- Develop better collaboration across local authority departments around complex needs

**Prison leavers:**

- Increase resource for Prisoner Pathway by developing a reciprocal agreement across region - creation of regional Prisoner Pathway network of officers
- Improve monitoring of Prisoner Pathway and develop a data map of impact it's having across region

**3.2.2 Homes**

**Housing First:**

- Joined up communications approach to persuade local politicians of the merits of Housing First
- Feed into on-going Welsh Government roll out programme to better understand WG vision
- Share best practice across region

**Improved access to accommodation - supply:**

- Raise awareness of Homelessness Strategy with other departments
- Embedding homelessness at a strategic level across the region
- Increasing supply that is suitable and accessible
  - o Social new build
  - o Utilising more PRS stock
- Develop a suite of incentives across the region to encourage landlords to work with Homelessness Service
- Working with PRS to reduce negative perception of taking on Welfare Benefit tenants
- Regionalising comms approach with PRS landlords
- Further promote Tai Teg web portal

**Temporary accommodation:**

- Explore innovative solutions to temporary accommodation
- Learning from Local Authorities that don't use bed and breakfast accommodation to meet temporary accommodation needs - sharing best practice across the region
- Communications campaign to address public perceptions of temporary accommodation and the people that use it
- Where it is necessary, explore regional service level agreements with temporary accommodation providers

### 3.2.3 Services

#### Prevention/intervention:

- Create cross-regional data set to better inform why people present as homeless
- Raising awareness amongst statutory services within local authorities to understand that earlier intervention can prevent future homelessness
- Create a regional map of the prevention tools available at both a local and regional level
- Share information services across the region
- Sharing training resource across the region

#### Welfare reform:

- Develop a regional early intervention hub
- Set up a regional best practice group
- Plug data gaps to better understand the impact of sanctions on homelessness
- Regionalise pre-eviction protocols

#### Health and social care:

- Better demonstrate cost-benefit of investment in housing and homelessness agenda in terms of savings to health service through sharing of best practice
- Creating a louder voice for housing on Public Service Boards



## 4. Outcomes

The ultimate aim of this strategy is to reduce homelessness and work towards its eradication across North Wales, measured against an evaluation system (see section 5 below).

## 5. Monitoring and evaluation

A Regional Homelessness Delivery group has been set-up to implement the regional strategy and action plan. The group is made up of the Housing Strategy leads from the 6 Local Authorities and will meet once a quarter. Where necessary sub-groups will be set-up to deliver some of the actions, membership of the sub-groups will include the relevant partners and frequency of the meetings will be determined by the group.

The progress made against the Regional Action Plan (Appendix B) will be presented quarterly to each Local Authority (LA) Strategic Housing Partnership which oversees the implementation of the LAs Local Housing Strategy and related strategies. The role of the LA Strategic Housing Partnership is to co-ordinate and strengthen housing related activities across all services and partner organisations.

An annual report will be prepared detailing the progress made against the regional action plan and each Local Authority will present the report to their Economy and Plan Scrutiny Committee. The LA will also include progress made against the local Action Plan within the report and will ensure it is publically available online on the LA's website.

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## Appendix A

### Outline - North Wales regional homelessness strategy

The Housing (Wales) Act 2014 has introduced the most fundamental changes to homelessness legislation since the introduction of the Housing (Homeless Persons) Act 1977. Alongside the ground breaking statutory duty linked to the prevention of homelessness, the Act also introduced, for the first time, a statutory duty upon a local housing authority to undertake a Homelessness Review and to produce a Homelessness Strategy, with the strategy being published by the end of 2018.

Should the North Wales local authorities produce individual Homelessness Strategies; these would contain similar aims and objectives. Therefore, the North Wales Heads of Housing recommended that the six North Wales local authorities work together to collectively produce and publish a Regional Homelessness Strategy.

CIH Cymru agreed to act as facilitator for the project and met with project leads from the local authorities on 25 October to develop an approach and work plan.

The benefits of such a strategy could include:

- The potential for local authorities to collaboratively procure and deliver homelessness services will be enhanced. There will also be increased opportunity for the development of more effective working with key partner organisations, such as, Health Service, i.e., who operate on a regional basis.
- There will be a more consistent approach among local authorities with their interpretation and implementation of the homelessness legislation, i.e., reasonable steps, and in the delivery of homelessness services across the North Wales locality. This will help to reduce the potential for variation in the availability and delivery of services across the region.
- Local authorities will be able to develop a broader and more detailed understanding of regional issues, better understanding issues neighbouring authorities are encountering.
- There will be more opportunities for authorities to share their resources and expertise and specialist services. It was also recognised that there would be improved collaboration amongst local authorities, for example, with the management of MAPPA cases.
- Establishing a collective understanding and regional approach towards preventing/ tackling homelessness will result in local authorities, together with their partners, having a stronger, more positive influence on the development of future Welsh Government policy, particularly, around housing, homelessness and supporting people issues.

**Approach:**

- Each council will undertake local reviews and develop local action plan
- The local plans will be analysed, and common themes and areas of cooperation will be identified to develop a draft regional strategy and action plan
- Consult on draft regional strategy and action plan (politically and cross sector)
- Publish final regional strategy and action plan



# Appendix B – Regional Action Plan

Theme	Action	Task	Output
<p><b>People</b></p> <p><b>Youth Homelessness</b></p>	<p>Develop a consistent approach across North Wales to support young people to:</p> <ul style="list-style-type: none"> <li>(1) Become tenancy ready.</li> <li>(2) Maintain their tenancy</li> </ul>	<p>Map out existing services available to support young people in each County.</p> <p>Gather information from the Single Pathway (and any other methods available) to identify the demand for support services in each County.</p> <p>LAs to share existing referral processes with partners to maximise the use of services available and good practice examples.</p> <p>Identify areas for collaboration.</p> <p>Train front line officers on how to develop effective personal plans for young people.</p>	<p>Each LA will offer robust personal plans for young people that include support to access training and employment opportunities, and resolve any debt and management money issues.</p>
<p><b>Rough Sleepers</b></p>	<p>Deliver a consistent service across North Wales that responds to rough sleepers</p>	<p>Develop a regional communication plan to promote Street Link.</p> <p>Develop a regional engagement toolkit to improve communication with rough sleepers to better understand their needs.</p> <p>Each LA to develop local outreach services based on local need and share good practice to ensure consistent approach.</p>	<p>Improve engagement with those who have a street based lifestyle to reduce the need of people sleeping rough</p> <p>Improve consistency and delivery of support to rough sleepers.</p>

Theme	Action	Task	Output
<b>Complex needs</b>	Develop a coordinated approach to responding to customers with complex needs.	<p>Agree what the definition of complex needs is across the region.</p> <p>Share data and good practice.</p> <p>Identify areas for collaboration.</p> <p>Train front line officers on how to respond to customers with complex needs and ensure the right support services are in place.</p>	The complex needs of customers will be met.
<b>Prison leavers</b>	Continue to provide Housing Solutions to prison leavers prior to release maximising opportunities to work in collaboration to ensure effective use of resources.	<p>Develop a reciprocal agreement across the region.</p> <p>Share monitoring data and develop a data map of the impact it is having across the region.</p>	Increase the resources for Prisoner Pathway
<b>Homes Housing First</b>	In collaboration use innovation to respond to the accommodation needs of customers.	<p>Share data and good practice.</p> <p>Identify areas for collaboration</p>	Implement a successful approach to Housing First in each local authority area.
<b>Improved access to accommodation</b>	Develop a regional approach to improve the access to the private rented sector	Develop a consistent approach to landlord incentive schemes across the region.	Improve the access to accommodation in the private rented sector.
<b>Temporary accommodation</b>	Explore innovative solutions regionally to reduce the cost of temporary accommodation.	<p>Share data and good practice.</p> <p>Identify areas for collaboration</p>	Reduced costs for LAs.

Theme	Action	Task	Output
<b>Services</b> <b>Prevention</b>	Deliver a consistent service across North Wales that responds to the Housing (Wales) Act 2014.	Map out prevention tools available at both a local and regional level. Train frontline officers on prevention tools available.	Better understanding of why people are presenting as homeless.
<b>Mitigation of Welfare Reform</b>	Develop a collaborative approach to reducing the impact of Welfare Reform on working age claimants affected by Universal Credit	Set-up a regional best practice group and share data to better understand the impact of WR (including the impact of sanctions) and develop effective mitigation measures. Regionalise pre-eviction protocols.	Reduce the impact on customers and public services.
<b>Health and Social Care</b>	Develop closer working arrangements with Health Services	Identify areas for collaboration.	Create the links between health and housing.





## CABINET

<b>Date of Meeting</b>	Tuesday, 18 <sup>th</sup> December 2018
<b>Report Subject</b>	School Transport – Concessionary Spare Seats
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside Cabinet Member for Education
<b>Report Author</b>	Chief Officer (Streetscene and Transportation) Chief Officer (Education and Youth)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

A report was presented to Cabinet in July 2018 to identify options for managing several non-statutory transport arrangements (referred to as transport anomalies) which had been identified by the Integrated Transport Unit (ITU) as part of its route optimisation and procurement exercise completed in September 2017.

Details of the proposed charges for concessionary spare seats were also outlined in the report and Cabinet were requested to consider the pricing options to reach full cost recovery. Cabinet approved the adoption of Option 2 (i.e. £100.00 per term) as its preferred pricing structure for a concessionary bus pass for the current school year (2018/19), with a review to be carried out on the impact of the increased cost in order that the level could be set for future years. This report considers the cost of the concessionary fare for the 2019/20 school year.

### RECOMMENDATIONS

1.	That Cabinet note the information provided on revenue projections from the various options for concessionary fare prices
2.	That Cabinet recommends Option 2 - £450 per year (£150 per term) as the preferred rate for concessionary seats in 2019/20.

## REPORT DETAILS

1.00	BACKGROUND TO THE PROPOSALS
1.01	<p>The Learner Travel (Wales) Measure 2008 (as amended) ('the Measure') sets out the legal framework specifically related to travel and transport provisions for learners travelling from home to school in Wales. Under the legislation, the local authority must provide free home to school transport for learners of compulsory school age attending secondary school who live 3 miles or further from their nearest suitable school (2.5 miles if the family are in receipt of benefit) and 2 miles or further for primary school.</p>
1.02	<p>Additionally, Flintshire County Council's Home to School Transport Policy reflects the statutory provisions of the Measure and stipulates that free transport for children of compulsory school age is provided where a child receiving secondary education lives over 3 miles from the nearest appropriate school and 2 miles or further for primary school. To do this, coaches, minibuses and taxis are procured especially for school transport and the transport network is designed to run in the most cost-effective way to serve pupils entitled to free transport. Where subsidised transport is provided by the local authority and parents want to use this service, but their children do not qualify, the local authority can, by law, charge for this provision and any spare seats on the transport can be sold to pupils who are not entitled to free travel. These places are called Concessionary Spare Seats.</p>
1.03	<p>Parents are expected to make their own arrangements for ensuring that their child travels to and from school and needs to ensure they have other plans in place if their concessionary seat is withdrawn or if they are not able to obtain a concessionary seat, when they do not qualify for free school transport. Concessionary seats are not guaranteed, they can be withdrawn (and a refund given) if the seat is later needed for a pupil entitled to a free seat. The transport network is not designed so that spare seats can be created to meet demand; transport services are reviewed regularly and services can be withdrawn if there are not enough numbers of entitled children travelling. Concessionary seats on contracted vehicles are limited, so if an entitled child needs that seat in the future, a child may have their concessionary seat withdrawn at short notice</p>
1.04	<p>Additionally, as part of the County wide bus network review, the Council is also reviewing the subsidies it provides to commercial bus operators. This will result in some subsidised bus services, which are used by non-eligible pupils to travel to school, ceasing to operate.</p> <p>In these cases and where pupils who are directly affected by the cessation of these services can be identified, they will be offered concessionary seats on the school buses to travel to the schools affected. The capacity on these buses will be expanded to cater for the additional demand however, the offer of concessionary travel will only continue until the end of the summer term in 2020, when it is expected that parents will make alternative arrangements for transporting their children to school each day.</p>
1.05	<p>Reports were presented to the Council's Environment Overview and Scrutiny Committee and Cabinet in July 2018 following which Cabinet approved the adoption of Option 2 (£300 per year or £100.00 per term) as its preferred pricing</p>

	<p>structure for a concessionary bus pass for 2018/19, with a review to be carried out on the impact of the increased cost after one year. The rate is still less than 50% of the full cost of providing concessionary seats and this creates financial pressures for the authority at a time of austerity and when difficult decisions are being made on wider budget issues. The Council's high level aim is to maximise revenue generation and achieving full cost recovery wherever possible.</p> <p>Appendix 1 details other local authorities current concessionary fare charges.</p>
1.06	<p>The impact of the increase in the cost of the concessionary seats has not had a detrimental impact on the numbers requesting concessionary seats however, the number of pupils purchasing these seats are historically low in number. The greatest impact will be on those moving to the school buses from the publicly supported bus serves, when the subsidies to these routes ends (Para 1.04 of this report). These pupils will be faced with a higher cost of concessionary fares however, it should be remembered that they are currently paying fares on the public services and the recommended charge for concessionary passes represents reasonable value, when set against the current charging levels for journeys to school on the public bus services.</p>
1.07	<p>The options for future concessionary seat charges are shown in Appendix 1.</p>
1.08	<p>Whilst the long term aim would be full cost recovery for the service, it is considered unfair to raise the charges to this level over such a short period of time and therefore options 1 and 3 are not recommended at this point in time. Option 2 - £450 per year (£150 per term) provides a balanced position against full cost recovery and the affordability of the scheme for parents, particularly those with a number of children travelling to school on these services and is therefore recommended for the 2019/20 school year.</p>
1.09	<p>The charge will be introduced from September 2019 and rate charged for concessionary seats will in future form part of the annual review of charges across all Council services.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>Staff resources will be required in the short term to administer the charges and process payments for concessionary fares for those pupils affected by the withdrawal of the subsidised public transport routes.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>With Cabinet Member (Streetscene and Countryside).</p>
3.02	<p>Consultation will be required with schools and officers will be attending the Head Teacher Federation meetings to brief head teachers on the changes to concessionary fares.</p>
3.03	<p>With Environment Overview and Scrutiny Committee in November 2018 who recommended the rate detailed in Recommendation 2.</p>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	A local authority could be at risk of challenge by way of judicial review or complaints to the Public Services Ombudsman for Wales if the school transport policy is not applied consistently and fairly in all cases. This risk can be mitigated by applying the school transport policy in full and addressing any historical anomalies highlighted.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Details of concessionary spare seat charges for other local authorities.
5.02	Appendix 2 – Pricing options for concessionary seats.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Officer:</b> Stephen O Jones, Chief Officer, Streetscene and Transportation <b>Telephone:</b> 01352 704700 <b>E-mail:</b> <a href="mailto:stephen.o.jones@flintshire.gov.uk">stephen.o.jones@flintshire.gov.uk</a>

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

## **Appendix 1**

The following charges for concessionary spare seats currently apply in neighbouring local authorities (2018/19)

Cheshire West & Chester:	£880.00 per academic year
Denbighshire:	£150.00 per academic year
Wrexham:	£150.00 per academic year
Conwy:	£210.00 per academic year

## **Appendix 2**

Options for concessionary fare rates

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
	Full Cost Recovery	Partial cost recovery	Full Cost Recovery
<b>2018/19 - current</b>	£300 (£100 / term)	£300 (£100 / term)	£300 (£100 / term)
<b>2019/20</b>	£717 (£239 / term)	£450 (£150 / term)	£450 (£150 / term)
<b>2020/21</b>	£717 (£239 / term)	Subject to annual review	£575 (£192 / term)
<b>2021/22</b>	£717 (£239 / term)	Subject to annual review	£717 (£239 / term)
<b>2022/23</b>	£717 (£239 / term)	Subject to annual review	£717 (£239 / term)

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## CABINET

<b>Date of Meeting</b>	Tuesday, 18 <sup>th</sup> December 2018
<b>Report Subject</b>	Discretionary Transport Policy Review: Post 16 College & Schools Transport and Benefits Entitlement
<b>Cabinet Member</b>	Cabinet Member for Education
<b>Report Author</b>	Chief Officer (Education and Youth)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

Previous reviews of school and college transport have identified a number of areas for potential savings, particularly discretionary policy areas. In June 2015, Cabinet approved the engagement of a Business Partner, JMP Consultants, to assist the Integrated Transport Unit (ITU) with a diagnostic review of all transport operations across the Authority in order to identify any savings opportunities and efficiencies. The operational savings and historical transport anomalies identified have previously been reported to Cabinet. JMP Consultants also highlighted potential savings around a review of discretionary transport arrangements.

On 19<sup>th</sup> June 2018, Cabinet considered a report about discretionary Home to School Transport and agreed to open a review of Post 16 and Benefits entitlement policies.

This report outlines the two discretionary areas and provides a full range of options for consideration to ensure an open and transparent consultation process. Cabinet will then take account of **all** responses to the options following the consultation before making a final determination on any amendments to the discretionary policies.

### RECOMMENDATIONS

1	That Cabinet determines the range of options to be presented for a formal consultation in Spring 2019 on the discretionary school transport policy areas of Post 16 provision and Benefits entitlement.
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## REPORT DETAILS

1.00	BACKGROUND TO THE PROPOSALS
1.01	<p>Post 16 transport to college and schools and provision of free transport under the “Benefits” criterion is a discretionary service. The Council continues to face significant reductions in revenue and has to consider different ways in which services are provided. The provision of discretionary transport is not considered to be sustainable in the current financial climate and is an area where savings may be possible.</p>
1.02	<p>In 2013, Flintshire’s Post 16 transport policy was amended, following consultation, to restrict transport to specified sites, i.e. to school and college sites in Flintshire providing post 16 education and also to a limited number of specified sites outside the County. This amendment resulted in a nominal saving of approximately £30k.</p> <p>The current Transport Policy, which is attached in full as Appendix 1, states that free transport will be provided for post 16 students living in Flintshire attending a first course of full time study at a school or college, subject to meeting the 3 mile distance criteria and providing the student is attending the nearest educational establishment offering the courses they wish to study.</p> <p>Free transport will be provided to specified sites only. These sites are:</p> <ul style="list-style-type: none"><li>• All secondary school sites within Flintshire offering post-16 courses</li><li>• Coleg Cambria sites at Connah’s Quay, Northop, Wrexham and Llysfasi (for land based courses only),</li><li>• Chester Catholic High School, Prestatyn High School, Rhyl 6, St Brigid’s School and Ysgol Glan Clwyd, St. Asaph.</li></ul> <p>Transport is only provided to an educational establishment which is not the nearest if, there is a considerable variation between the student’s course and the course on offer at the nearer institution. The courses should be at a higher level than the previous one: for example GCSE retakes would not normally qualify for assistance.</p>
1.03	<p>The discretionary entitlement to free transport under the “benefits” criterion has been included in Flintshire’s home to school transport policy since at least 1996 and has not changed since then. Flintshire is the only Welsh local authority to retain this particular discretionary entitlement. Under the policy, free transport is provided for pupils of statutory school age whose parents are in receipt of Income Support, Working Tax Credit or Universal Credit and who reside more than 2.5 miles from the nearest appropriate school.</p>
1.04	<p>At a Member Workshop on 29 November 2017, in response to a question “should the Council continue to subsidise post 16 transport?”, the results were:</p> <ul style="list-style-type: none"><li>• Not at all – 7</li><li>• Partially – 17</li><li>• Fully – 6</li></ul> <p>In response to a question “should the Council continue to subsidise pupils of families in receipt of benefit entitlement?”, the results were:</p>



	<ul style="list-style-type: none"> <li>• Not at all – 7</li> <li>• Partially – 11</li> <li>• Fully – 11</li> </ul>
1.05	<p>The Learner Travel (Wales) Measure 2008 sets out the legal framework relating to travel and home to school transport provisions for learners in Wales. The Measure requires local authorities to assess the travel needs of learners up to the age of 19. Although there is no statutory duty to provide free transport to post 16 learners who continue in further education, the Measure provides local authorities with the power to provide discretionary arrangements. If a local authority uses this power, the policy must be applied to all learners in similar circumstances living in the local authority's area, and the policy must be fair, reasonable and comply with relevant equality legislation to ensure that it does not unlawfully discriminate between learners. In other words, the policy must be applied equally to learners in maintained schools and to those attending other educational and training establishments such as colleges.</p>
1.06	<p>Prior to changing a school transport policy, consultation must be carried out with all stakeholders including those likely to be affected by the proposed change. In accordance with the Learner Travel Information (Wales) Regulations 2009, the school transport policy must be published before 1<sup>st</sup> October of the year preceding the academic year in which it applies. Therefore in order that parents and learners are aware of transport implications when deciding on which school or college to attend, the earliest any changes could come in to effect, following consultation, is September 2020. Appendix 2 sets out the consultation and implementation timeline.</p>
1.07	<p>Other local authorities in Wales are reviewing or have reviewed their discretionary post 16 transport policy, with some withdrawing provision entirely and others introducing a charge. In terms of North Wales authorities, Wrexham County Borough Council no longer provides post 16 transport, Gwynedd and Ynys Mon charge a fee (£300 and £60 per annum respectively), and Conwy County Borough Council have recently (October 2018) agreed a charge of £80 per term but before implementation a review is taking place of the "safety net" for those students in receipt of free school meals and Education Maintenance Allowance. A summary of current situation in all Welsh local authorities is attached as Appendix 3.</p>
1.08	<p>The Council currently transports a total of 1950 post 16 students: 1500 to Coleg Cambria sites and 450 to Sixth Forms at secondary schools. The total cost of college transport has reduced recently following re-tendering and is now £860k. Under a Service Level Agreement with Coleg Cambria, the college contribute 25% towards their transport costs, reducing the actual costs to the Council to £645k. If it was agreed to introduce a fare, this re-charge would discontinue.</p> <p>Post 16 students to schools are transported on dedicated school transport therefore if transport entitlement was withdrawn, savings would be minimal.</p> <p>In relation to benefits entitlement, this academic year there are 17 students (November 2018) entitled to free transport under this provision at a cost of £10k per annum.</p>

## 1.09 Options for consideration – Post 16

The following options are suggested for consultation. They cover the full range of provision in order to provide as wide a base for consultation as possible.

The figures assume 100% take up based on current numbers travelling i.e. no deduction has been made for possible reduced take up of transport as a consequence of charging.

### Option 1

Maintain status quo. Retain current level of provision as stated in Transport Policy. Current cost is £860k.

### Option 2

Introduce charges for **all** Post 16 transport to nominated sites within the policy. (A range of potential charges are given as part of the consultation options).

Charge to Parent per term (£)	Charge to Parent Annually (£)	Gross income (£)	Remaining cost pressure (£)
50.00	150.00	293,000	560,000
80.00	240.00	468,000	385,000
100.00*	300.00	585,000	268,000
145.00	440.000	858,000	2,000

\*Same charge as concessionary seat

### Option 3

Introduce a charge as in Option 2 but the charge be waived for learners who are eligible for free school meals/entitled to benefits.

(Based on FCC average 15% free school meal entitlement)

Charge to Parent per term (£)	Charge to Parent Annually (£)	Gross income (£)	Remaining cost pressure (£)
50.00	150.00	249,000	604,000
80.00	240.00	398,000	455,000
100.00*	300.00	498,000	355,000
145.00	440.00	770,250	89,750
173.00	519.00	860,500	Nil

\*Same charge as Concessionary seat

### Option 4

Discontinue learner transport for **all** Post 16 students leaving all learners to make their own arrangements  
Saving – £860k.

### Option 5

	<p>Exclude both Welsh Medium and Faith Post 16 education from Options 2 and 3 above (approximately 135 students) which mirrors a decision from Cabinet in June 2018 not to review these two discretionary elements of the Home to School Transport Policy.</p> <p><u>Option 6</u></p> <p>Exclude only Welsh Medium Post 16 transport from Options 2 and 3 above (approximately 35 students) in order to support Flintshire's 'Welsh in Education Strategic Plan' which is the main mechanism for the Council to make its contribution to the Welsh Government's aspirational target for 1 million Welsh speakers by 2050.</p>
1.11	<p><u>Options for consideration – Benefits entitlement</u></p> <p>As at 1<sup>st</sup> November 2018, 15 students in Years 7 – 11 qualified for free transport on "Benefits" grounds, 12 travelling to St David's, Saltney and 3 to Connah's Quay High School.</p> <p><u>Option 1</u> Maintain status quo and continue current policy – current cost approximately £10k.</p> <p><u>Option 2</u> Remove provision completely with effect from September 2020. Saving approx. £10k*.</p> <p><u>Option 3</u> Phase out provision i.e. no new students receiving benefits entitlement with effect from September 2020 - would result in decreasing numbers of students receiving benefit year on year and ceasing completely in 2023*.</p> <p>*Only a minimum saving would be made if the vehicle size of the contract was reduced.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>Consultation and analysis will be carried out within existing resources. If a charge is agreed, an additional resource will be required in the Integrated Transport Unit to administer and manage the process, including liaising with parents and students, collecting income and chasing any arrears. This will be dependent upon which option is agreed but is estimated to equate to 0.5 FTE. Income collection will link with Council's Digital Strategy.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>Consultation must be carried out with all stakeholders in accordance with the Learner Travel Measure. This includes consultation with all those affected and likely to be affected by any change in policy, including but not exclusively, parents, students, schools, colleges, neighbouring authorities, diocesan authorities and interested parties e.g. Welsh language support groups.</p>

3.02	Consultation will be carried out using an online survey tool such as Survey Monkey and meetings with specific focus groups if appropriate.
3.03	Consultation would last at least 6 weeks. Adequate notice of any changes to the policy must be given in order that parents/learners have sufficient information about travel arrangements prior to expressing a preference for a school/college. In order to publish the policy in time for the 2020/21 academic year, approval to any changes must be agreed by July 2019 at the latest.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	A local authority could be at risk of challenge by way of judicial review or complaints to the Public Services Ombudsman for Wales if adequate consultation is not carried out or the school transport policy is not applied consistently and fairly in all cases. This risk can be mitigated by carrying out consultation with all those likely to be affected and by completing full Equality Impact Assessments. Regular reports will be given to Programme Boards within the portfolios to ensure that risks are highlighted and mitigated.
4.02	There is a risk of non-payment of charges, leading to an increase in resources required to chase up payments and recover arrears.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Current Home to School Transport Policy Appendix 2 – Policy change timeline Appendix 3 – Welsh Local Authorities' Post 16 Policies

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.  <b>Contact Officer:</b> Claire Homard, Chief Officer, Education & Youth <b>Telephone:</b> 01352 704190 <b>E-mail:</b> <a href="mailto:claire.homard@flintshire.gov.uk">claire.homard@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Concessionary Seat</b> – Where a pupil does not qualify for free transport but can be placed on an existing transport route which has empty seats Current charge is £100 per term.

## Current Transport Policy

## APPENDIX 1

The LA is required to determine whether the provision of transport for pupils of statutory school age is necessary to facilitate the attendance at a designated school of the pupil concerned. If such transport is deemed necessary, then the transport must be provided free of charge.

### Statutory transport provision

The LA provides free transport for children of compulsory school age

(i.e. 5-16yrs) as follows:-

- where a child receiving primary education lives over two miles from the nearest appropriate school;
- where a child receiving secondary education lives over three miles from the nearest appropriate school.

The LA also provides free transport for pupils of statutory school age:

- where the route to school is considered to be hazardous by the LA in consultation with the Environment Directorate;
- where transport to a named school is identified in a pupil's Statement of Special Educational Needs. This would normally be on medical or educational grounds and would be deemed essential in the context of other criteria identified in this policy
- where a child requires transport on medical grounds and no suitable public transport exists;

### Other transport provision

Free transport is also provided for pupils of statutory school age:

- **where a child whose parents are in receipt of Income Support or Working Tax Credit, resides more than 2.5 miles from the nearest appropriate school;**
- to the nearest Welsh medium school under the criteria identified above;
- to the nearest voluntary aided school where the admission to the school is on denominational grounds, subject to the distance criteria. Consultation with individual schools will take place to confirm the oversubscription criteria under which pupils are admitted. Suitable evidence of adherence to the faith of the school such as a baptismal certificate or a letter from a priest may be requested.

### Post-16 Transport

**Free transport will be provided for post 16 students living in Flintshire attending a first course of full time study at a school or college, subject to meeting the 3 mile distance criteria and providing the student is attending the nearest educational establishment offering the courses they wish to study. Free transport will be provided to specified sites only. These sites are:**

- **All Secondary School sites within Flintshire offering post-16 courses**
- **Chester Catholic High School, Coleg Cambria sites at Connah's Quay, Northop, Wrexham and Llysfasi (for land based courses only), Prestatyn High School, Rhyl 6, St Brigid's School, Ysgol Glan Clwyd, St. Asaph.**

**Transport will only be provided to an educational establishment which is not the nearest if, in the judgement of the LA, there is a considerable variation between the student's course and the course on offer at the nearer institution. The courses should be at a higher level than the previous one: for example GCSE retakes would not normally qualify for assistance.**

### **Free transport after the age of 19**

Free transport is provided to eligible students who have reached 16 years of age and have not yet reached the age of 19 on 1<sup>st</sup> September of the academic year. The free transport will be maintained for students for the length of their initial course even if they reach their 19<sup>th</sup> birthday before the end of that course.

### **Concessionary fares**

The LA may provide concessionary transport, at a cost, where a pupil/student does not qualify on the above criteria but can be placed on an existing contract transport route which has empty seats. In these circumstances:

- a charge of £100 per term will apply. (This is subject to an annual review)
- concessions may be withdrawn at short notice, with a pro-rata rebate, when seats become unavailable.

However, under the Transport Act 1985, concessionary fares cannot be made available where public service transport runs along a school route at convenient times for the start and finish of the school day.

Application forms for concessionary seats can be obtained on [www.flintshire.gov.uk/schools/ school transport](http://www.flintshire.gov.uk/schools/schooltransport) or from the Integrated Transport Unit, Tel No: 01352 704532.

### **Pupils/students with learning difficulties/disabilities**

Specialised transport will be provided for pupils/students with learning difficulties and/or disabilities when specified in the statement of SEN. The LA will consider a pupil's special educational needs or disability, irrespective of whether the pupil has a SEN statement, when deciding which is the nearest suitable school. The transport requirements will depend on individual circumstances and each application will be considered on its own merits.

When other factors are identified in the statement, e.g. specialist provision, transport may be provided for young people with learning difficulties and/or disabilities to travel beyond their nearest school/college.

Young people who have severe medical conditions that seriously affect their mobility may be provided with free transport even though they do not meet the distance criteria. In all cases, the request must be supported by medical evidence.

### **Travelling expenses for parents of pupils placed by a Statement of SEN in schools outside Flintshire**

Where such pupils are placed in boarding schools more than 100 miles from home, the LA will assist with travelling expenses for parents to attend the statutory Annual Review meeting, by the most cost effective means of:

- arranging transport, or
- making a cash payment (currently 20p per mile), or
- providing a ticket (or cash equivalent) for one or both parents on public transport

Such assistance will also be given when a pupil who normally travels in a vehicle provided for a group, is unable to travel at the same time as the group because of his/her ill-health. Medical certification will be required. The LA will not normally assist with travelling expenses for other functions or meetings.

### **Definition of criteria**

#### **Appropriate school criteria**

An appropriate school is deemed to be the nearest school which provides education for the relevant age and ability of a pupil, the nearest Welsh medium school or the nearest Voluntary school.

The LA is not responsible for the cost of transport:

- where parental preference results in a pupil being placed in a school or facility other than the nearest appropriate school;
- to schools maintained by other Authorities where admission to those schools is a result of parental preference, unless that school is the nearest school.  
The Authority operates arrangements with neighbouring authorities for Flintshire pupils whose nearest appropriate school is outside the Flintshire County boundary;
- of pupils who reside outside Flintshire but who receive their education in Flintshire schools.

### **Age Criteria**

The LA has no legal responsibility to those not deemed entitled to free transport.

- The LA does not provide transport for pupils attending nursery school or nursery classes at the age of three. Transport is provided from the commencement of the school year in which the child attains the age of five.
- The LA currently makes provision for pupils above compulsory school age, who qualify, to be transported free of charge to the nearest appropriate school or college as detailed in the Transport Policy.

### **Criteria for the Provision of Escorts**

An escort may be provided by the Authority for pupils with a Statement of Special Educational Need, who qualify for transport under the defined criteria. Provision of escorts will take place after consideration by relevant officers of the individual needs of the pupils or group of pupils and the nature of the transport available.

### **Applying for School and College Transport**

If you consider, using the above criteria, your child may qualify for free school transport you will be required to complete an application form. An application needs to be made at entry to Reception, Secondary and Post-16 and is not retrospective. You will also be required to re-apply should any of your circumstances alter during the period your children attend school, or if your child's course alters. Application forms are available on [www.flintshire.gov.uk/schools/schooltransport](http://www.flintshire.gov.uk/schools/schooltransport) or from the Integrated Transport Unit, Alltami Depot, Mold Road, Flintshire. CH7 6LG (Tel: 01352 703243/704636/704532). Applications for transport to colleges should be directed to the college concerned (details below). Applications can be made at any time of year although students are recommended to apply at the end of the summer term prior to commencing courses in September.

### **Mode of Transport**

In determining the mode of transport required, the following principles will apply:

- the need for specialist transport;
- the Additional Needs of a pupil as defined in a pupil's statement.

In all cases, the efficient use of resources will dictate the mode of transport (subject to the above conditions). Transport may be provided by means of school contract transport services or existing public transport services which, together with the type of transport (bus, minibus, train, taxi, etc.) will be dictated by cost effectiveness. In some cases, one contract bus may transport different pupils to more than one school site. In exceptional circumstances, a cash payment (currently 20p per mile) may be available for transporting pupils who meet all the criteria, if deemed by the LA to be more cost effective.

### **Collection and Return**

Transport will normally be to and from bus stops or pick-up points for groups of pupils. It will only be provided from door-to-door in exceptional circumstances. The maximum distance a pupil is expected to walk to and from pick-up point will depend upon, for example, the age of the child, their individual needs and the nature of the route they are expected to walk.

### **Travel Behaviour Code**

The Welsh Assembly Government has issued a Travel Behaviour Code which is compulsory for all learners up to the age of 19. It applies to all modes of travel to and from education institutions. Learners must comply with the Code whilst travelling to and from their place of learning. Under the Code, travel arrangements may be withdrawn from learners whose behaviour during the journey to or from school or college is not of an acceptable standard. The driver will, in accordance with the agreed procedure, report any incidents of misbehaviour to the LA and Headteacher of the school concerned. Any such incidents will be investigated and appropriate action taken, if necessary, including suspension from transport.

### **Smoking on Buses**

Smoking is not permitted on any vehicle contracted to the Council for the conveyance of school pupils to and from school. Any pupils found smoking on school or college buses will be reported for disciplinary action to be considered.

### **Parents have responsibility for:**

- getting their child to and from school where they do not qualify for free school transport;
- applying for free transport where their child qualifies;
- informing the LA and the school of changed circumstances which may affect transport;
- ensuring that their child is ready and waiting for transport at the appropriate time and place. It is the parent's responsibility to accompany the child to and from the vehicle;
- ensuring that their child's behaviour while using school transport is acceptable.

### **General Transport Enquiries**

School Transport  
Streetscene & Transportation  
Tel: 01352 704532  
Email: [school.transport@flintshire.gov.uk](mailto:school.transport@flintshire.gov.uk)  
Website: [www.flintshire.gov.uk/schools/schooltransport](http://www.flintshire.gov.uk/schools/schooltransport)

### **Colleges**

Coleg Cambria (Connah's Quay)  
Kelsterton Road  
Connah's Quay  
Deeside,  
Flintshire,  
CH5 4BR  
Tel: 01244 831531

Coleg Llandrillo  
Transport Officer  
Llandudno Road  
Rhos on Sea  
LL28 4HZ  
Tel: 01492 546666

Coleg Cambria (Yale)  
Grove Park Road  
Wrexham  
LL12 7AB  
Tel: 01978 311794



**Home to School Transport Policy**

**Project Plan to change discretionary transport policy – Benefits & Post 16**

Activity	Nov 2018	Dec 2018	Jan 2019	Feb 2019	March 2019	April 2019	May 2019	June 2019	July 2019	Sept 2020		
E & Y Programme Board												
Pre consultation prep/data analysis												
Prepare, translate documents*												
Equality Impact Ass												
Set up consultation												
Consultation												
Analysis												
Scrutiny												
Informal Cabinet												
Cabinet												
Publish Policy												
Inform stakeholders												
Train staff												
Implement Policy												

\*Including detailed Project Plan and key templates– consultation document, Communication Plan , FAQ, Questionnaire, etc

**NOTES**

1. School transport policy must be published at least 12 months before implementation, ie for Sept 2020 publication must be by Sept 2019 at the latest.
2. Consultees include all those likely to be affected, including current pupils, those pupils due to start/change schools (Year 7) and post 16 students.
3. Consultation can be electronic only.

4. Everything must be done in accordance with Learner Travel Measure Operational Guidance.  
081118

**APPENDIX 3****WELSH LOCAL AUTHORITIES – POST 16 TRANSPORT PROVISION (as at 081118)**

<b>AUTHORITY</b>	<b>POLICY</b>	<b>COMMENTS</b>
Blaenau Gwent	£150pa.	Discounted bus ticket or travel grant to the Blaenau Gwent Learning Zone, Ebbw Vale Campus as their designated Post 16 provider or the nearest institution where their course is available subject to distance and course criteria. Students required to contribute £50 each term towards the cost of the discounted bus ticket .
Bridgend	Free – 3 miles.	Non qualifiers could purchase seat - £360 per annum
Caerphilly	Free- 2 miles	
Cardiff	No free transport	Withdrawn from Sept 2016. Concessionary seat £100/term.
Ceredigion	Free – 3 miles	
Carmarthenshire	Free – 3 miles	
Conwy	Under review	Conwy Cabinet Oct 2018 agreed a charge of £80 per term but to review the “safety net” for those in receipt of fsm and EMA before implementing the charge.
Denbighshire	Free – 3 miles	
Flintshire	Free – 3 miles	Free to named sites – post 16 establishments
Gwynedd	£300pa	3 termly payments: £120, £120, £60.
Merthyr Tydfil	Under review	Decision on providing free transport to Welsh Medium and Faith Schools only deferred 27.06.18.
Monmouthshire	£440pa	£220 if on fsm. VA Catholic school pay costs for their students
Neath & Port Talbot	£100pa	Except Statements. Delegates responsibility to transport to Neath Port Talbot college
Newport	£150pa	Travel grant £150 pa and £370 charge for contracted school transport
Pembrokeshire	Free – 3 miles	
Powys	Free – 3 miles	
Rhondda Cynon Taff	Free – 2 miles	

Swansea	Free – 3 miles	Delegates funding to 2 colleges
Torfaen	Travel grant	Travel grant of £48 per term. Season ticket for low income families
Vale of Glamorgan	Free – 3 miles	
Wrexham	No free transport	Withdrawn from Sept 2016
Ynys Mon	No free transport	Can purchase vacant seat - £60pa

\*Merthyr Council deferred a decision on restricting post 16 transport to their local College, Welsh Medium and Faith only – ie no transport to other schools/colleges. Queried how this could even be considered given potential challenge on equality/discrimination grounds. Comments from Transport Manager, Merthyr:

“Council deferred as they were looking at the opportunity of the College in Merthyr Tydfil “mopping up” a number of courses that we bus learners to out of county. In relation to equality we are continuing with Welsh to meet our obligations to promote Welsh learning and we have continued Faith as we do so for mainstream. We mention potential equality challenge in the business case but ultimately be down to members to judge”



## CABINET

<b>Date of Meeting</b>	Tuesday, 18 <sup>th</sup> December 2018
<b>Report Subject</b>	Environmental Enforcement
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside
<b>Report Author</b>	Chief Officer (Streetscene & Transportation)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

In July 2018, Cabinet resolved that the contractual arrangement, in place with Kingdom for the provision of environmental enforcement, should not be extended beyond December 2018. It also agreed that other business models should be considered and evaluated to allow a preferred option for the future delivery of the enforcement service in the County to be established.

Since that date, Kingdom have taken the decision to withdraw their services from Flintshire with effect from the end of August 2018 and the residual in-house enforcement officer team are currently undertaking all enforcement activities in the County.

This report identifies four possible options for delivering County wide enforcement activities, in line with the Council's approved environmental enforcement policies

### RECOMMENDATIONS

1	That Cabinet considers the options presented in Appendix 1 and approves the aspiration to move to Option 2 (an enhanced in-house enforcement provision) for the future delivery of the environmental and car parking enforcement service within the County. The additional cost of the service to be provided from the additional income raised from Fixed Penalty Notices and potential savings accrued from collaborative working opportunities.
2.	That Cabinet approves the request for officers to commence discussions with neighbouring authorities, with the aim of moving towards a collaborative in-house service delivery model - Option 3 of the proposals.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE ENVIRONMENTAL AND PARKING ENFORCEMENT LEGISLATION</b>
1.01	Local authorities are empowered under the Environmental Protection Act 1990 (Section 87/88), Clean Neighbourhoods and Environmental Act 2005 (Sections 55-60) and the Anti-Social Behaviour, Crime and Policing Act 2014 to issue Fixed Penalty Notices (FPN's) for dealing quickly and effectively with low level environmental offending, such as littering and dog control/fouling offences.
1.02	On the formation of the Streetscene and Transportation portfolio in April 2015, two areas of the service (parking management and environmental crime) were merged to create the Civil Parking and Environmental Enforcement team. There were a total of 7 officers, whose roles were combined to deliver enforcement activity for a wide range of environmental crimes such as littering, dog fouling, abandoned vehicles and fly tipping as well as civil parking enforcement. Currently one of these posts is vacant, due to a staff member leaving the service.
1.03	Following the roll out of the car park strategy across Flintshire, the demand for patrolling and enforcement activities in the wider number of chargeable car parks significantly increased. This was also at a time when the Council had introduced a 'Zero Tolerance' policy on littering, dog fouling and fly tipping, which also required additional enforcement resources with the new side waste enforcement arrangements placing even further pressures on the relatively small service team.
1.04	In May 2016, in order to address this shortfall in resources, Cabinet approved a formal contract with a specialist private partner (Kingdom) to undertake low level environmental enforcement activity in the County on a 12 month pilot basis. This contract was introduced to complement the activities of the Council's own enforcement officers who were employed to continue to carry out all other enforcement activities in Flintshire. The pilot was subsequently extended to allow a full assessment of the future service delivery options to be made.
1.05	Despite the fact that the vast majority of FPN's issued by the organisation on behalf of the Council were paid and uncontested, there were a number of high profile cases where the circumstances behind the issuing of tickets were considered contentious. These small number of cases undermined the reputation of the both the company and the authority and the arrangement was seen as 'heavy handed' by many people. A number of Town Council's also requested that Kingdom were not employed on enforcement activities in their own areas.
1.06	The regional lobby against the company developed significantly and Environment Overview and Scrutiny subsequently requested an update report, which was presented to the Committee in June 2018. The Scrutiny Committee recommended that the contracted arrangement with Kingdom should end and that all enforcement activity should in future be carried out by the Council's own in-house staff. Cabinet approved the recommendation in July 2018 and subsequently Kingdom made the decision not to continue

	with their operations, serving the required notice period to end the contractual arrangement with the Council. The contract ended on 31 <sup>st</sup> August 2018.
1.07	Following the recommendation to terminate the contract with Kingdom and explore different service delivery models, all authorities in North Wales have been approached to gauge opinion and determine if a collaborative model service would be feasible. Like Flintshire, neighbouring authorities are also currently undergoing a review of their enforcement services, with all options still open for consideration.
1.08	The options available for the future service delivery models are shown in Appendix 1, together with a brief options appraisal and impact assessment of each.
1.09	Given the current financial position and the likely impact of a further contracted outsourced position, it is proposed that the in-house approach, with the current resource level is taken forward at this time (Option 1). Discussions should commence with neighbouring Council's to explore options for a combined service, delivering the benefits laid out within the Options Appraisal. The benefits from a regional or sub-regional approach, together with the additional income from Fixed Penalty Notices, may provide the funding for additional enforcement officers, which will provide additional resilience to the service currently provided (Option 3).
1.10	The success of any revised approach to enforcement will be measured against the Local Environmental Audit and Management System (LEAMS). This independent survey is undertaken by Keep Wales Tidy and records the cleanliness of streets in Wales. This will enable the authority to establish an accurate indication as to how successful the proposed service is operating.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The impact on service budgets is included in the Options Appraisal (Appendix 1).

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	With Cabinet Member.
3.02	Environment Overview and Scrutiny Committee – November 2018.  The Environment Overview and Scrutiny Committee preferred an in-house solution and recommended Option 2 – ‘An enhanced in-house enforcement provision’ however they recommended the discussions with neighbouring authorities should be put on hold to allow the existing arrangement to stabilise after the departure of Kingdom.
3.03	Further consultation will be undertaken with Town and Community Council's regarding the enforcement provision.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Street and open space cleanliness levels will be monitored for deterioration following the reduced enforcement levels.
<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Enforcement options appraisal.
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Officer:</b> Stephen O Jones <b>Telephone:</b> 01352 704700 <b>E-mail:</b> <a href="mailto:stephen.o.jones@flintshire.gov.uk">stephen.o.jones@flintshire.gov.uk</a>
<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>FPN</b> - Fixed Penalty Notices <b>PCN</b> - Penalty Charge Notice



# Environmental Enforcement - Future Service Delivery Models

## Options Appraisal

### Option 1 – In-house service maintained at the current resource level.

The current in-house service will continue to enforce environmental offences, car parking and dog fouling offences. Education and campaigns will be introduced to raise awareness and promote responsible behaviours within communities in relation to littering and no specific patrols will be undertaken for this offence.

The authority currently employs 1 Enforcement Supervisor, and 7 Enforcement Officers (2 vacant posts). This resource level will be maintained with the back office tasks controlled by the Supervisor, with the support of the Streetscene Administration team.

Education and campaigns will be used as an effective way of raising awareness and promoting responsible behaviours within communities. For example - It is evident that cigarette related offences continues to be the predominant littering type in the County and it is widely considered that smokers do not consider cigarette ends to be classed as litter. In this case preventative strategies will be developed with local public house and club owners, which specifically address local issues for the purpose of behavioural change for their customers.

The working rota of the Officers will be changed to provide a more flexible approach, this will include a 6am and 7pm shift each day of the week. The purpose of this is to ensure a sufficient level of presence is available to manage dog control and other PSPO enforcement types, as well as addressing the needs of local communities.

Cost Impact	Benefit	Risk
<p><b>Cost Neutral</b> - The service has budget for the existing level of Enforcement Officers.</p> <p>All revenue generated through FPN's and PCN's will be retained by the authority, although limited revenue will be generated from littering offences.</p>	<p>Public perception – Low level in-house operations will not receive the level of criticism received by the Business Partner.</p> <p>The promotion of campaigns rather than enforcement will be seen as a proactive means to tackle littering.</p> <p>Community engagement with T&amp;CC's and local County Councillors will be beneficial.</p>	<p>The effectiveness of the education campaign will not be supplemented with enforcement and the move away from a zero tolerance approach could see an increase in littering offences. This could potentially affect the scale and cost of other services, such as litter picking and managing complaints.</p> <p>Regional campaigns will focus on the advantages to clean neighbourhoods, as well as the likely penalties for non-compliance. The ending to Zero Tolerance in Flintshire will mean that the authority will need to develop its own campaigns.</p> <p>HR issues - There are clear differences with managing a contract with a private Business Partner, and</p>

		<p>managing a contract of employment with leave and sickness absences creating service delivery problems. Maintaining a consistent presence throughout the year may prove problematic in some instances.</p> <p>Lack of resilience in respect of the back office work.</p> <p>Increased littering on the street if the deterrent and risk of fine is removed.</p>
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### **Option 2 – Enhanced in-house service provision**

All low level environmental enforcement such as dog fouling and littering, will be undertaken by Officers employed by Flintshire County Council, in addition to the activities currently undertaken by the service. This will include the back office support required to deal with the administration of the FPN’s, including collecting the payments, building prosecution packs, complaints and dealing with appeals.

The authority currently employs 1 Enforcement Supervisor, and 7 Enforcement Officers (2 vacant posts) and the service would appointment a minimum of 2 further Enforcement Officers to deliver a service which will cover the whole County with some level of consistency. The back office tasks will be controlled by the Supervisor, with the support of the Streetscene Administration Team.

Clear guidelines will be issued to Officers to specify the principles on which the service will operate. This will include a requirement for a minimum level of service for all enforcement activities. An improvement in the relationship between communities and the Enforcement Service will be formed, officers will be required to attend local Environmental Visual Audit’s to focus and target enforcement around the concerns and needs of the local community.

The focus of the previous Business Partner was to concentrate predominantly on the enforcement of littering offences. The need to continue enforcing against this behaviour has been identified, however the Authorities in-house Officers will be responsible for a number of other enforcement activities, and the level of presence for littering offences alone cannot be maintained, even with the enhanced number of officers. Officers will be empowered to issue an FPN should they witness any littering thus maintaining the ‘Zero Tolerance’ principals in this area. The authority will engage with other North Wales Authorities to develop regional education campaigns, developing preventative strategies to ensure a consistent approach across the region.

The officer working rota will provide a more flexible approach to the times when enforcement officers are patrolling, this will include a 6am and 7pm shift each day of the week. The purpose of this is to ensure a sufficient level of presence is available to manage dog control and PSPO enforcement types, as well as addressing the needs of local communities.

Cost Impact	Benefit	Risk
<p><b>Cost Negative</b> - A further £60,000 per annum will be required for the additional team members although it is expected that £30,000 of this will be recovered through the additional revenue generated by FPN's.</p> <p>All revenue generated through FPN's and PCN's will be retained by the authority.</p>	<p>Public perception – The In-house operations will unlikely receive the level of criticism the service has previously received.</p> <p>Further control over patrolled areas, confidence that appropriate levels of presence will be maintained across the county, rather than a focus on vulnerable areas.</p> <p>Improved control over working processes in relation to legislation amendments, which will be difficult to manage within a fixed contract.</p> <p>Community engagement through T&amp;CC'S and local County Councillors.</p>	<p>Confrontational aspect of the role could make it difficult to recruit and retain officers.</p> <p>HR issues - There are clear differences with managing a contract with a private partner and managing a contract of employment, with leave, sickness absences needing to be covered. Maintaining a consistent presence throughout will may prove problematic.</p> <p>Increased littering on the street if the deterrent and risk of fine is removed.</p>

**Option 3 – Collaboration with neighbouring Authorities (regionally or sub- regionally) to undertake all enforcement activities on a regional basis, utilising in-house Officers.**

This option involves the Council's working with other Local Authorities to deliver all of the environmental enforcement services including car parking with in-house enforcement officers.

The option of a collaborative approach to enforcement will be presented to all six Authorities in North Wales, including the option to join the partnership at a later date. All enforcement activities including environmental and car parking will be undertaken by the collaborating Authorities, with an alignment of policies to ensure a consistent approach across the region.

The option provides the opportunity to move to alternative deliver model (e.g. TECKEL) at some point in the future, if a robust business case can be established.

Option for flexibility to move Officers across the region in the event of high level of absence or special events in particular areas would be provided by this option.

Cost Impact	Benefit	Risk
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<p><b>Cost neutral</b> assuming no increase in the number of enforcement officers.</p> <p>Shared investment in the procurement of latest software require to deliver service.</p>	<p>Joint approach will ensure consistency in approach to enforcement activities across the region.</p> <p>The number of officers available to deliver service across the region will ensure resilience in high profile areas in the event of high profile campaigns.</p> <p>Option to hear appeals by independent authority staff.</p>	<p>The alignment of policies across different Authorities, particularly in relation to such a contentious subject matter will be challenging.</p> <p>Likely heavy presence in high profile areas could see a lack of enforcement in rural areas.</p> <p>A number of Authorities operate their enforcement services across different portfolios, with car parking services managed through their Streetscene service and environment crime through Public Protection. The collaborative may require service restructures from other Authorities.</p> <p>Public perception – Authorities are likely to face criticism if officers from neighbouring Authorities are patrolling within other Counties.</p>
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**Option 4 – Engage a Business Partner to undertake all low level environmental enforcement activities.**

The procurement of a single Business Partner to undertake the enforcement of low level environmental crime on behalf of the Council. A small residual team of Council employees will remain to deal with car parking, side waste and other more significant and time challenging environmental crime.

The contract will be tendered on a basis of a ‘no fee’ financial model, with all costs associated with the provision of the service met from the income generated by the issuing and collection of FPN’s. The authority would possibly retain a small percentage of all revenue generated through the FPN charging schemes.

The appointed contractor will be responsible for the back office systems required to deliver the service, including collecting the payments and building prosecution packs in readiness for formal action against those people who choose not to pay the FPN.

The contract will be structured so that a percentage of the revenue generated will be used to fund local education campaigns and additional dog fouling patrols. Strict control measures will be introduced to allow the authority to control the level of patrols within certain areas.

The authority currently employs 1 Enforcement Supervisor, and 7 Enforcement officers (2 vacant posts). The service would retain the Supervisor and 5 Enforcement Officers, who will be responsible for side waste, car parking and high level environmental enforcement. The

Cost	Benefit	Risk
<p><b>Cost Positive</b> - Reduction in staffing numbers will see a £60,000 saving per annum which would be used to generate more dog fouling patrols by the Business Partner.</p> <p>Zero cost contract would have no financial burden of the authority.</p> <p>Estimated revenue generated per year - £20k-30k which would again be used to generate more dog fouling patrols by the Business Partner.</p>	<p>HR issues - There are clear differences with managing a contract with a private partner, and managing a contract of employment, with leave, sickness absences covered, enabling a consistent presence through the terms of the contract.</p> <p>Despite the recent departure of the previous Business Partner, this approach has had a beneficial impact on the cleanliness of our town centres and open spaces, with a reduction in incidences of littering and dog fouling.</p> <p>Confidence that contentious and confrontational elements of the service will be undertaken with consistency across the County.</p>	<p>Current criticism and campaigns against the authority and any prospective Business Partner may continue in the new contractual arrangements.</p> <p>The need to introduce controls within the contract has been recognised however, a contractor will inevitably focus towards areas with high offence rates, controlling this could prove problematic.</p>

appointed contractor would be responsible for the enforcement of littering and dog control/dog fouling offences.

**Option 5 – Engage a regional/sub-regional Business Partner to undertake all low level environmental enforcement activities.**

The procurement of a single Business Partner to undertake the enforcement of low level environmental crime on behalf of the Sub-region or the wider North Wales region. A small residual team of Council employees will remain to deal with car parking, side waste and other more significant and time challenging environmental crime.

The contract will be tendered on a basis of a ‘no fee’ financial model, with all costs associated with the provision of the service met from the income generated by the issuing and collection of FPN’s. The authority would possibly retain a small percentage of all revenue generated through the FPN charging schemes.

The appointed contractor will be responsible for the back office systems required to deliver the service, including collecting the payments and building prosecution packs in readiness for formal action against those people who choose not to pay the FPN.

The contract will be structured so that a percentage of the revenue generated will be used to fund regional education campaigns. Strict control measures will be introduced to allow the authority to control the level of presence within certain areas.

The authority currently employs 1 Enforcement Supervisor, and 7 Enforcement officers (2 vacant posts). The service would retain the Supervisor and 5 Enforcement Officers, who will be responsible for side waste, car parking and high level environmental enforcement. The appointed contractor would be responsible for the enforcement of littering and dog control/dog fouling offences.

<b>Cost</b>	<b>Benefit</b>	<b>Risk</b>
<p><b>Cost Positive</b> - Reduction in staffing numbers will see a £60,000 saving per annum which would be used to generate more dog fouling patrols by the Business Partner.</p> <p>Zero cost contract would have no financial burden of the authority.</p> <p>Estimated revenue generated per year - £20k-30k which would again be used to generate more dog fouling patrols by the Business Partner.</p>	<p>HR issues - There are clear differences with managing a contract with a private partner, and managing a contract of employment, with leave, sickness absences covered, enabling a consistent presence through the terms of the contract.</p> <p>Despite the recent departure of the previous Business Partner, this approach has had a beneficial impact on the cleanliness of our town centres and open spaces, with a reduction in incidences of littering and dog fouling.</p> <p>Confidence that contentious and confrontational elements of the service will be undertaken with consistency across the region.</p> <p>Consistency of approach to enforcement activity across region.</p>	<p>Current criticism and campaigns against the authority and any prospective Business Partner may continue in the new contractual arrangements.</p> <p>The need to introduce controls within the contract has been recognised however, a contractor will inevitably focus towards areas with high offence rates, controlling this could prove problematic.</p> <p>Other Local Authorities may not wish to work in this manner.</p>



## CABINET

<b>Date of Meeting</b>	Tuesday, 18 <sup>th</sup> December
<b>Report Subject</b>	Planning Enforcement Policy
<b>Cabinet Member</b>	Cabinet Member for Planning and Public Protection
<b>Report Author</b>	Chief Officer (Planning, Environment and Economy)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The revised Planning Enforcement Policy sets out what Planning Enforcement is and how the Council intends to deliver the service. The Policy gives clarity about the criteria the Council will take into account when considering and the circumstances in which it will take enforcement action. It not only gives clarity and transparency to those against whom action may be taken but is also a key tool in implementing operational and cultural change in the delivery of Planning Enforcement.

### RECOMMENDATIONS

1	Cabinet approves the publication of the attached Planning Enforcement Policy.
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## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE PLANNING ENFORCEMENT POLICY</b>
1.01	The need for a revised Planning Enforcement Policy was identified in 2016. This was prior to an audit of the Planning Enforcement service which also identified that an updated Policy was required.
1.02	The draft policy has been reported to Environment Overview and Scrutiny Committee in September 2017 and Cabinet in January 2018. The policy has then been subject to a 6 week period of public consultation which was extended due to the multiple requests of clerks from Town and Community Councils.
1.03	<p>Seven responses were received during the period of public consultation. Two responses did not make any specific reference to the policy but instead expressed support for changes to be made to the service.</p> <p>The following detailed comments were received:-</p> <ul style="list-style-type: none"> <li>• If planning conditions which were imposed by the Planning Committee are not enforced they should be reported to the Planning Committee.</li> <li>• Town and Community Councils should be notified when an investigation has been completed with an outcome.</li> <li>• How will the policy be financed?</li> <li>• Will there be extra officers to make the policy work.</li> <li>• Paragraph 3.5 should reference the Public Rights of Way Department and</li> <li>• Section 2.0 is missing reference to the principle of expediency.</li> </ul>
1.04	In response to the comments received a specific reference to expediency has been added to Section 2.0 and a reference to the Public Rights of Way service has been added to paragraph 3.5.
1.05	With regard to notifying Town and Community Councils about the outcome of an investigation. If the Clerk is registered as the complainant they will be the main point of contact during the investigation. It is not proposed to advise Town and Community Councils of the outcome of every investigation which has taken place in their geographical area. In time it is hoped that, subject to changing the Council's software, that information regarding the nature and status of enforcement complaints will be published and readily available digitally. However, until the portfolio has implemented a new electronic system which is compliant with the General Data Procedure Regulations it is not recommended to introduce this requirement into the policy.
1.06	There is not currently any requirement within the Council's constitution to report alleged breaches of planning conditions to the Planning Committee. Many alleged breaches of planning conditions are unfounded and many actual breaches are relatively minor. It is recommended that time would be best spent resolving those breaches of conditions which have occurred and responding to local complainants and/or local members.



1.07	In response to issues regarding resource there is not any further resource within the development service. The enforcement function will be carried out by two enforcement officers. Each officer is within a development management team focussed on the North or South of the Borough.
1.08	The Policy has most recently been reported to the Planning Strategy Group in October 2018. Members of the group when discussing the policy reflected on historic failings in approach and some current issues with ongoing communication. The Policy was positively received and, subject to minor amendment, was recommended for adoption. Members also resolved that they would wish to meet the new enforcement officers at a future meeting following publication of the policy. The members of Planning Strategy Group would then formulate the basis of a Planning Enforcement Training session for all members.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The staffing resource for permanent officers implementing the service is within the current staffing budget.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Consultation with County Councillors, Town and Community Councils, Council officers and a range of third parties including stakeholders, statutory consultees and agents.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The key risk is failure to adequately manage the regulatory provisions of Town and Country Planning Act which could have an adverse impact on living conditions of residents, wider environmental issues and failure to meet the housing, employment and infrastructure needs of Flintshire.
4.02	Limited risk regarding anti-poverty but direct risk in the increased failure of Flintshire to investigate and resolve sub-standard housing linked to poverty.
4.03	Minimal risk to equality matters.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Enforcement Policy November 2018.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Mandy Lewis – Development Manager  <b>Telephone:</b> 01352 70 3248  <b>E-mail:</b> <a href="mailto:mandy.lewis@flintshire.gov.uk">mandy.lewis@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Development Management:</b> Formerly known as development or planning control. The part of the planning service which deals with determining planning and other applications.</p> <p><b>Enforcement:</b> Part of the planning service which investigates unauthorised development.</p> <p><b>Compliance:</b> A part of the planning and enforcement process which deals with development which is not in accordance with planning permission.</p>

**FLINTSHIRE COUNTY COUNCIL**

**DRAFT PLANNING ENFORCEMENT POLICY**

**April 2018**



## 1.0 INTRODUCTION

- 1.1 For the planning system to work effectively in the best interests of all, there is a need for an effective planning enforcement system, supported through a range of legislation and associated powers.
- 1.2 This Policy therefore sets out what planning enforcement does and does not do, how reported breaches are dealt with, the criteria used for assessing priorities and how both reactive and proactive action may be taken. This Policy also sets out how we aim to deal with our customers, in particular how elected Members and the general public will be kept up to date in relation to the cases being investigated and how the performance of the service will be measured and reported

## 2.0 PRINCIPLES OF ENFORCEMENT ACTION

- 2.1 Underlying the policy are the key principles of:
- **Expediency** Appropriateness of any action in relation to the risks and the harm involved
  - **Consistency** Applying a similar approach in similar circumstances to achieve similar ends.
  - **Transparency** Making it clear to those regulated and others what is expected of them and what they should expect from the Council.
  - **Focus** Applying the right priority and seeing the action through to the desired result.

## 3.0 WHAT PLANNING ENFORCEMENT DOES/DOES NOT DO

- 3.1 Whilst there is a considerable range of enforcement powers available to the Council, formal enforcement action will normally be used as a last resort. Whilst the enforcement of breaches of planning control is a statutory function of the Council, the decision on a case by case basis over whether or not to pursue action is discretionary. Applying judgement and taking the decision over the appropriate action is referred to as 'expediency'. The decisive issue for the Council must be whether the breach of control unacceptably harms the environment, people's amenity and quality of life, public safety, or some other public interest of acknowledged importance to a material extent. This extent is judged by the expertise of the Council officers.
- 3.2 It is not appropriate to take formal enforcement action against a trivial or technical breach of control that causes no harm to the wider amenity, particularly where planning permission would be likely to be granted should the development be the subject of a planning application.
- 3.3 Understandably people may have genuine concerns and anxiety about activities that they believe affect them but planning enforcement action can only be considered against matters that are breaches of planning control. Many issues that are of concern to residents are matters outside of planning control and where these can be addressed under other Council services they will be directed there. On some occasions addressing an unauthorised

development can involve a number of the Council's services, in which case we will ensure that the Planning Officers will work together with other officers of the Council and potentially with officers of other agencies in order to bring the matter to a conclusion.

3.4 The following gives an indication of what is and what may not be within the remit of planning enforcement (where not, the main alternative service or agency is given in brackets). Planning officers **will** therefore investigate, in appropriate circumstances, all alleged breaches of planning control of the following nature:

- Development (Building works, uses of land, engineering operations) which is being carried out without planning permission.
- Development where approval has been granted but it is not being carried out in accordance with the terms and conditions of the permission.
- Advertisements which are being displayed without the necessary consent
- Unauthorised works to Listed Buildings or development within Conservation Areas.
- Damage to trees which are subject to a Preservation Order or lie within Conservation Areas.
- Unauthorised mineral extraction and/or disposal of waste.

3.5 Planning Officers **will not** investigate the following matters unless it is as part of a joint investigation involving other services or agencies (identified in brackets):

- Works or display of advertisements on the highway, including footways and highway verges (The Council's Streetscene service).
- Noise disturbance, pollution and hygiene problems (The Council's Pollution Control team and/ or Natural Resources Wales (NRW))
- Dangerous buildings (Building Control).
- Disputes concerning ownership of land, including ownership of boundary fences etc. (These are civil matters which have to be addressed by the parties concerned).
- Issues concerning housing owned by the Council (The Council's Community & Regeneration service).
- Public buildings and land owned by the Council (The Council's Community & Regeneration service).
- Anti-social behaviour ( the Police and the Council's Community Safety team)
- Issues regarding Public Rights of Way (The Council's Public Rights of Way team)

#### **4.0 INSTANCES WHERE ENFORCEMENT ACTION CANNOT BE TAKEN**

4.1 Certain developments and advertisements benefit from a general permission which is granted through legislation and providing that they meet the

limitations in terms of scale, distances to boundaries, etc. the Council has no control over them and cannot take any action.

4.2 There is also an immunity from enforcement action where a use of land or buildings has been established for a period of 10 years (or 4 years where there has been a change of use of a building, or part of a building, to use as a dwelling) or building works have been substantially completed more than 4 years ago. Also, if a condition attached to a planning permission has not been complied with for a period of 10 years it is potentially immune from enforcement action

4.3 Finally, enforcement action would not be considered where the works involved are considered to be of a minor or insignificant in nature (known as '*de minimis*' in legal terms).

## **5.0 THE COUNCIL'S APPROACH TO PLANNING ENFORCEMENT**

5.1 The Council recognises the importance of establishing effective control over unauthorised development and will not condone wilful breaches of planning control. It must however be recognised that planning enforcement is discretionary and in most cases it is not illegal to carry out works without the relevant consent (the exceptions being Listed Buildings and Advertisements). The unauthorised works only become illegal after the Council has issued an enforcement notice and those in breach fail to comply with its requirements.

5.2 In considering whether it is expedient to take enforcement action, the Council will in the first instance take into account relevant planning policies and all other material planning considerations, including relevant appeal decisions and case law. Consideration will also be given to the reasonable time and resources available to carry out the enforcement function and whether any expected outcome would be proportionate to the level of resource required to achieve it. It should be recognised that the objective of planning enforcement is compliance, not punishment, and as such the Council will encourage its officers to work with those in breach of planning control to negotiate favourable outcomes without having to issue a formal notice.

5.3 As a last resort, in cases of serious breaches where those involved are not pro-actively working with officers or fail to meet agreed deadlines, formal enforcement action will be taken, relevant notices will be issued and if an individual or organisation does not comply with the requirements of any such notices they will be at risk of prosecution by the Council.

## **6.0 WHAT THE COMPLAINANT CAN EXPECT FROM THE COUNCIL**

6.1 A planning enforcement investigation will be initiated once we receive a complaint, which should be made to us in writing or by email (a standard form can be found on the Council's website). However, the complaint can only be investigated if we have the relevant information, including the identity and address of the complainant, the address at which the alleged breach of planning control has taken place, a description of the unauthorised development/use and the harm that is considered to be caused by it. The Council cannot normally fully investigate anonymous complaints as it means we cannot verify particular aspects of the complaint at a later stage.

Furthermore, many anonymous complaints result to be vexatious and waste resource that should have been dedicated to genuine complaints.

6.2 All complaints received will be treated in the strictest confidence. However, as cases progress to formal action, complainants may be asked to provide evidence to assist the investigation's legal proceedings. Should complaints be received which fall outside the Planning remit, we will endeavour to re-direct the complaint or to advise accordingly. In investigating breaches of planning control we will:

- All written complaints, which include emails, will be allocated to an officer and acknowledged in writing to the complainant within 5 working days of receipt, giving the name of the case officer and the unique reference number which should be used in all correspondence.
- All complainants' details will be confidential. A complainant will be advised if any evidence from them which may need to be disclosed before any appeal or court proceedings. A complainant's refusal to provide such information will likely mean that any such case cannot continue.
- Although complainants details will remain confidential as the Council expands its digital services it is likely that a register of enforcement complaints will appear on the Council's website.
- We will carry out site visits and investigations in relation to each case on a priority basis (as set out below). It may be that multiple visits are required to a site and so complainants must be assured that the case officer will update the complainant when the appropriate time allows within the investigation. Complainants will be made aware of this when appropriate during the investigation.
- If we request the submission of a retrospective application, where there is a likelihood of permission being granted, we will notify the complainant on receipt of the application, giving them the opportunity of making representations at that stage. It should be noted that an individual may be given up to 2 months to appoint an architect or agent and to submit an application.
- Where we intend to take appropriate enforcement action (see powers available below) we will endeavour to advise the complainant and any Local Member who has registered their interest in the case of the intended action at the appropriate time.
- Where a formal notice (see types of notice below) has been served we will publish relevant information on our website, including the date when it takes effect, the steps required to comply with it and the timescales involved.
- Where there is an appeal against an Enforcement Notice we will notify the complainant of relevant dates for the submission of information to the Planning Inspectorate.
- We will notify all complainants when the enforcement investigations have been completed and/or the case file has been closed (giving the reasons if this is the action).
- In addition to these cases, where a retrospective planning application has been refused and/or an appeal to the Inspectorate has been dismissed, we will instigate enforcement action in respect of the unauthorised development and notify any persons who objected to the planning application or who made representations to the appeal process, as if they were complainants.
- For investigations which shows that there is no breach of planning control we will write to the complainant and local member, if they have registered

an interest and advise that their no further action can be taken. If the officer is aware of other organisations or services which can help the complainant they advise accordingly.

- If an investigation shows that there is a breach of planning control but it is not expedient to take enforcement action we will write to the complainant and local member, if they have registered an interest and advise why it is not expedient for the Council to take enforcement action. Officer will also try and signpost the complainant to any other services or organisations who may be able to assist.



## **7.0 WHAT THOSE IN BREACH OF PLANNING CONTROL MAY EXPECT FROM THE COUNCIL**

- 7.1 All investigations into any alleged breach of control will be conducted in a methodical and robust way in order to achieve an outcome which best aligns with adopted planning policy. Depending on the nature of the reported alleged breach, the investigation could be relatively straightforward or complex involving extensive research or monitoring over a length of time, potentially followed by a long legal process before the matter is resolved.
- 7.2 Officers will carry out site visits, as necessary, to establish whether a breach of planning control has occurred and to ascertain the nature of any remedial action that may be appropriate. In undertaking such site visits officers will identify themselves as well as the reason for the visit. In this regard officers are authorised by the Council to undertake site inspections for enforcement purposes and will carry and show identification.
- 7.3 Where the owner/occupier of the land refuses entry, the officers will withdraw and arrange to visit at the next earliest opportunity which is suitable to both parties. Only where it is believed that a serious breach causing significant harm to the environment or to the amenities/safety of any parties will officers' exercise their right of entry onto land at the first visit.
- 7.4 Officers may take with them such other persons necessary to assist them in their investigation and will, where appropriate, take measurements and photographs to help clarify the nature of the development or works concerned.

## **8.0 HOW COMPLAINANTS AND THOSE BEING INVESTIGATED SHOULD COMMUNICATE WITH THE COUNCIL**



8.1 The service receives many planning applications, appeals and enforcement complaints each week. Each officer is likely to have 40 to 80 “live” cases at any one time. In order to ensure that the enforcement service is as effective and efficient as possible, complainants are asked to adhere to the following:

- If people wish to speak the officer investigating their complaint in person at the council offices they will be required to book an appointment. Officers within the planning service work in an “agile” manner, which means that they will work away from the office up to 2 days a week and will also undertake site visits. As a result, the officer’s presence at County Hall every day of the week cannot be guaranteed. People are asked to treat officers with respect and listen to the advice which is being provided. The outcome which is required is to ensure that development complies with planning policy. This might not always accord with the expectations of complainants. If no action can be taken this will be explained in full by the case officer in correspondence marking the closure of the complainant.

## 9.0 TIMESCALES FOR TAKING ACTION

9.1 As discussed above, in order to provide an effective enforcement service the resources available need to be used to the optimum level, which involves identifying those breaches of planning control which cause most harm and prioritising these to seek to ensure a quick response.

Priority	Type of Breach	Action
1	<ul style="list-style-type: none"> <li>• Unauthorised works to a Listed Building.</li> <li>• Breaches within a Conservation Area which may have an unacceptable effect on its character and appearance.</li> <li>• Ongoing or unauthorised works to protected trees.</li> <li>• Breach of a condition which would fall into any of the above categories.</li> </ul>	Site visit within 1 working days of receipt of written complaints
2	<ul style="list-style-type: none"> <li>• Breaches relating to major development that adversely affect the living conditions of neighbouring occupiers.</li> <li>• Unauthorised gypsy/traveller sites (or similar development) on private land.</li> <li>• Non-compliance with pre-commencement conditions.</li> <li>• Unauthorised advertisements which are detrimental to highway safety</li> </ul>	Site visit within 5 working days of receipt of written complaint
3	<ul style="list-style-type: none"> <li>• Breaches relating to minor or other development that adversely affect the living conditions of neighbouring occupiers.</li> <li>• Breaches of a major, minor or other scale which would be likely to receive planning permission if an application was to be submitted.</li> <li>• Non-compliance with conditions (other than above) imposed on planning permissions</li> </ul>	Site visit within 15 working days of receipt of written complaint

	<ul style="list-style-type: none"> <li>Unauthorised advertisements which are detrimental to visual amenity</li> </ul>	
4	<ul style="list-style-type: none"> <li>Long standing breaches of either a major, minor or other scale of development with a low level impact and limited effect on the living conditions of any neighbour occupiers</li> <li>Complaints which are not unlikely to form a breach of planning control</li> </ul>	Site visit within 25 working days of receipt of written complaint

9.2 When a complaint is being registered it will be given a priority rating in-line with the table above. The rating may change as the investigation continues.

9.3 An officer will investigate complaints in chronological order within their priority category.

## 10.0 WHAT ENFORCEMENT POWERS ARE AVAILABLE?

10.1 As discussed earlier in this policy document, officers will seek to work with those in breach to voluntarily resolve contraventions whenever this is possible and appropriate thereby avoiding formal action having to be taken. When this is not possible or appropriate the expediency of taking formal enforcement action will be assessed by officers. If it is considered expedient to take enforcement action there are a number of notices which may be served dependant on the breach. Almost always a Planning Contravention Notice will be served in order to establish basic details about the breach, such as the nature of it and who has an interest in the land. Below are a list of varying times of notices which may be served in response to particular breach.

### **Planning Contravention Notice (PCN):**

A PCN is served, usually in the early stages following a complaint and where it has been established that there is a potential breach of planning control, in order to obtain information about nature of the development and those who have an interest in the land concerned

### **Notice under S. 330 (of the Town and Country Planning Act 1990):**

This is an alternative way of establishing Information as to interests in land, etc.

### **Enforcement Warning Notice (EWN):**

Where an unauthorised development could potentially be made acceptable through the imposition of conditions if a planning application was to be submitted in respect of an unauthorised development a EWN can be served.

### **Section 215 Notices:**

Where the condition of land or a building is adversely affecting the amenity of a neighbourhood the Council may issue a Notice under Section 215 of the Town and Country Planning Act 1990, requiring the owner or occupier to remedy the condition of the land or building. Failure to comply with the Notice is a criminal offence. The council also has powers, where a Notice has not been complied with, to enter the land and carry out the work itself and recover the cost from the owner.

**Breach of Condition Notice (BCN):**

These can be used as an alternative to an Enforcement Notice where conditions applied to a planning permission are not being complied with. There is no right of appeal against this notice.

**Enforcement Notice (EN):**

This is the usual method of remedying unauthorised development and there is a right of appeal against the notice. The use of the Enforcement Notice is an effective tool and such notices will be served fairly early on in cases that cause significant harm or where the transgressor has made clear they are unwilling to remedy the breach. The transgressor has the right to appeal against the notice to the Planning Inspectorate.

**Hedgerow Removal Notice (HRN):**

Certain hedges are protected under planning regulations and where a protected hedge has been destroyed (completely or in part), as well as seek to prosecute the perpetrator the Council can serve a HRN to require the hedge to be replanted

**High Hedge Remedial Notice:**

This is a provision of the Anti-Social Behaviour Act and regards a high hedge which is believed to be affecting the amenities of a residential property. Where appropriate such a complaint is made (and the complainant has paid the appropriate fee) the Council may serve a remedial notice which requires the hedge to be cut down to a specified height.

**Stop Notice:**

This can be used in conjunction with an enforcement notice where the breach of planning control is causing serious harm and should only be used in extreme cases. In such cases where Stop Notices are issued the council may be liable to pay compensation if it is later decided that the Stop Notice was not appropriate.

**Temporary Stop Notice:**

These are similar to Stop Notices (above) but take effect immediately from the moment they are displayed on a site, and last for up to 28 days. A Temporary Stop Notice would be issued only where it is appropriate that the use or activity should cease immediately because of its effect on (for example) amenity, the environment, public safety etc. It may be issued even where planning permission has been granted for development, in a case where the developer is not complying with conditions attached to the permission.

**Injunction:**

This involves seeking an order from the court preventing an activity or operation from taking place. Failure to comply with the requirements of an injunction amounts to a criminal offence.

**Prosecution (Adverts and Listed Buildings):** A number of advertisements benefit from a deemed consent which is granted by planning regulations and which in some cases impose limits on size, positioning, etc. of signs. Where the set criteria is not met and express consent is required but has not been obtained, the display of the advert becomes an offence and is liable to

prosecution. In a similar fashion the carrying out of unauthorised works to a Listed Building, where there is no prospect of a negotiated resolution, the approach open to the Council is to prosecute the offender.

**Default Powers (Direct Action):**

The council may enter the land and take the necessary action to secure compliance when enforcement notices are in effect. This is only used in extreme cases and when resources allow. The council will seek to recover all cost associated with carrying out works in default.

**APPEALS:**

There is a right of appeal against most statutory Notices issued by the council (exceptions are Breach of Condition Notices, Stop Notices). Appeals are in most cases made to the Planning Inspectorate or in some cases to the Magistrates' Court. When a notice is issued the recipient will also be given the necessary information on how to exercise their right of appeal. Whilst an appeal is ongoing the Council cannot take any action and must wait until the appeal is determined.

**10.0 CONTACTS AND FURTHER INFORMATION**

- 10.1 The relevant planning policies and guidance can be found on our website. These are the fundamental principles by which it will be considered whether it is expedient to take enforcement action.
- 10.2 You may email any enquiries to [enforcement@flintshire.gov.uk](mailto:enforcement@flintshire.gov.uk).



## CABINET

<b>Date of Meeting</b>	Tuesday, 18 <sup>th</sup> December 2018
<b>Report Subject</b>	Council Plan 2018/19 Mid-Year Monitoring Report
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council Plan 2018/19 was adopted by the Council in June 2018. This report presents a summary of performance at the mid-year point.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports and the recent Annual Performance Report. This mid year monitoring report for the 2018/19 Council Plan shows that 88% of activities are making good progress with 81% likely to achieve their planned outcomes. 79% of the performance indicators have met or exceeded their targets. Risks are being managed with a minority of 18% being assessed as major.

This report is an exception-based report and concentrates on under-performance.

The report also updates on the requests made at a previous meeting for an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which is available for Overview and Scrutiny Committees to draw upon for performance reporting.

## Recommendations

1.	To note and endorse: <ul style="list-style-type: none"> <li>The overall levels of progress and confidence in the achievement of activities within the Council Plan</li> <li>The overall performance against Council Plan performance indicators</li> <li>The current risk levels within the Council Plan.</li> </ul>
2.	To be assured by plans and actions to manage the delivery of the 2018/19 Council Plan.
3.	To receive a further report in January with an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which is available for Overview and Scrutiny Committees to draw upon for performance reporting.

## REPORT DETAILS

<b>1.00</b>	<b>REPORT DETAIL</b>
1.01	The Council Plan monitoring reports provide explanation of the progress being made toward the delivery of the impacts set out in the 2018/19 Council Plan. The narrative is supported by information on performance indicators and/or milestones. In addition, there is an assessment of the strategic risks and their control.
1.02	This report is an exception-based report and concentrates on under-performance.
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>RED: Limited Progress – delay in scheduled activity and, not on track</li> <li>AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track</li> <li>GREEN: Good Progress – activities completed on schedule and on track</li> </ul> <p>A RAG status is also given for the assessment of our current level of confidence in achieving the 'outcome(s)' in-year for each sub-priority. Outcome is categorised as:</p> <ul style="list-style-type: none"> <li>RED: Low – lower level of confidence in the achievement of the</li> </ul>

	<p>outcome(s) in-year</p> <ul style="list-style-type: none"> <li>• AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) in-year</li> <li>• GREEN: High – full confidence in the achievement of the outcome(s) in-year</li> </ul>
1.04	<p>In summary our overall progress against activities is:</p> <p><b>Progress</b></p> <ul style="list-style-type: none"> <li>• We are making good (green) progress in 46 (88%).</li> <li>• We are making satisfactory (amber) progress in 6 (12%).</li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• We have a high (green) level of confidence in the achievement of 42 (81%) outcomes.</li> <li>• We have a medium (amber) level of confidence in the achievement of 10 (19%) outcomes.</li> <li>• There are no low (red) levels of confidence.</li> </ul>
1.05	<p><b>Monitoring our Performance</b></p> <p>Analysis of performance against the Council Plan performance indicators is undertaken using the RAG status. This is defined as:</p> <ul style="list-style-type: none"> <li>• RED - under-performance against target.</li> <li>• AMBER - where improvement may have been made but performance has missed the target.</li> <li>• GREEN - positive performance against target.</li> </ul>
1.06	<p>Analysis of current levels of performance against target shows the following:</p> <ul style="list-style-type: none"> <li>• 44 (78.6%) have achieved a green RAG status</li> <li>• 6 (10.7%) have an amber RAG status</li> <li>• 6 (10.7%) have a red RAG status</li> </ul>
1.07	<p>The six performance indicators (PIs) which show a red RAG status for current performance against target are:</p> <p><b>Supportive Council</b></p> <p><b>Number of days to process change of circumstances for housing benefit</b> The volume of changes due to Universal Credit has led to a significant increase in workload volumes in the service. There have also been some challenges around resources in the department due to vacancies and absence which are being addressed.</p> <p><b>The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council</b></p>

	<p>Income gains for Flintshire residents are via a combined effort of Supporting People teams; Citizens Advice Flintshire and Macmillan funded posts in Wrexham County Borough Council. Data for this quarter is not yet available from all of the agencies. This will be updated to reflect the whole of the gains retrospectively once the data is available.</p> <p><b>Percentage of looked after children with a timely health assessment</b>  Significant improvement has been made in the last 6 months; the looked after nurse regularly attends team meetings and manages the assessment appointments. BCUHB have increased the availability of appointments per month to 6 slots and have recruited 2 trainee doctors to assist with Health assessments from October 2018.</p> <p><b>Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework</b>  The number of employees who have completed the e-learning module (including face to face sessions) is 1020 (17.4%). Approximately 350 colleagues from Streetscene will receive face to face training over November/December. Despite the increase in the percentage of employees completing the training it is difficult to reach the employees with limited access to a computer. In these instances face to face training is available or via workshops run at Northop College where computers are available for employees to use.</p> <p><b>Green Council</b>  <b>Percentage of environmentally efficient operational vehicles to Euro 6 standard</b>  Work continues with our fleet provider to meet our 90% target of environmentally efficient vehicles. Vehicles are replaced in line with the Demand Planning process as outlined in the Fleet Contract, which is currently at 79%. The replacement programme increases the number of newer and more energy efficient vehicles in the fleet, and decreases the total number of operated fleet vehicles.</p> <p><b>Serving Council</b>  <b>Reducing the value of aged debt (debt over 60 days)</b>  At the start of 2018/19 aged debts in excess of 60 days was £2.61m and by the end of Q2, this had reduced to £2.54m, a reduction of £70k or 2.63% in percentage terms. However this has not met the ambitious target of reducing the debt by 3.5%.</p>
1.08	<p><b>Monitoring our Risks</b></p> <p>Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: -</p> <ul style="list-style-type: none"> <li>• 3 (7%) are insignificant (green)</li> <li>• 4 (9%) are minor (yellow)</li> <li>• 29 (66%) are moderate (amber)</li> <li>• 8 (18%) are major (red)</li> <li>• 0 (0%) are severe (black)</li> </ul>



1.09

The 8 major (red) risks are: -

**Priority: Supportive Council**

**Debt levels will rise if tenants are unable to afford to pay their rent or council tax.**

A team has been set up to work with tenants at the earliest opportunity as intervention at early stages allows the identification of appropriate support to give a more realistic chance of the rent account coming back under control and out of arrears.

The Council is now a "Trusted Partner" of Department for Work and Pensions and this means that processes and flow of information and payments is much more streamlined and automated.

There will invariably be an element of cash flow arrears on accounts due to Universal Credit payments being made in arrears, (whether direct to the council or directly to the tenant).

**Demand outstrips supply for residential and nursing home care bed availability.**

The expansion of Marleyfield to support the medium term development of the nursing sector continues. The re-phasing of Integrated Care Fund (ICF) capital to fit in with our capital programme, has been agreed by Welsh Government. The Cabinet Secretary for Economy and Transport visited the Authority in September and was supportive of the microcare initiative being introduced as a result of the Strategic Opportunity Review. The care@flintshire portal has been populated with useful information to support providers.

**Priority: Learning Council**

**Sustainability of funding streams**

The sustainability of grant funding for education continues to pose a significant and live risk in a number of areas:

- A lack of clarity about the funding of the Teachers' Pay Award for both 2018-19 and 2019-20 remains. Welsh Government had assumed that councils had accounted for a 1% contribution towards the pay award. Flintshire's original budget position was that it could not meet that contribution and that it should be funded by UK Government. The provisional budget settlement identified an amount of £8.7m across Wales and the First Minister recently announced an additional £7.5m to support the implementation of the pay award in 2018-19. At this stage the distribution method for allocating this funding is unknown but potentially schools could be fully funded from September 2018 to March 2019.
- The funding announcements for 2019/20 allows the Council to budget for the previously advised minimum position of a 1% contribution, with schools needing to meet the remainder. There is also no firm confirmation of funding for a 7% increase to employer pension contributions.
- The recently announced £15m grant for schools across Wales appears to have been ring-fenced by the Cabinet Secretary for Education to support professional learning in advance of the introduction of the new curriculum, but distribution methodology and terms and conditions are not yet known.

- The MEAG (Minority Ethnic Achievement Grant) was not reinstated in full and there remains a lack of clarity about a new regional model for delivery of these services and the funding attached to them.
- There are grants which are only short term to support Ministerial key priorities e.g. Infant Class Sizes; Small and Rural Schools etc but the grant conditions are often complex which makes them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.

### **Numbers of school places not matching the changing demographics**

Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.

### **Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets**

Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved.

### **Priority: Green Council**

#### **Funding will not be secured for priority flood alleviation schemes**

The Flood Risk Management Team continue to identify and secure funding for priority flood alleviation schemes. A service review is to be undertaken to find a more effective approach/structure that can both secure funding and resources to deliver flood alleviation works with the delivery of statutory duties under the Flood and Water Management Act. The intended implementation of Schedule 3 of the Flood & Water Management Act has compounded the matter further by placing an additional statutory duty on the team to act as the Sustainable Drainage Approving Body (SAB) as of January 7th 2019.

#### **Adverse weather conditions on the highway network**

The risk trend has increased due to the severity of the 2017/18 winter, with road conditions throughout the County detrimentally affected by road surface defects and potholes. Additional funds, resources and contractors were deployed across the county over summer in efforts to repair the network as defects were identified. This also included the priority resurfacing and patching capital schemes, which commenced in June 2018. This more expensive and permanent repair to the road surface is part of the annually planned maintenance regime which removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network.

However, these efforts to mitigate the risk may not be sufficient to stem the decline in the network. This is backed up by scanner data results which show

	<p>a worsening condition.</p> <p><b>Priority: Serving Council</b></p> <p><b>The scale of the financial challenge</b></p> <p>The Council was projecting a budget gap of £13.7m in September. This increased to £15.3m following receipt of the provisional settlement due to a decrease in the Council's aggregate external funding of 1%. Stage 1 and Stage 2 budget options were approved by Council in November and a revised gap of £6.7m remains. The final settlement is due to be received on 19<sup>th</sup> December and the Council has an active campaign for additional funding to be made available from Welsh Government to help alleviate the need for a significant council tax rise. The final stage 3 balancing budget options will be considered by Cabinet and Council in January/February.</p>
1.10	The two requests for a financial / business alignment cycle, and compilation of all local performance indicators for monitoring are under review and will be reported at a later meeting.

<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	The Council Plan Priorities are monitored by the respective Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Progress against the risks identified in the Council Plan is monitored. Summary information for the risks assessed as major (red) is covered in paragraphs 1.08 and 1.09 above.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Mid year progress report against Council Plan 2018/19

<b>6.00</b>	<b>List of Accessible Background Documents and Contact Officer</b>
6.01	Council Plan 2018/19 Karen Armstrong, <a href="mailto:karen.armstrong@flintshire.gov.uk">karen.armstrong@flintshire.gov.uk</a> 01352 702740

**7.00 GLOSSARY OF TERMS**

**Council Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan.

**Risks:** These are assessed using a refreshed approach to risk management endorsed by Audit Committee in 2018. The new approach, includes the use of a more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.

**Risk Likelihood and Impact Matrix**

<b>Impact Severity</b>	<b>Catastrophic</b>	<b>Y</b>	<b>A</b>	<b>R</b>	<b>R</b>	<b>B</b>	<b>B</b>
	<b>Critical</b>	<b>Y</b>	<b>A</b>	<b>A</b>	<b>R</b>	<b>R</b>	<b>R</b>
	<b>Marginal</b>	<b>G</b>	<b>Y</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>R</b>
	<b>Negligible</b>	<b>G</b>	<b>G</b>	<b>Y</b>	<b>Y</b>	<b>A</b>	<b>A</b>
		<b>Unlikely (5%)</b>	<b>Very Low (15%)</b>	<b>Low (30%)</b>	<b>Significant (50%)</b>	<b>Very High (65%)</b>	<b>Extremely High (80%)</b>
<b>Likelihood &amp; Percentage of risk happening</b>							

**7.02 CAMMS – An explanation of the report headings**

**Actions**

Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.

Lead Officer – The person responsible for updating the data on the action.

Status – This will either be ‘In progress’ if the action has a start and finish date or ‘Ongoing’ if it is an action that is longer term than the reporting year.

Start date – When the action started (usually the start of the financial year).

End date – When the action is expected to be completed.

% complete - The % that the action is complete at the time of the report. This only applies to actions that are ‘in progress’. An action that is ‘ongoing’ will not produce a % complete due to the longer-term nature of the action.

Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).

Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

**Measures (Key Performance Indicators - KPIs)**

Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as ‘no data’.

Period Actual – The data for this quarter.

Period Target – The target for this quarter as set at the beginning of the year.  
Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.

Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).
- Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), Medium – uncertain level of confidence in the achievement of the target (Amber) and High - full confidence in the achievement of the target (Green).

## **Risks**

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – This shows if the risk has increased (red, upward arrow), decreased (green, downward arrow) or remained the same between the initial risk rating and the current risk rating (amber, stable arrow).

Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

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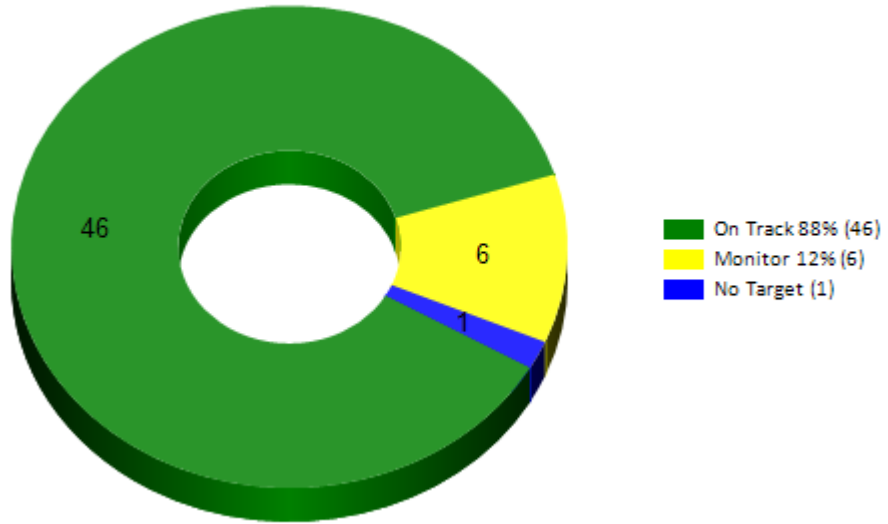
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# Performance Progress Report

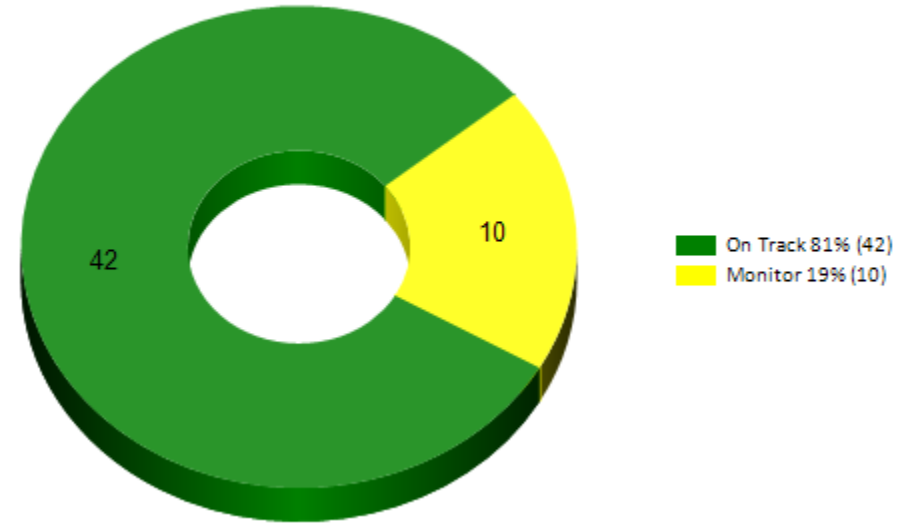
Flintshire County Council

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Action Progress RAG Status

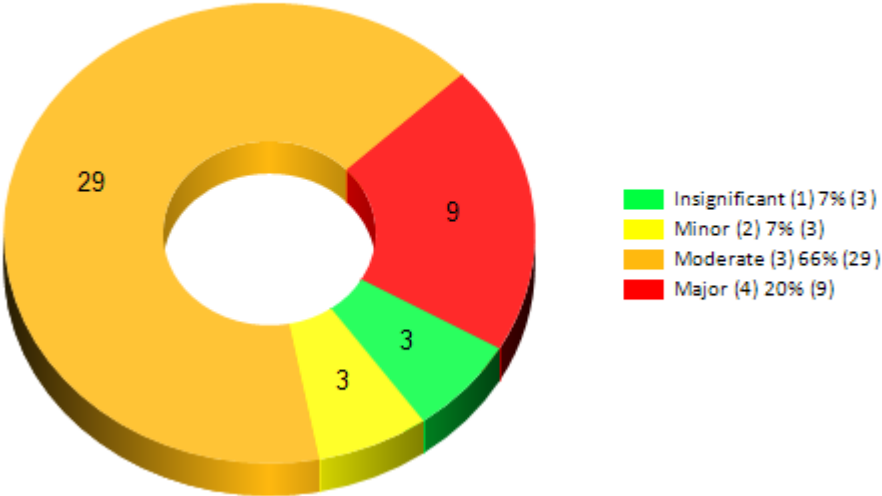


Action Outcome RAG Status







Current Risk Status







# 1 Supportive Council

## Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Work continues to deliver the Strategic Housing and Regeneration Programme. As at October 2018 the programme has delivered 144 new Council and affordable homes. The next phase of the programme has been approved and will deliver a further 149 new council and affordable homes across the county. Work continues to identify suitable land within the county for further developments.</p> <p>Last Updated: 02-Nov-2018</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) investment plan targets achieved	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> All WHQS Contracts have progressed into Year 4 (2018/19) of the 6 year Capital Programme with a smooth transition into their new Capital Districts (areas of work). Year 3 of the Capital Programme was the last year where the majority of internal works were delivered through our contracts. For the past 3 years the team have procured, organised and delivered the installation of over 6,000 kitchens and over 5,500 bathrooms with only the Acceptable Fails remaining e.g. tenant refusal, no access. The Capital Programme has now introduced new work streams which will gradually replace the Internal work streams (kitchens and bathrooms) and will comprise of roofing works, window &amp; door replacements along with wider community works such as car parking and communal footpaths. These new work streams will have an increased impact on communities as they begin to transform the aesthetics and environment by regenerating and revitalising the areas.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Address the increasing frequency of unauthorised Gypsy and Traveller encampments and improve the Council's own permanent site	Melville Evans - Senior Manager - Housing Programmes	In Progress	12-Jul-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Investigations are underway to identify a suitable location for a transit site within the county to address the unauthorised Gypsy and Traveller encampments. Processes for dealing with unauthorised encampments are well established and are applied in a timely manner. Improvements to the existing Council owned site have been identified and the funding options are being investigated with Welsh Government to cover the improvement costs.



Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Jenny Prendergast – Health and Safety Team Leader	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

We have proactively undertaken work to ensure that landlords register with Rent Smart Wales and have been working with Rent Smart Wales to tackle those who are resistant to registering.



Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Welsh Government funding programme, Social Housing Grant (SHG), continues to provide funding for our Housing Association Partners to deliver 262 units. The outcome of the programme will be the delivery of a mix of social rented properties to meet general housing needs, supported housing and intermediate purchase products. Work is being undertaken to engage with owners of empty properties to bring 70 units back into use. Planning policy requirements are being negotiated on a site by site basis and continue to deliver affordable homes and affordable ownership properties on market led residential developments.



Last Updated: 20-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Denise Naylor - Housing Programmes Support Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Council holds bi-monthly Specialist Housing Group meetings with our strategic housing partners, finding housing options for people with disabilities including adaptations, new builds to meet specific needs or acquisitions with amendments. Social Housing Grant is used for acquisitions and new builds, the Registered Social Landlords (RSLs) access Physical Adaptation Grants to adapt and the Council uses HRA funding. To date we have rehoused 35 people into appropriate housing.



Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Personal budgeting support is provided to Flintshire residents via the Welfare Reform response team. The team deal with referrals from within the Council and from outside agencies or organisations such as Citizens Advice and Job Centres. The team also provide advice and support in relation to discretionary housing payments for people who are struggling to meet their rental payments. Ongoing referrals to other agencies or organisations is sometimes necessary depending on the specialist advice or support the customer may require.



Last Updated: 02-Nov-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Working collaboratively to minimise Universal Credit (UC) Risks	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**



Regular cross organisational and cross sector meetings are held to review progress with actions and also to raise issues and identify solutions. Where issues are based around the national model, there is a process in place to escalate, track progress and disseminate solutions or work arounds as and when received.



Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 .Develop skills programmes and delivery mechanisms for North Wales Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Growth Vision for North Wales emphasises the importance of skills to meet the needs of the economy and facilitate growth. The Regional Skills Partnership (RSP) is tasked with identifying skills needs and steering learning provision. The RSP has now also been tasked with overseeing the employability work streams of the Growth Vision - the Information and Advice Gateway and the Employability Pathway. These are currently under development.</p> <p>Last Updated: 19-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Council is in the first phase of delivering the Warm Homes Fund programme in partnership with Warm Wales and Care and Repair. The programme will deliver energy efficient heating system to a minimum of 300 households and energy advice to 3,000. In addition, the Council is delivering a gradual programme of replacing older boilers in its own stock with more energy efficient models. The Council is currently developing the next phase of gas infill project with Wales and West Utilities to extend the gas main network to properties in Ffynnongroyw which will, if approved, enable householders to access more cost-efficient heating systems.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Expand and support the care sector to enable people to live well and have a good quality of life	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The 32 bed expansion of Marleyfield Care Home is in the design phase, with a planned operational date of mid-2021. Hwb Cylfe, the planned replacement for Glanrafon Day Centre for people with a learning disability, is in the construction phase following confirmation of a £4m capital investment, and will open in Spring 2019. Our new Extra Care facility in Flint, Llys Raddington, opened on 15th October, comprising 73 apartments, all of which are allocated; the centre already has a waiting list. The fourth Extra Care facility in Holywell is in the construction phase, with an expected operational date of 2021. In September 2018 the Progress for Providers project was publicly recognised, winning the Social Care Wales Accolades Awards for 'Excellent outcomes for people of all ages by investing in the learning and development of staff'. The project was also a finalist in the Association for Public Service Excellence (APSE) Awards - 'Celebrating outstanding achievement and innovation within UK local government service delivery', also held in September 2018. We are progressing the roll out for domiciliary and nursing care. The regional framework for Domiciliary Care is now in place; some new providers have come on board, and we are working regionally to reopen the framework to increase numbers further.</p> <p>Last Updated: 02-Nov-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The staged replacement of double handed care is progressing, with Occupational Therapy practitioners reviewing all double handed packages as they are discharged from hospital. They are also doing in-reach work with the community hospitals around the necessity for double handed care. A new 37 hour post in partnership with Flintshire Local Voluntary Council (FLVC) has been recruited in the Single Point of Access to support social prescribing. We are working with Housing to develop a business case for Glan y Morfa, comprising 4 rehab flats funded by ICF capital. These will provide a step-down for people with a physical disability, who are ready for discharge but not ready to go home.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.3 Improve outcomes for Looked After children	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Flintshire's Corporate Parenting Strategy: 'Looking After You' has been published. The Strategy sets our commitments to children and young people for 2018-2023. The Strategy was supported by a Workshop in September 2018 for elected members setting out their responsibilities, and role, as a Corporate Parent. Significant progress has taken place culminating in an initial draft of our local Placement Strategy for enhancing local placements. This builds on successful local market facilitation with independent and 3rd sector providers. A regional 'Meet the Provider' event is planned for 21st November to share local and regional placement needs.



Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Develop and integrate services for carers with our commissioned providers	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Following a review of Carers Services which led to some changes in delivery in early 2018, the services have delivered on these new arrangements and have worked closely with the local authority to ensure that service provision in Flintshire is of a high standard. A new monitoring tool has been put in place which more accurately captures individual's outcomes who use the service and is closely aligned to the Social Services and Well-being (Wales) Act (SSWB Act '14). Carers services in Flintshire are currently provided by NEWCIS, Daffodils, Hafal, the Neurotherapy Centre and British Red Cross. These services have fed into national conversations through the Carers Officers Learning and Information Network. Flintshire are looking to extend the contracts with these services for a further 12 months to April 2020. Young Carers services continue to be delivered by Barnardo's in Flintshire who continue to deliver high quality support to a number of Young Carers. Their contract has been extended for a further 12 months to October 2018. The service has supported work on a regional level that has worked on raising awareness of Young Carers in local primary schools.



Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Embed the long term use of integrated Care Fund (ICF) to meet local needs and demands	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Partners in Flintshire have continued to maximise the use of the extended Integrated Care Fund (ICF) programme to meet the priorities of Flintshire residents. During quarter 2, submissions have been made against both the increased capital programme and new funding provided to support implementation of the national action plan to meet the needs of people with Dementia. Examples of the additional work to be supported through these programmes include increasing support offered to care homes to continue through the Progress for Providers Framework and extending that work into the domiciliary care sector and reviewing the support offered to people with early onset dementia.

Last Updated: 19-Nov-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

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**ACTION PROGRESS COMMENTS:**

The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. During Q1 there were 455 referrals and in Q2 there were 693 meaning 1148 referrals to the Hub this financial year.

Last Updated: 02-Nov-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 Working with the new Wales Programme to recognise Adverse Childhood Experiences	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**

The police are developing a joint agency project to deliver an Adverse Childhood Experiences (ACE) informed approach to community policing. The EAT (Early Action Together) project focuses on the role of the police in navigating families to community and social support to address their needs. Flintshire is working with the EAT project to bring a co-ordinated approach to responding to ACEs and developing the awareness, skills and competencies of public sector staff.

Last Updated: 02-Nov-2018





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 All Council portfolios to understand and act on their responsibilities to address safeguarding	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Safeguarding professionals are scheduled to meet with senior managers in Aura Leisure and Libraries to discuss safeguarding, and are also attending Licensing Committee. The hard-hitting County Lines video has been shared with Corporate safeguarding leads and is being rolled out to the workforce through Senior Management and Team meetings. We are in the process of updating the Corporate e-learning safeguarding package, which is available through Learning Pool. During Safeguarding Awareness week w/c 13th November, colleagues will be actively engaged in promoting safeguarding awareness amongst the workforce.</p> <p>Last Updated: 02-Nov-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.4 Identify and address the signs and symptoms of domestic abuse and sexual violence	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> Flintshire County Council continues to work alongside the Regional Domestic Abuse and Sexual Violence Board. A joint strategy is now in place for North Wales, which is included on the website. Regional structures are now in the process of being formed through the establishment of a Joint Commissioning Board and a Training Group. The demands of the National Training Framework are challenging to meet, however measures are in place locally, in quarter 3, to further promote the Level 1 e-learning module.</p> <p>Last Updated: 02-Nov-2018</p>							



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## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.1M01 The numbers of additional Council homes being built through the SHARP programme	11	15	15	 GREEN	↑	15	6	 GREEN
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The development at the former Dairy site, Connah's Quay is complete and has delivered 6 new council homes. The development of 9 new council homes at the former Melrose Centre, Shotton was completed in November 2018. Work has commenced at Llys Dewi, Penyffordd to deliver 23 new council homes. Work has commenced at Maes Gwern, Mold: a development of 160 new homes which will include 4 new council homes.                      Last Updated: 18-Oct-2018</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.2M02 The numbers of additional affordable homes being built through the SHARP programme	18	22	22	 GREEN	↑	22	22	 GREEN
<p><b>Lead Officer:</b> Melville Evans - Senior Manager - Housing Programmes  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The SHARP scheme at The Walks, Flint was completed in April 2018 providing a further 22 affordable homes to be managed by NEW Homes. The total number of affordable homes built through SHARP to date has reached 62. Approval has been given for a further 39 new affordable homes to be built at a number of locations across the county and work will commence at these developments during 18/19.                      Last Updated: 18-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.3M03 The number of additional properties managed by NEW Homes	23	22	22	 GREEN	↓	22	22	 GREEN



**Lead Officer:** Melville Evans - Senior Manager - Housing Programmes

**Reporting Officer:** Denise Naylor - Housing Programmes Support Manager

**Aspirational Target:**

**Progress Comment:** Completion of The Walks development, Flint in April 2018 has increased the number of affordable properties managed by NEW Homes by 22.

Last Updated: 18-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.4M04 Increasing the total number of properties managed by NEW Homes	116	124	148	 AMBER	↑	124	148	 GREEN



**Lead Officer:** Melville Evans - Senior Manager - Housing Programmes

**Reporting Officer:** Denise Naylor - Housing Programmes Support Manager

**Aspirational Target:**

**Progress Comment:** NEW Homes Board has agreed the development of a further 39 affordable units at Nant y Gro, Gronant, Llys Dewi, Penyffordd, Dobshell and Maes Gwern, Mold as part of the Strategic Housing and Regeneration Programme (SHARP)

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	63.62	87.38	75	 GREEN	↑	87.38	75	 GREEN



**Lead Officer:** Andrew Farrow - Chief Officer - Planning, Environment and Economy

**Reporting Officer:** Jenny Prendergast - Health and Safety Team Leader

**Aspirational Target:**

**Progress Comment:** We are pro-actively encouraging landlords to register. Where there is deliberate non-compliance we are taking appropriate enforcement action either through direct action or referral to Rent Smart Wales

Last Updated: 20-Apr-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.2M02 The percentage of tenants protected from unsuitable living conditions	100	100	100	 GREEN	↔	100	100	 GREEN

**Lead Officer:** Andrew Farrow - Chief Officer - Planning, Environment and Economy



**Reporting Officer:** Jenny Prendergast - Health and Safety Team Leader

**Aspirational Target:**

**Progress Comment:** All complaints about substandard housing conditions were investigated. 199 complaints dealt with.

Last Updated: 29-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.2M02 (PAM/014) The number of new homes created as a result of bringing empty properties back into use	212	58	35	 GREEN	↓	58	35	 GREEN



**Lead Officer:** Andrew Farrow - Chief Officer - Planning, Environment and Economy

**Reporting Officer:** Joseph Muxlow - Regeneration Programme Lead

**Aspirational Target:**

**Progress Comment:** The changes to empty properties Council Tax charges, as agreed in April 2017, have encouraged owners to bring the properties back into use. This policy change is expected to continue to contribute to bringing empty properties back into use.

Last Updated: 19-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.3M03 Number of affordable housing on all applicable applications for residential development	No Data	117	N/A	 GREEN	N/A	117	N/A	 GREEN

**Lead Officer:** Lynne Fensome - Management and Support Manager




**Reporting Officer:** Daniel McVey - Planning Officer

**Aspirational Target:**

**Progress Comment:** Planning officers continue to assess the need for an affordable housing element on all new housing development applications. The relevant criteria is applied from the Council's affordable housing policy to calculate the affordable housing contribution required from the developer.

Last Updated: 26-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	312.92	257.89	247	 AMBER		300.86	247	 AMBER

**Lead Officer:** Andrew Farrow - Chief Officer - Planning, Environment and Economy

**Reporting Officer:** Joseph Muxlow - Regeneration Programme Lead

**Aspirational Target:**



**Progress Comment:** A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence. A DFG review board meets monthly to review progress towards implementing improvements to processes and controls and to the wider adaptations system in the Council. One such action is the launch of a new contractor framework for the delivery of the DFG's which has resulted in a reduction of the number of days taken.

DFG delivery is divided into those addresses that were carried over from the previous year and delivered using the older system compared to those delivered using the new framework.

11 addresses delivered using the old system averaging 330 day per job

3 addresses delivered using the new framework averaging 194 days per address

Last Updated: 26-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	15.28	20.79	20	 AMBER	↓	22.99	20	 GREEN

**Lead Officer:** Jen Griffiths - Benefits Manager



**Reporting Officer:** Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment

**Aspirational Target:**

**Progress Comment:** Processing times have improved since quarter one, however, the target of 20 days has not been reached. There have been some challenges around resources in the department due to vacancies and absence which are being addressed.

Last Updated: 25-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	7.37	10.7	8	 RED	↓	10.7	8	 GREEN



**Lead Officer:** Jen Griffiths - Benefits Manager

**Reporting Officer:** Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment

**Aspirational Target:**

**Progress Comment:** The volume of changes due to Universal Credit has led to a significant increase in workload volumes in the service. There have also been some challenges around resources in the department due to vacancies and absence which are being addressed.

Last Updated: 25-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	395440	234245	375000	 RED	↓	768523.71	750000	 GREEN

**Lead Officer:** Neal Cockerton - Chief Officer - Housing and Assets



**Reporting Officer:** Jen Griffiths - Benefits Manager

**Aspirational Target:**

**Progress Comment:** Income gains for Flintshire residents are via a combined effort of Supporting People teams; Citizens Advice Flintshire and Macmillan funded posts in Wrexham County Borough Council. Data for this quarter is not yet available from all of the agencies. This will be updated to reflect the whole of the gains retrospectively once the data is available.

Last Updated: 19-Nov-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	69.46	80.6	89	 AMBER	↑	81.63	89	 AMBER



**Lead Officer:** Neal Cockerton - Chief Officer - Housing and Assets

**Reporting Officer:** Jenni Griffith - Flintshire Connects Manager

**Aspirational Target:**

**Progress Comment:** The Housing Solutions Service achieved 80.6% successful outcomes this quarter. The year to date percentage is 81.63% Whilst this is below the target set at 89% it is within the variance set. The service continues to struggle with sourcing affordable/suitable properties as referred to in previous returns.

Last Updated: 22-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.2M02 The number of people on Universal Credit (UC) that have received personal budgeting support	120	202	168	 GREEN	↑	431	311	 GREEN

**Lead Officer:** Neal Cockerton - Chief Officer - Housing and Assets

**Reporting Officer:** Dawn Barnes - Training Officer

**Aspirational Target:**

**Progress Comment:** In Q1 we delivered Personal Budgeting Support to 229 Universal Credit customers and in Q2 we delivered the same service to 202 Universal Credit customers. We believe that the reduction in Q2 could be contributed to by school holidays in July & August and therefore customers having childcare issues/or unexpected commitments.

However we still over achieved on predicted figures for both Q1 and Q2 as follows;



Q1 – 160% achieved

Q2 – 120% achieved

The service fully expects to meet the projected target over all for 2018/19.

Last Updated: 29-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.3M03 The number of people on Universal Credit (UC) that have received digital support	547	190	101	 GREEN	↓	417	188	 GREEN

**Lead Officer:** Jen Griffiths - Benefits Manager



**Reporting Officer:** Dawn Barnes - Training Officer

**Aspirational Target:**

**Progress Comment:** In 2017/18 the council assisted an unprecedented number of customers with digital support. We believe that the large numbers were down to the introduction of a completely new benefit system and the need for customers to be supported at all stages of their Universal Credit journey. We believe that the reduction in Assisted Digital Support in 2018/19 in comparison to 2017/18 could be contributed to customers becoming more digitally confident at making claims via their own smart phones/devices. As well as customers possibly accessing support from 3<sup>rd</sup> party organisations etc. as well as having a better understanding of the concept of Universal Credit.



Last Updated: 24-Oct-2018





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	116	134	125	 GREEN	↑	254	250	 GREEN

**Lead Officer:** Andrew Farrow - Chief Officer - Planning, Environment and Economy  
**Reporting Officer:** Sharon Jones - Communities For work  
**Aspirational Target:**  
**Progress Comment:** 134 Clients between Communities For Work (CFW) & Communities For Work Plus (CFW+) have registered for the programme. All have support from a mentor.  
 Last Updated: 31-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.1M01 The number of people receiving advice and support to enable reductions in tariffs	No Data	246	137.5	 GREEN	N/A	397	275	 GREEN

**Lead Officer:** Andrew Farrow - Chief Officer - Planning, Environment and Economy  
**Reporting Officer:** Shelley Webber - Energy Project Coordinator  
**Aspirational Target:**  
**Progress Comment:** Attended community events in Flint and Connah's Quay offering advice and booking further visits. Town and Community Council attendance giving advice and arranging further visits regarding measures and Warm Homes Fund.  
 Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.2M02 The number of private sector homes receiving efficiency measures	34	96	25	 GREEN	↑	122	50	 GREEN



**Lead Officer:** Andrew Farrow - Chief Officer - Planning, Environment and Economy

**Reporting Officer:** Shelley Webber - Energy Project Coordinator

**Aspirational Target:**

**Progress Comment:** The Warm Home Fund has funding available to spend on Flintshire homes energy efficiency measures from new central heating, any and all insulation (loft, cavity, internal and external wall insulation) and a focus on supply of lighting upgrades and monitors.

Last Updated: 19-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.3M03 The number of Council homes receiving energy efficiency measures	35	92	25	 GREEN	↑	97	50	 GREEN



**Lead Officer:** Andrew Farrow - Chief Officer - Planning, Environment and Economy

**Reporting Officer:** Shelley Webber - Energy Project Coordinator

**Aspirational Target:**

**Progress Comment:** The Warm Home Fund has funding available to spend on Flintshire homes energy efficiency measures from new central heating, any and all insulation (loft, cavity, internal and external wall insulation) and a focus on supply of lighting upgrades and monitors.

Last Updated: 19-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.1M01 Number of in house locality teams working towards Bronze standard in Progress for Providers of domiciliary care	No Data	3	0.75	 GREEN	N/A	3	0.75	 GREEN



**Lead Officer:** Neil Ayling - Chief Officer - Social Services

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Aspirational Target:**

**Progress Comment:** We have three in house domiciliary care providers working on the bronze standard for Progress for Providers.

Last Updated: 20-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.2M02 Number of independent sector providers working towards Bronze standard in Progress for Providers of domiciliary care	No Data	3	3	 GREEN	N/A	3	3	 GREEN



**Lead Officer:** Neil Ayling - Chief Officer - Social Services

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Aspirational Target:**

**Progress Comment:** We are rolling out Progress for Providers to domiciliary care providers in the independent sector

Last Updated: 20-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	26	27	26	 GREEN	↑	27	26	 GREEN



**Lead Officer:** Neil Ayling - Chief Officer - Social Services

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Aspirational Target:**

**Progress Comment:** One independent provider has reopened a home offering residential care in Flintshire

Last Updated: 24-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	96.7	95	95	 GREEN	↔	95	95	 GREEN



**Lead Officer:** Neil Ayling - Chief Officer - Social Services

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Aspirational Target:**

**Progress Comment:** Care home occupancy remains high.

Last Updated: 24-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.2.2M02 The percentage of the relevant workforce to have received training in Regulation and Inspection of Social Care (Wales) Act (RISCA)	No Data	25	25	 GREEN	N/A	25	25	 GREEN

**Lead Officer:** Neil Ayling - Chief Officer - Social Services



**Reporting Officer:** Jacque Slee - Team Manager Performance

**Aspirational Target:**

**Progress Comment:** RISCA training is ongoing and we are on track to deliver to the relevant workforce by the end of this year.

Last Updated: 24-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or more times	5.26	2.52	10	 GREEN	↑	4.62	10	 GREEN



**Lead Officer:** Craig Macleod - Senior Manager, Children's Services & Workforce

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Aspirational Target:**

**Progress Comment:** 4.6% of children looked after have moved more than twice. This included planned placement moves in accordance with the child's plan.

Last Updated: 24-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.3M03 Percentage of looked after children with a timely health assessment	No Data	63.49	81	 RED	↑	70.54	81	 AMBER

**Lead Officer:** Neil Ayling - Chief Officer - Social Services

**Reporting Officer:** Jacque Slee - Team Manager Performance



**Aspirational Target:**

**Progress Comment:** Significant improvement has been made in the last 6 months; the looked after nurse regularly attends team meetings and manages the assessment appointments.

BCUHB have increased the availability of appointments per month to 6 slots and have recruited 2 trainee doctors to assist with Health assessments from October 2018.

Last Updated: 25-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.1.1M01 Number of adult carers identified.	310	378	225	 GREEN	↑	680	450	 GREEN


**Lead Officer:** Neil Ayling - Chief Officer - Social Services

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Aspirational Target:**

**Progress Comment:** We are extending our collection of data for carers to include carers of people who have difficulties with mental health and substance misuse, and will need to raise our target for next year to accommodate the expected increase in numbers.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	0.9	0.68	1.89	 GREEN	↑	1.36	1.89	 GREEN



**Lead Officer:** Neil Ayling - Chief Officer - Social Services

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Aspirational Target:** 1.78

**Progress Comment:** The Council and Betsi Cadwaladr University Health Board (BCUHB) work together on a case by case basis to ensure prompt discharge. There have been 18 delays so far this year, the longest being 22 days and the shortest being 1 day.

Last Updated: 26-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in "no further action".	55	18.1	30	 GREEN	↑	18.1	30	 GREEN



**Lead Officer:** Craig Macleod - Senior Manager, Children's Services & Workforce



**Reporting Officer:** Jacque Slee - Team Manager Performance

**Aspirational Target:** 30.00

**Progress Comment:** Reasons for no further action include a change in need or circumstances, Child Protection threshold not met, or case signposted to other services.

Last Updated: 19-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.2M02 The number of families receiving information and support through the Early Help Hub	No Data	348	200	 GREEN	N/A	676	400	 GREEN
<p><b>Lead Officer:</b> Craig Macleod - Senior Manager, Children's Services &amp; Workforce  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Aspirational Target:</b>  <b>Progress Comment:</b> This represents a 63% increase in activity compared to the same quarter last year.</p> <p>Last Updated: 12-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and and Sexual Violence National Training Framework	19.2	17.14	45	 RED	↓	17.14	45	 AMBER
<p><b>Lead Officer:</b> Sian Jones - Public Protection Manager - Community and Business  <b>Reporting Officer:</b> Heather Johnson - Corporate Training Officer  <b>Aspirational Target:</b> 50.00  <b>Progress Comment:</b> The total number of employees who have now been completed the e-learning module (including face to face sessions) is 1020. Approximately 350 colleagues from Streetscene will receive face to face training over November/December. Currently a huge push on completing the e-learning but difficult to reach the employees who haven't got access to a computer. In these instances face to face training available or workshops run at Northop College where computers available for employees to use. Must be booked via Trent.</p> <p>Last Updated: 31-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	778	874	N/A	N/A	↑	1735	N/A	N/A

**Lead Officer:** Lynne Fensome - Management and Support Manager  
**Reporting Officer:** Sian Jones - Public Protection Manager - Community and Business  
**Aspirational Target:**  
**Progress Comment:** The improved crime recording processes continue to increase the numbers of crimes recorded, particularly in the domestic related crime area. The improvement in recording and the continuation of dealing effectively with what is recorded will directly support the Police and Crime plan in wanting greater confidence for victims of domestic abuse in reporting crime  
 Last Updated: 31-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.3M03 The number of domestic abuse incidents reported to North Wales Police	678	747	N/A	N/A	↑	1475	N/A	N/A

**Lead Officer:** Lynne Fensome - Management and Support Manager  
**Reporting Officer:** Sian Jones - Public Protection Manager - Community and Business  
**Aspirational Target:**  
**Progress Comment:** There were 271 non crime domestic incidents and 476 domestic crimes  
 Last Updated:



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.4M04 The number of incidents of sexual assaults reported to North Wales Police	100	127	N/A	N/A	↑	260	N/A	N/A

**Lead Officer:** Lynne Fensome - Management and Support Manager

**Reporting Officer:** Sian Jones - Public Protection Manager - Community and Business

**Aspirational Target:**

**Progress Comment:** Improved responses across agencies is helping to provide victims with assurance that they will be provided with an appropriate response when reporting incidents of sexual assault. Measures to hold perpetrators accountable are vital in demonstrating that we are serious in tackling sexual violence.

Last Updated: 26-Oct-2018

## Risks

### Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Katie Clubb - Community Support Services Manager		Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.</p> <p><b>Management Controls:</b> The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector. We have also been awarded funding to develop a night shelter during the winter months.</p> <p><b>Progress Comment:</b> Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Additional funding has been granted to develop landlord incentives within the private rented sector and also to consider alternatives to rough sleeping.</p> <p>Last Updated: 29-Oct-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Red	Amber	↓	Open
<p><b>Potential Effect:</b> i) Increase in homelessness ii) Increased pressure on the Housing Options Team iii) Increase in people sleeping rough</p> <p><b>Management Controls:</b> A Housing Strategy Manager is in post to monitor and manage Section 106 and Social Housing Grant programmes. There are robust programme management arrangements for the Strategic Housing and Regeneration Programme (SHARP)</p> <p><b>Progress Comment:</b> This will always be a risk due to changes in housing demand and a lack of supply both in terms of the quantity and type of affordable homes provided. Over the past year the Welfare Reform policies have also impacted on the type of affordable housing required due to benefit restrictions. The Council aims to mitigate the risk through:</p> <ol style="list-style-type: none"> <li>1. Informing the type and size of all of the new builds (Council and RSLs)</li> <li>2. Informing the type, tenure and size of affordable housing provision through market led schemes.</li> </ol> <p>Last Updated: 23-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Commissioning Officer	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Increased homelessness</p> <p><b>Management Controls:</b> Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms</p> <p><b>Progress Comment:</b> Applicants who are affected by bedroom tax are given urgent priority for rehousing to more affordable accommodation.</p> <p>The proposed property for the shared housing pilot received full planning permission and work has been undertaken to establish demand. Due to Government changes and the withdrawal of plans to introduce a shared room rate for under 35s the demand in social housing for shared accommodation has lessened. Applicants contacted expressed a preference for self contained properties and we were unable to establish demand for the shared housing pilot. This will of course have an effect on the demand for affordable one bedroom properties.</p> <p>Last Updated: 22-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of land supply for council housing construction	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Green	↓	Closed
<p><b>Potential Effect:</b> i) Reduction in number of units delivered</p> <p><b>Management Controls:</b> On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase.</p> <p><b>Progress Comment:</b> Potential land for development of housing through the Strategic Housing and Regeneration Programme (SHARP) continues to be identified and considered to support the target of 500 new social and affordable houses by 2021.</p> <p>Last Updated: 23-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for council housing	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> A reduction in the construction and delivery of Council houses</p> <p><b>Management Controls:</b> i) submit application to Welsh Government for increase in borrowing cap relating to specific schemes.            ii) Lobby WG to remove borrowing limits following removal in England            iii) seek increase in borrowing cap with the UK Government through the Growth Deal</p> <p><b>Progress Comment:</b> A bid is currently being prepared and will be submitted to WG during November for an increase to Flintshire's limit. If successful, this will allow construction to continue at required levels until pressure on borrowing is alleviated in 2021 (following achievement of WHQS). An update from Welsh Government is expected imminently on removal of borrowing limits in Wales.</p> <p>Last Updated: 26-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Niall Waller - Service Manager - Enterprise and Regeneration		Amber	Amber	↔	Open
<p><b>Potential Effect:</b> There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.</p> <p><b>Management Controls:</b> i) Monitoring and management of adaptation cases.            ii) Ongoing process review.            iii) Continually seek ways to further increase cost-efficiency            iv) Increase in budget allocation to meet demand</p> <p><b>Progress Comment:</b> The performance on DFG timescales has been an area of challenge over time and a management board has been established to improve and monitor progress. The budget for the programme is currently on track.</p> <p>Last Updated: 21-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Niall Waller - Service Manager - Enterprise and Regeneration	Melville Evans - Senior Manager - Housing Programmes	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Customers will wait longer to receive adaptation work in their homes</p> <p><b>Management Controls:</b> Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.</p> <p><b>Progress Comment:</b> All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements.</p> <p>Last Updated: 21-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out - negative impact upon Council services	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Potential increased in rent arrears and decrease of Council Tax collection. Potential increased risk of homelessness and need for accommodation. Increased demand in existing support services</p> <p><b>Management Controls:</b> Welfare Reform is undoubtedly impacting services and this is being monitored via the UC Operational Board. Rent Arrears have increased and there is work ongoing to identify the reason for this, i.e. is it due to delays in payments or tenants not paying their rent out of their UC money. We are focusing on early identification and intervention and have increased communication across the teams and portfolios to support this work.</p> <p>Council Tax Collection is under pressure, we are unable to directly link this to UC or welfare reform, however, welfare reform will undoubtedly contribute to this. We are currently reviewing the claims process for Council Tax Reduction Scheme to make the process easier and quicker. We have not seen a direct link between presentations for homelessness at this stage, however, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely.</p> <p>In addition, Flintshire's Universal Credit Operational Board is established to bring together all FCC support services that may be impacted to co-ordinate a response and review current practices to maximise support by reducing duplication.</p> <p><b>Progress Comment:</b> Work has commenced to identify and mitigate the impacts of Universal Credit on Council Tenants and their rent accounts. Concentrated work around early intervention will enable support to be offered to those who need it, but a harder line to be taken with those who can pay. This will give a more realistic chance of the rent account coming back under control and out of arrears.</p> <p>There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the council or directly to the tenant) are made in arrears.</p> <p>During 2018/19 focus will be on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure, however, collection rates are on track.</p> <p>Last Updated: 13-Sep-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Commissioning Officer	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.</p> <p><b>Management Controls:</b> The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.</p> <p><b>Progress Comment:</b> The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services still remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.</p> <p>Last Updated: 31-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader	Amber	Red	↑	Open
<p><b>Potential Effect:</b> With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.</p> <p><b>Management Controls:</b> Reviews of procedures are being carried out to try and mitigate the impact however a full estimate of impact cannot yet be confirmed.</p> <p><b>Progress Comment:</b> A team has been set up to work with tenants at the earliest opportunity as intervention at early stages allows the identification of appropriate support to give a more realistic chance of the rent account coming back under control and out of arrears.</p> <p>The Council is now a "Trusted Partner" of Department for Work and Pensions and this means that processes and flow of information and payments is much more streamlined and automated.</p> <p>There will invariably be an element of cash flow arrears on accounts due to Universal Credit payments being made in arrears, (whether direct to the council or directly to the tenant).</p> <p>Last Updated: 01-Nov-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Commissioning Officer	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Local economy will suffer as people can only just afford to spend on essential items</p> <p><b>Management Controls:</b> The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.</p> <p><b>Progress Comment:</b> Welfare Rights and Supporting People teams worked with residents during the year to explore areas of income maximisation for residents of the county.</p> <p>Last Updated: 13-Sep-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Delivery of social care is insufficient to meet increasing demand	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Amber	Green	↓	Closed
<p><b>Potential Effect:</b> People would be likely to experience increased waiting times or be unable to access services, with a resulting negative impact on the reputation of the Council.</p> <p><b>Management Controls:</b> Developing the market for residential and nursing care            Extending the opening hours for single point of access            Implementing Community Resource Team            Developing community resilience            Implementing an Early Help Hub for children and families</p> <p><b>Progress Comment:</b> Recommendations have been approved to explore the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector. The Single Point of Access has already extended the time the service is available from in the mornings and work is near completion to extend the closing time and introduce weekend working. The multi agency Early Help Hub for children and families is in operation. The risk has been mitigated to green and is now closed 12/07/2018.</p> <p>Last Updated: 12-Jul-2018</p>						

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




**Potential Effect:** Increase in hospital admissions and delayed transfers from hospital. Increased pressure on primary care services leading to deteriorating relationship with local partners.




**Management Controls:** i) Working with Corporate colleagues to use capital investment to support the development of our in-house provision.  
 ii) Outcomes from the 'Invest to Save' Project Manager made available together with a short, medium and long term plan to support the care sector.  
 iii) Quick wins from the 'Invest to Save' Project Manager to be implemented.  
 iv) Increase bed and extra care capacity for dementia/ learning disabilities.  
 v) Develop specialist respite for Early Onset Dementia.  
 vi) Identify and create market change and dynamics, generate more competition, new providers for all ages including children and LD.  
 vii) Assist with local housing (potentially subsidised) for specified employees in social care i.e. direct care staff.  
 viii) Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.




**Progress Comment:** The expansion of Marleyfield to support the medium term development of the nursing sector continues. The re-phasing of Integrated Care Fund (ICF) capital to fit in with our capital programme, has been agreed by Welsh Government. Cabinet Secretary for Economy and Transport visited the Authority on 24th September and was supportive of the microcare initiative being introduced as a result of the Strategic Opportunity Review. The [care@flintshire](mailto:care@flintshire) portal has been populated with useful information to support providers.

Last Updated: 19-Nov-2018



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Jacque Slee - Team Manager Performance				Open
<p><b>Potential Effect:</b> Insufficient funding to sustain medium term service delivery.</p> <p><b>Management Controls:</b> Seeking agreement from partners on allocation of funds to deliver medium term services</p> <p><b>Progress Comment:</b> The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects.</p> <p>The Chair of the North Wales Regional Partnership Board and the Chief Executive of BCUHB have created an agreement from partners on the allocation of funds to support delivery of medium term services.</p> <p>We are awaiting confirmation of allocation of capital funds.</p> <p>Last Updated: 12-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Early Help Hub cannot deliver effective outcomes	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Closed
<p><b>Potential Effect:</b> Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.</p> <p><b>Management Controls:</b> Agreed information sharing protocol in place</p> <p>Activity data in place and scrutinised</p> <p>Steering body to meet regularly to ensure that resources are being appropriately deployed</p> <p><b>Progress Comment:</b> The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. During Q1 there were 455 referrals and in Q2 there were 693 meaning 1148 referrals to the Hub this financial year. This risk is now closed.</p> <p>Last Updated: 01-Nov-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Rate of increase of adult safeguarding referrals will outstrip current resources	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open

**Potential Effect:** National timescales for processing safeguarding enquiries will not be met, resulting in potential delays for people requiring safeguarding interventions and impact on reputation of the Council.

**Management Controls:** Realign response to front door referrals by utilising resources within First Contact and Intake, in order to free up time to allow the Safeguarding Managers to effectively delegate tasks.

**Progress Comment:** Responsibilities within Adult Safeguarding and First Contact and Intake have been realigned, with no additional resource. Safeguarding Managers are able to effectively delegate tasks for high priority cases; this ensures that those enquiries that do not meet timescales are of a lower priority. Quarter 2 monitoring is showing an increase in safeguarding reports, so the risk remains open until we can be sure that we can continue to manage these effectively. Workload appears to be manageable and further data will support this.

Last Updated: 12-Oct-2018

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Fiona Mocko - Strategic Policies Advisor	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open

**Potential Effect:** Employees will not recognise when adults and children are at risk and will not take appropriate action.

**Management Controls:** Safeguarding workshops were held during Safeguarding Week in November 2017 and in January 2018; a safeguarding awareness training programme is now in place ensuring regular training opportunities are available to employees. Safeguarding is also included as part of the induction process. Opportunities to deliver training through e-learning are being explored.



**Progress Comment:** Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops will be delivered during National Safeguarding Week in November 2018 and further training is being researched. A safeguarding page is available on the intranet providing resources to support employees and managers.

Last Updated: 01-Nov-2018



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Strategic Policies Advisor					Open
<p><b>Potential Effect:</b> Employees will not identify potential safeguarding issues. Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.</p> <p><b>Management Controls:</b> Safeguarding training is included in induction programme ensuring all new employees receive training. Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.</p> <p><b>Progress Comment:</b> Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training. Types of safeguarding training provided and attendance by Portfolio are monitored at the Corporate Safeguarding Panel. Safeguarding Week is used to promote initiatives to raise awareness.</p> <p>Last Updated: 16-Oct-2018</p>						



## 2 Ambitious Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Government this year, including agreement of funding allocations and formal governance arrangements	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> The detailed proposition document has been developed and is currently being approved by the core partners of the North Wales Economic Ambition Board. It is anticipated that the UK Government will announce support for the Growth Deal in the Autumn Statement with the Heads of Terms agreement document being produced and signed shortly afterwards.</p> <p>Last Updated: 02-Nov-2018</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Propose that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> The Council continues to work closely with the DEZ Board, Welsh Government, the owners of the Northern Gateway development site and potential investors to support and secure investment proposals.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	20.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

The initial report on the Council's Industrial Estate has now been received. Detailed consideration needs to be given to the development of strategies which either release sites for the generation of capital receipts, invest to generate increased income, and review terms of renewal or the exercising of break clauses. It is of course important to note that these assets generate a significant revenue income stream for the Council so due care needs to be exercised in any approach.



Last Updated: 05-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

The Council is commissioning external consultancy support to review the challenges facing smaller town centres and to identify cost-effective interventions that it can play to support them. The consultancy will draw upon UK examples of current good practice.



Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Targeted regeneration investment programme (TRIP) - developing Flintshire's role and it's local programme	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Welsh Government Targeted Regeneration Investment Programme is a capital programme to invest in regeneration projects. A North Wales Regeneration Plan has been developed to steer investment and has identified 4 priority settlements for the first tranche of activity based on their levels of deprivation - Rhyl, Colwyn Bay, Wrexham and Bangor. Another 8 towns will also be able to benefit in the early stages of the programme and these include Holywell and Shotton. Although resources for the programme are limited development work is underway on potential projects for inclusion.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.7 Propose that the development of regional and local transport strategy and initiatives maximise the potential for economic benefits and improves access to employment and tourism destinations	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2018	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            All current transport proposals under development form part of the wider North Wales Growth Vision which seeks to promote economic growth across the region. In the Flintshire context transport proposals focus on enabling residents to access employment opportunities to spread the benefits of economic growth.</p> <p>Last Updated: 02-Nov-2018</p>							

**Performance Indicators**

No KPIs identified

## Risks

### Strategic Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Infrastructure investment does not keep pace with needs and business is lost to the economy	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.</p> <p><b>Management Controls:</b> i) The Council will play a leading role in regional structures promoting economic growth. ii) The Council will set out a clear plan for local infrastructure to meet regional and local needs.</p> <p><b>Progress Comment:</b> The North Wales Growth Deal will include a package of strategic infrastructure investment projects. At local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.</p> <p>Last Updated: 21-Oct-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Businesses feedback that they highly value the service provided by the Council to help them to navigate wider support and overcome barriers to growth. Business networking activity delivered by the Council also assist businesses to work and trade together. Reduction of this support may make the County less successful as a location for business.</p> <p><b>Management Controls:</b> i) The Council will continue to engage businesses and help them to access support. ii) The Council will provide opportunities for businesses to network and support one another.</p> <p><b>Progress Comment:</b> The business development service in Flintshire remains responsive to business needs. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service. The Council continues to support business networking activities through fora in various locations in the County including the Deeside Business Forum which regularly attracts over 100 businesses to their events.</p> <p>Last Updated: 21-Oct-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Instability in the local and regional economies would lead to reduced business investment and significant job losses.</p> <p><b>Management Controls:</b> Maintain an intelligence base on potential risks and mitigation measures.</p> <p><b>Progress Comment:</b> The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.</p> <p>Last Updated: 21-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Yellow	↓	Open
<p><b>Potential Effect:</b> Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.</p> <p><b>Management Controls:</b> Play a major role in the North Wales Economic Ambition Board, Mersey Dee Alliance and the Rail Task Force.</p> <p><b>Progress Comment:</b> The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport. The Council is closely involved in the development of the outline projects for the regional Growth Deal and both the Leader of the Council and Chief Executive play a leading role in the development of the new shadow Joint Committee for North Wales. Negotiations with UK and Welsh Governments are progressing to plan.</p> <p>Last Updated: 26-Oct-2018</p>						



### 3 Learning Council



#### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Provide effective learning opportunities and quality opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment	Claire Homard - Senior Manager - School Improvement	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The methodology for reporting on pupil data has changed from 2018 in response to the Welsh Government's decision not to publish comparative data below the national average. No benchmarking data is now available. Teacher assessment data for learner outcomes in summer 2018 at Foundation Phase and Key Stage 2 are above the national average and higher than expected levels. Key Stage 3 data also confirms that Flintshire is performing well, matching but in many cases, exceeding national averages. Learner outcomes for Key Stages 4 and 5 are still provisional until December but Key Stage 4 unverified data does demonstrate that Flintshire learners are performing above the national and regional averages and that there was improvement on many indicators from 2017. Performance in mathematics and numeracy was particularly strong. Performance in English dropped by approximately 3% but this has been the subject of significant challenge across the North Wales region to Qualifications Wales because of issues with changing grade boundaries and timings of examination entries. Performance on the main indicator at Key Stage 5 also improved from 2017. Performance at the highest grades A\*-A has improved at both GCSE and A level.

Last Updated: 08-Nov-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Provide effective support to schools identified as causing concern to quickly re-establish good educational standards	Claire Homard - Senior Manager - School Improvement	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Every school has a dedicated Support Improvement Adviser (SIA) through GwE who provides the support and challenge on performance, self-evaluation and school improvement planning processes through bespoke packages. These SIAs are overseen by the 2 core lead officers from GwE for Flintshire who report regularly to the Chief Officer/Senior Manager for School Improvement(CO/SMSI). Support plans for schools causing concern are regularly reviewed and appropriate interventions identified. Progress against these plans are then discussed with the CO/SMSI and regularly reported on through the Local Quality Board which includes the Cabinet Member and Chair of Scrutiny. Schools in the more serious categories of concern are subject to the LA's School Performance Monitoring Group and are reviewed a minimum of twice a year and the panel includes a number of elected members. In the most serious cases of concern, the LA has used its statutory powers of intervention to effect change e.g. introduction of Interim Executive Boards, leadership solutions. As a result, the number of schools in the LA in categories of serious concern have reduced from 3 to 1 and the number of schools in Estyn Review are low - just 2.

Last Updated: 08-Nov-2018



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Prepare for national reforms on curriculum and inclusion	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Officers are working in collaboration with Welsh Government and the regional school improvement service GwE to prepare for the curriculum and inclusion reforms. A local action plan is in development alongside a regional transformation plan focusing on the implementation of the Additional Learning Needs and Education Tribunal (ALNET) Act 2018 which will map out the key actions needed to ensure the local authority and its schools are prepared for the implementation in 2020. Awareness raising sessions are underway with regard to the revised curriculum with a number of Flintshire schools taking on lead developmental roles as Pioneer Schools. The publication of two key national draft documents is planned for this academic year namely the Code of Practice for ALN (December 2018) and the proposed curriculum and assessment model (April 2019). This will include the National Approach to Professional Learning that will support the profession to meet the challenges of the new curriculum. These published plans will provide operational detail for further local planning.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Continue substantial investment in the school estate through the School Modernisation Strategy, maximising use of Welsh Government funding streams e.g. 21st Century Schools Programme, Welsh Medium Education Grant, Infant Class Size Grant and to support the Early years and Childcare Service with the WG Childcare Grant (named as Early Years Grant in previous iterations) . To continue with a programme of repairs and maintenance across Flintshire schools.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2017	31-Mar-2019	30.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The third project of Band A is Connah's Quay High School Project (Phase 1) – Construction started on site July 2017 with the anticipated completion date December 2018. Demolition of the former John Summers High School started onsite in April 2018 and is anticipated to be complete in December 2018. Penyffordd CP - Construction started on site April 2018 with anticipated completion of the new school building July 2019 (phase 1) and the remainder of external works (phase 2) anticipated to be complete during November 2019.



School Modernisation - Brynford and Lixwm Area Review – In June 2018, Cabinet determined not to proceed with the proposed statutory amalgamation of the two schools.

Nercwys VA and Nannerch VC governors have determined to consult with key stakeholders on federation. Consultation documents were published 23rd October 2018 and will run till 30th November 2018.

21st Century Schools Programme (Band B -2019 -2025) The Council's Strategic Outline Programme (SOP) estimated at £85.4m, has been approved by WG in principle. April 2018, Cabinet approved Connah's Quay High School project (Phase 2) prior to the start of Band B. This took advantage of the WG initiative and drew down funding prior to the start of Band B.

WG Infants Class Size Grant (100% WG funded) - WG have approved the £1.3m grant for Ysgol Glan Aber, Bagillt under this funding scheme. This allows the larger £2.7m project to proceed as £997K has been approved through the Council's capital programme. WG Welsh Medium Grant (100% WG funded) – WG have approved the £3m business case for capital investment in the Ysgol Glanrafon Site. The Council's R&M programme for schools continues on an annual basis.

Last Updated: 08-Nov-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.5 Maintain low levels of young people/adults 'Not in Education, Employment or Training' and support opportunities for apprenticeship and employment	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2018	31-Mar-2019	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Local Authority continues to run regular Youth Engagement & Progression Framework meetings in secondary schools on a termly basis. Through these meetings, young people of school age who are at risk of disengagement are discussed and appropriate programmes of intervention are agreed and reviewed. As a result of the meetings held during the Summer Term, pupils at risk of not continuing with education at the end of the school year were identified and accessed intervention which supported a smooth transition into further education. In response to identified need, 2 new pilot courses are being run during the Autumn Term targeted at developing confidence and increasing motivation to support future engagement in suitable life choices and outcomes. Meetings are also underway with school staff to identify the key reasons why learners are disengaging with the purpose of identify appropriate provision and services to support engagement of those most at risk.

The Local Authority, in collaboration with Coleg Cambria, is piloting a pre-apprenticeship vocational course for KS4 learners. This is a full-time, 2 year course for 12 learners who are accessing a vocational Catering and Hospitality course alongside core GCSE qualifications. If successful, the range of vocational options may be expanded in the future. Information on Post 16 NEETs is provided by Careers Wales to the Engagement & Progression Coordinator (EPC) and this is reviewed at a series of 'Brokerage' meetings where appropriate services can be identified to meet the individual needs of the young people identified. 'Keeping in Touch' meetings have also been held by the EPC with a range of agencies and providers to support the identification and expansion of appropriate provision available to support NEETs. The ADTRAC project is now live and is working with 16-24 year olds who are furthest away from engaging with education, employment or training. Referrals are being received and the project is meeting the target number for engagement. The programme of Adult & Community Learning opportunities across Flintshire is being reviewed and updated in response to need and the revised Welsh Government Strategy.



Last Updated: 09-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.6 Fully embed Flintshire's Youth Council to ensure that young people across the authority are involved in the evaluation and delivery of services that impact on them	Ann Roberts - Senior Manager - Integrated Youth Provision	In Progress	01-Apr-2018	31-Mar-2019	60.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Flintshire Youth Council has been recruited to with consideration of diversity of the membership. Young people volunteer to engage. Two meetings with the political leadership have taken place. The members have appointed roles. The group is already being very active and proactive e.g. in offering views and being a critical friend to Chief Officers with responsibility for producing inspection self-assessments or policy. The Chief Executive is planning to work with the Youth Council to give consideration to the voting age agenda. Excellent and meaningful progress to date.

Last Updated: 02-Nov-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.2.1.1 Increase the number of apprenticeships which result in a positive outcome	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2018	31-Mar-2019	0.00%		



**ACTION PROGRESS COMMENTS:**



Measured at the end of the year.



Last Updated: 08-Nov-2018

## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.2.1 M01 The number of schools in an Estyn statutory category of concern	3	1	1	 GREEN	↑	1	1	 GREEN
<p><b>Lead Officer:</b> Claire Homard - Senior Manager - School Improvement  <b>Reporting Officer:</b> Claire Homard - Senior Manager - School Improvement  <b>Aspirational Target:</b> 1.00  <b>Progress Comment:</b> Currently have only 1 school in an Estyn statutory category of concern, down from 3 last year.</p> <p>Last Updated: 09-Nov-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.1 M01 All schools to have completed their initial assessment of readiness for the new curriculum by 1st October 2018 on the G6 dashboard	No Data	No Data	100		N/A	No Data	100	
<p><b>Lead Officer:</b> Claire Homard - Senior Manager - School Improvement  <b>Reporting Officer:</b> Claire Homard - Senior Manager - School Improvement  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Currently unable to comment as dependant on details available on GwE database and as yet unable to access.</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.2 M02 All schools to have eliminated any red indicators against their readiness for the new curriculum by 31st March 2019 on the G6 dashboard	No Data	No Data	100		N/A	No Data	100	
<p><b>Lead Officer:</b> Claire Homard - Senior Manager - School Improvement  <b>Reporting Officer:</b> Claire Homard - Senior Manager - School Improvement  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Currently unable to comment as dependant on details available on GwE database and as yet unable to access.</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.5.2 M02 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	38	55	53	 GREEN	↑	55	53	 GREEN



**Lead Officer:** James Warr - Operations Manager

**Reporting Officer:** Louisa Greenly - Performance Management & Information Officer

**Progress Comment:** This measure looks at those young people undertaking 16 hours or more of education, training and/or employment. This age group is a challenging one, and especially in a criminal justice setting. Therefore the service needs to work closely with external providers of education and vocational projects to ensure that young people reach their full potential. For example, all young people undertaking 30 hours or more of Unpaid Work as part of a Court Order will automatically be enrolled onto an Agored course, which gives them an accredited vocational qualification whilst fulfilling the requirement of the Court. Agored subjects include, health & safety, construction skills, first aid, and other skills that build up a credible CV. 8 young people in the quarter achieved Agored qualifications.

Last Updated: 26-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.6.1 M01 Number of new pupils engaging with the TRAC programme	No Data	208	120	 GREEN	N/A	208	120	 GREEN

**Lead Officer:** Ann Roberts - Senior Manager - Integrated Youth Provision

**Reporting Officer:** Jeanette Rock - Senior Manager - Inclusion and Progression

**Aspirational Target:**

**Progress Comment:** All staff vacancies have been filled and as a result, a greater number of pupils have been accepted onto the programme.

Last Updated: 26-Oct-2018


## Risks

### Strategic Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Those schools who do not recognise their need for improvement and external support	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Downturn in school performance and under achievement. Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p><b>Management Controls:</b> The Council will work with schools through the Schools Standards Monitoring Group. Challenge and support will be provided through the regional school improvement partner GwE</p> <p><b>Progress Comment:</b> Monitoring processes indicate that all schools have engaged appropriately with their Support Improvement Advisers during the first quarter of the year and are accessing support to implement their improvement plans. Evidence through pupil outcome data shows that improvement plans are being effective in most areas with Flintshire schools performance above national averages in nearly all key indicators across all phases. 2 targeted schools who are in category of Estyn Review have made strong progress and the LA is recommending to Estyn that they be removed from follow up - Estyn confirmation pending.</p> <p>Last Updated: 08-Nov-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Reduced stakeholder confidence in Education services. Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p><b>Management Controls:</b> The Council will work with schools through the Schools Standards Monitoring Group. Leadership development will be provided through the regional school improvement partner GwE for leadership across the system at all levels. School Governor development programme. Schools collaborate and federate Bespoke Leadership development programme in place for schools through the Regional School Improvement Service - for current and aspiring leaders at all levels.</p> <p><b>Progress Comment:</b> All headship vacancies in Flintshire are filled at the current time. Flintshire has the highest number of applicants in the region for senior leadership courses through GwE e.g. Aspiring Headteacher programme and the National Professional Qualification for Headship. Challenges remain in the recruitment in some key areas at middle leadership level e.g. maths, science, Welsh &amp; pastoral. Recruitment in the Welsh medium sector, particularly in maths/science subjects is also challenging as the pool of suitably qualified applicants is low.</p> <p>Last Updated: 08-Nov-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Impact of Additional Learning Needs reforms	Jeanette Rock - Senior Manager - Inclusion and Progression	Claire Homard - Senior Manager - School Improvement				Open

**Potential Effect:** Schools and the Local Authority are unable to meet the requirements placed on them by the forthcoming Additional Learning Needs and Education Tribunal (Wales) Bill resulting in the need for additional resource in terms of specialist services and provision.

**Management Controls:** Portfolio Strategy 2016/17 to map out progress of the legislative reforms and facilitate a timely response. Use of Welsh Government Innovation Project funding to develop awareness and skills of key school-based staff and Local Authority Officers ahead of the implementation of the Bill.

**Progress Comment:** The Additional Learning Needs (ALN) and Education Tribunal (Wales) Bill will now move into Stage 3 for detailed consideration by all Assembly Members. Work continues on the Draft Code of Practice alongside the progression of the Bill and four ALN Transformation Leads have recently been appointed to support Local Authorities, schools and other agencies to be ready for the reforms.

The implementation date has been revised to September 2020, with 2019 being the publication date for the draft Code of Practice. Four regional ALN Transformational Leads have been appointed to oversee and support the implementation of the Act and they took up post in March. An audit tool has been generated for local authorities to complete; this will give greater insight into the risks posed by the Act across the intervening two year period prior to implementation in 2020.

A Transition Action Plan for Flintshire will now be developed to ensure that a comprehensive transformation program is developed in conjunction with the regional plan for North Wales. The publication of the revised Code of Practice in December 2018 will support the development of this plan as there remains a lack of detail on the operational implications of the Act on schools, local authorities and partners.

Last Updated: 08-Nov-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Claire Homard - Senior Manager - School Improvement	Niall Waller - Service Manager - Enterprise and Regeneration				Open

**Potential Effect:** Employers will increasingly struggle to fill vacancies and may leave the area. Young people will not be able to benefit from the growth of the local economy and may need to move away to secure employment that matches their skills. If the skills base fails to match employer needs in the future then the area will struggle to compete for investment.

**Management Controls:** Encourage links between schools and local companies. Develop initiatives both locally and regionally to reduce the gap between young peoples' aspirations and the labour market, especially in Science, Technology, Engineering & Maths (STEM) topics and enterprise.

**Progress Comment:** In addition to current work to link schools, learners and employers there are a number of proposals for further work being developed as part of the North Wales Growth Deal including an enhanced careers offer and further STEM support for schools. In addition, learning provision is guided by the Regional Skills Strategy which sets out the needs of the economy.

Last Updated: 26-Oct-2018





RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainability of funding streams	Claire Homard - Senior Manager - School Improvement	Claire Homard - Senior Manager - School Improvement	Red	Red	↔	Open
<p><b>Potential Effect:</b> Reduced capacity to deliver targeted support to schools.</p> <p><b>Management Controls:</b> Intelligence on grant regime</p> <p><b>Progress Comment:</b> The sustainability of grant funding for education continues to pose a significant and live risk in a number of areas:</p> <ul style="list-style-type: none"> <li>- A lack of clarity about the funding of the Teachers' Pay Award for both 2018-19 and 2019-20 remains. Welsh Government had assumed that councils had accounted for a 1% contribution towards the pay award. Flintshire's original budget position was that it could not meet that contribution and that it should be funded by UK Government. The provisional budget settlement identified an amount of £8.7m across Wales and the First Minister recently announced an additional £7.5m to support the implementation of the pay award in 2018-19. At this stage the distribution method for allocating this funding is unknown but potentially schools could be fully funded from September 2018 to March 2019.</li> <li>- The funding announcements for 2019/20 allows the Council to budget for the previously advised minimum position of a 1% contribution, with schools needing to meet the remainder. There is also no firm confirmation of funding for a 7% increase to employer pension contributions.</li> <li>- The recently announced £15m grant for schools across Wales appears to have been ring-fenced by the Cabinet Secretary for Education to support professional learning in advance of the introduction of the new curriculum, but distribution methodology and terms and conditions are not yet known.</li> <li>- The MEAG (Minority Ethnic Achievement Grant) was not reinstated in full and there remains a lack of clarity about a new regional model for delivery of these services and the funding attached to them.</li> <li>- There are grants which are only short term to support Ministerial key priorities e.g. Infant Class Sizes; Small and Rural Schools etc but the grant conditions are often complex which makes them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.</li> </ul> <p>Last Updated: 08-Nov-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Numbers of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Senior Manager - School Improvement	Red	Red	↔	Open
<p><b>Potential Effect:</b> Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate</p> <p><b>Management Controls:</b> Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure</p> <p><b>Progress Comment:</b> Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.</p> <p>Last Updated: 08-Nov-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Senior Manager - School Improvement	Red	Red	↔	Open
<p><b>Potential Effect:</b> The fabric of Education and Youth buildings will continue to decline</p> <p><b>Management Controls:</b> Continuation of School Modernisation Programme, Continuation of Repairs &amp; Maintenance planned maintenance programme, Capital Business Cases for School improvement, implementation of Band A and Band B 21st Century Schools programmes and any other external funding which becomes available.</p> <p><b>Progress Comment:</b> Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved.</p> <p>Last Updated: 08-Nov-2018</p>						

## 4 Green Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>The Welsh Governments Environment and Sustainable Development (ESD) grant focuses outputs on Local Environment Quality and Natural Resource Management. Total grant is £115,818 for this year. Projects include flood defence, biodiversity duty and green-space enhancement. Part of the grant is being used to deliver Flintshire's Greenspace Strategy, improve greenspace facilities to encourage access, enjoyment and well-being and to facilitate engagement through arts in the community. Key projects have been delivered that have included footpath improvements, arts events involving local children and community groups, community involvement projects that saw some 3000 hours of volunteer support.</p> <p>The 1<sup>st</sup> six monthly report and claim was made to WG and the funding is on track to be delivered in full and on time. This grant programme will end March 2019 and the new Enabling Natural Resources and Wellbeing of Wales grant will take its place.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Gabrielle Povey - Recycling and Compliance Officer	In Progress	01-Apr-2017	31-Mar-2019	71.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>Cumulatively for the performance for 6 months performance is 70.99%. We are currently on target for year end.</p> <p>The performance has been achieved through education and awareness programme to promote recycling and the introduction of side waste enforcement. The side waste enforcement started in March, with 1800 awareness letters and stickers issued. Only 56 letters were issued for the second stage of the process which is the Section 46 Notice (under the Environmental Protection Act), with only 1 issued with an Fixed Penalty Notice (third stage). This demonstrates that the awareness and enforcement programmes to ensure residents managed their waste sustainably has resulted in residents recycling more.</p> <p>The new Household Recycle Centre at Rockcliffe, Oakenholt opened, offering a modern site with no steps with over 30 recycling opportunities. The new site also has a dedicated deconstruction area, run by Flintshire Refurbs to take non reusable bulky items back to their component parts for recycling (e.g. sofa made up of wood, metal, textiles).</p> <p>The households have all been issued with a paper copy of the collection calendars - which reinforces the message that collections take place on Bank Holidays and Christmas working has been confirmed.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Strengthen regional air quality collaboration to help promote better health and well-being outcomes	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**

The North Wales Combined Air Quality Progress report has been submitted to Defra for assessment before publication. However, the conclusions are that there are no breaches of the Air Quality standards in North Wales so there is currently no need for any Authority to undertake Detailed Assessments or declare an Air Quality Management Area (AQMA). Consequently there are no requirements for any Air Quality Action Plan. However, in the wider context referred to in other policy documents such as the Well Being of Future Generations Act etc. these address air quality issues so that Councils have an ongoing requirement to review their policies to ensure that concentrations remain below the action levels. The recommendations made in the report for the coming year are listed below:

- Proceed to the 2019 Updating and Screening Assessment.
- Maintain the air quality monitoring programmes in each local authority.
- Ensure new monitoring sites are added as required.

Last Updated: 02-Nov-2018



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 Improve, protect and enhance the built environment	Lynne Fensome - Management and Support Manager	In Progress	01-Apr-2017	31-Oct-2019	50.00%	 AMBER	 AMBER



**ACTION PROGRESS COMMENTS:**

A draft Built Conservation Strategy has been supported for public and stakeholder consultation. The draft strategy was assessed by the North Wales Conservation Officers Forum along with Cadw, prior to formal consultation towards the end of the calendar year. Following feedback an action plan aligned with the functions of the Built Conservation team will be developed. This strategy will also assist in funding bids and act as a promotional strategy for the Council. The strategy seeks to align with the Historic Environment (Wales) Act and the Welsh Government Historic Environment technical advice note as well as reflecting the work streams that may emerge from the North Wales Built Heritage Service redesign work.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Funding awarded for 2018-2019 following successful bids and all schemes underway and on track: -</p> <ol style="list-style-type: none"> <li>Local Transport Fund: a) Active Travel Scheme Design £234,000 b) Access to Employment Opportunities Deeside Industrial Park (Metro) - £237,000 c) Deeside Industrial Park - Second Avenue - active travel and bus infrastructure - £180,000 d) A548 DIP Parkway Junction - partial signalisation - £243,000</li> <li>Local Transport Network Fund - Flintshire Bus Alliance &amp; Quality Bus Partnership Scheme - £100,000</li> <li>Safe Routes in Communities a) Broughton Primary School, Broughton Hall Road - £260,000 b) Mountain Lane County Primary School, Knowle Lane, Buckley - £205,000</li> <li>Road Safety (Capital &amp; Revenue) a) Connah's Quay Priority Routes / Route Treatment Scheme - £198,000 (capital) b) B5125 Ewloe - Broughton Route Treatment Scheme - £149,500 (capital) c) Pass Plus Cymru - £5,000 (revenue) d) Kerbcraft - £25,000 (revenue) e) Older Drivers - £1,500 (revenue) f) National Standards Cycle Training - £59,301 (revenue)</li> <li>Active Travel Fund a) Deeside Industrial Park - Active travel and bus infrastructure on Parkway, DIP Zone 2 - £1,070,000 b) Holywell Town Centre - Phase 1 Construction of Active Travel path Greenfield Valley - £697,000</li> </ol> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Barry Wilkinson - Highways Networks Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Following the impact of the harsh winter weather on the highway, a programme of pothole repair and patching was undertaken across the Authority. This work removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network, in line with our statutory duty. Highways asset management schemes are underway as follows:            The Resurfacing programme is continuing with sites across the County. Lengths of road that have deteriorated are treated with preventative measure to renew the road surface. 9 sites have been complete by the end of September.            Surface Dressing is a treatment to extend the life of a road where the defect on that road effect the road surface only and not the structure. All Schemes have been completed.            Following the impact of the severe weather during the winter of 2017/18 we have continued to patch defects throughout the network to reduce risk to road users.            Area Coordinators continue to carry out schedule highways safety inspection and will provide condition surveys by March 2019 to inform next year preventative maintenance programmes.            Inspections of post completion works by Utility Companies will continue to be undertaken until March 2019</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.3 Support isolated communities to develop innovative and sustainable area based transport schemes	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2019	33.00%	 AMBER	 AMBER



**ACTION PROGRESS COMMENTS:**

The outcome of Flintshire's bus network review was agreed by the Council's Cabinet in July 2018. The purpose of the bus network review consultation exercise was to consider existing subsidised bus services and deliver an affordable and sustainable public transport service in the future. From the four proposed options presented on the future provision of subsidised bus routes in the County, Option 3 (support subsidised routes on the core bus network and introduce local travel arrangements (LTAs) off the core network) was approved as the preferred option.

The impact of this option is that all subsidised bus services currently operating along core strategic routes within the County will continue to be supported, where required, to ensure that good, quality, transport links within and out of the County. Under this option, local travel arrangements on the non-core network are intended to be provided by smaller minibuses where no commercial bus services operate. These arrangements will operate in a similar way to conventional bus services with a scheduled timetable and fixed route, and will be more suited to the nature of some rural roads or housing estates and numbers of passengers travelling. These routes will be provided to connect residents from their closest bus stop to an area hub (the main town) or onto the core bus network for onward journeys. However, the scheduled minibus services may not operate to the same frequency or same level of service as provided by conventional bus services.

Cabinet have agreed a phased approach would be taken to amend the bus network between October 2018 and March 2019, with the first phase of service changes taking effect from 1st October 2018. From this date, the number 9/X9 bus services will be withdrawn and alternative local transport arrangements are being set up in the affected communities either through existing commercial bus services, new commercial bus services or smaller scheduled minibus services. Consultation undertaken with affected communities, bus operators, elected Members, Town/Community Councils and any special user groups. The next phase of changes are due to take effect in January 2019 and March 2019 and options for delivering these changes are currently being worked upon in terms of timetables, routes, frequency, days of operation etc. in consultation with the impacted communities.

Last Updated: 02-Nov-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.4 Deliver a compliant, safe and integrated transport service	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2017	31-Mar-2019	60.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**



The Integrated Transport Unit (ITU) has administered a transformational review of the Council's passenger transport services over the last 2 years to ensure that all routes are compliant. The service has moved to a new method of procurement known as a Dynamic Purchasing System (DPS), allowing new suppliers to apply to join at any point during its lifetime. Work has progressed with the Procurement team to develop Proactis system as a contract management tool to monitor contractor performance, health and safety compliance, risk assessments, driver DBS (criminal records) checks, and insurance checks. Re-procurement of college transport routes (Coleg Cambria) has been completed July 2018 and all college routes now form part of the DPS. A schedule for all routes to monitor compliance has been produced, further work is required during 2018/19 for mandatory training for operators, drivers, and passenger assistants.



Last Updated: 08-Nov-2018

## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	33.77	79.26	90	 RED	↑	79.26	90	 AMBER
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Chris Goulden - Fleet Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Work continues with our fleet provider to meet our 90% target of environmentally efficient vehicles. Vehicles are replaced in line with the Demand Planning process as outlined in the Fleet Contract, which is currently at 79%. The replacement programme increases the number of newer and more energy efficient vehicles in the fleet, and decreases the total number of operated fleet vehicles.</p> <p>Last Updated: 31-Oct-2018</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	1520	1568	1500	 GREEN	↑	2962	3000	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Darell Jones - Operations Manager (North and Streetlighting)  <b>Aspirational Target:</b> 6000.00  <b>Progress Comment:</b> The Authority is undertaking a replacement scheme of Streetlighting lanterns through the SALIX funding stream. These replace older less efficient lights with new energy efficient LED lights. The replacement program at Q2 is on schedule, although there are risk of delays during Q3 due to the procurement process of engaging in a new supplier contract. It is anticipated that end of target will still be met.</p> <p>Last Updated: 30-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.3M03 Reduce our carbon footprint across our Council buildings (non housing)	15.31	28	5		↑	28	5	

**Lead Officer:** Sadie Smith - Energy Conservation Engineer

**Reporting Officer:** Sadie Smith - Energy Conservation Engineer

**Aspirational Target:**

**Progress Comment:** \*Please note these figures are not weather corrected. This is only done on the whole year submission in Q4\*

Emission reductions per energy fuel type:

-Electricity: 17% reduction

-Gas: 15% reduction

-LPG: 7% reduction

-Oil: 10% increase

The continued reduction in carbon emissions has been facilitated by:

-the community asset transfer of libraries and leisure services.

-the installation of LED lighting in Gwernymynydd CP School, Ysgol y Waun, Saltney Ferry CP School, Wood Memorial School, Wepre Park Visitors Centre and Westwood CP School.

-the installation of a new heating control system at Aston Family Centre

-re-commissioning of the solar photovoltaic (PV) at Connahs Quay High School which had had a reduced output.



-warm weather from May onwards has also helped reduce gas consumption.

-the conversion of some primary schools (Treuddyn Schools, Bryn Pennant) from LPG to natural gas

The increase in oil consumption is due to data estimation which was required due to a missing data.

Last Updated: 19-Nov-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	70.3	70.99	66		↑	70.99	66	

**Lead Officer:** Lynne Fensome - Management and Support Manager



**Reporting Officer:** Gabrielle Povey - Recycling and Compliance Officer

**Aspirational Target:**

**Progress Comment:** Amount has increased compared to same period last year. This is positive following the introduction of charges for garden waste collections. Also sustained education and enforcement regarding no side waste.

Last Updated: 25-Oct-2018





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	78.39	77.54	76	 GREEN	↓	78.75	76	 GREEN

**Lead Officer:** Lynne Fensome - Management and Support Manager  
**Reporting Officer:** Gabrielle Povey - Recycling and Compliance Officer  
**Aspirational Target:**  
**Progress Comment:** With the closure of Connahs Quay and Flint household recycling centres and the opening of the new modern Oakenholt performance is expected to increase.



Last Updated: 25-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	15.01	83.72	90	 AMBER	↑	84.32	90	 GREEN

**Lead Officer:** Lynne Fensome - Management and Support Manager  
**Reporting Officer:** Sam Tulley - Road Space Manager  
**Aspirational Target:**  
**Progress Comment:** Every time a Utility company (such as Welsh Water, BT or Scottish Power) carries out roadworks on the public highway, the repairs to the road are guaranteed by the Utility Company of 2 years. We are required to inspect at least 10% of all repairs before the end of the guarantee period, but FCC inspect more than required to promote best practice and avoid future costs. Any defects identified with the Utility Company's repairs are reported back to the Utility Company to prevent the Authority being burdened with the future repair costs.

Last Updated: 19-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.3.1M01 The number of sustainable area based transport schemes developed against plan	No Data	5	1		N/A	5	2	

**Lead Officer:** Lynne Fensome - Management and Support Manager

**Reporting Officer:** Ceri Hansom - Integrated Transport Unit Manager

**Aspirational Target:**

**Progress Comment:** There are currently 5 transport arrangements in place.

1. Higher Kinnerton - Broughton

2. Northop Hall - Connah's Quay

3. Penyffordd - Buckley



4. Cymau - Broughton

5. Holywell & surrounding areas (please note this transport arrangement is due to be withdrawn November 2018 due to the lack of usage of the scheme).

New schemes and Local Travel arrangements will be identified as part of the bus subsidy review.

Last Updated: 19-Nov-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant for school transport	85.44	97.9	90		↑	97.9	90	



**Lead Officer:** Lynne Fensome - Management and Support Manager

**Reporting Officer:** Ceri Hansom - Integrated Transport Unit Manager

**Aspirational Target:**

**Progress Comment:** 326 routes (school, adult social care, local bus routes and college) have been through a compliant tendering exercise. There are approximately 7 emergency routes which need to be procured

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	67.57	97.3	90	 GREEN	↑	97.3	90	 GREEN

**Lead Officer:** Lynne Fensome - Management and Support Manager

**Reporting Officer:** Ceri Hansom - Integrated Transport Unit Manager

**Aspirational Target:**

**Progress Comment:** 97% of safety compliant checks have now been completed. Daily monitoring and compliance checks are taking place on site at schools and day care centres. The works were programmed over a period of time. The procurement exercise undertaken by Integrated Transport Unit (ITU) caused a delay in the compliance checks being completed the first quarter, however; after the peak period settled, resource was then available to provide the required information to carry out the checks.

Last Updated: 29-Oct-2018

## Risks

### Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Income targets not met Potential reduction could impact staffing resource to maintain service delivery</p> <p><b>Management Controls:</b> Raised as a pressure for 2017/18.</p> <p><b>Progress Comment:</b> For 2018/19 waste and flood allocations are to be removed from the Single Revenue Grant (SRG) . Resources will be allocated to support Local Environment Quality (LEQ) and Natural Resources Management (NRM) through the existing SRG mechanism through the funding secured for this year. However Officers attended a WG workshop that explained the competitive nature of the process moving forward as the grant is to be removed and the broad themes that were to be followed in this competitive process. By moving to this process there is a risk that Flintshire will not receive any future funding.</p> <p>Last Updated: 26-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid	Sadie Smith - Energy Conservation Engineer	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Failure to meet Carbon Reduction target</p> <p><b>Management Controls:</b> Continue to review the availability of sites</p> <p><b>Progress Comment:</b> Six potential brownfield sites have been identified as possible renewable energy generation sites. Initial feasibility assessments have been completed for these sites, including energy generation capacity, potential grid connection costs, planning constraints, ecology, land contamination, legal constraints and indicative installation costs and potential income generation. This has enabled 3 sites to be prioritised. Detailed feasibility studies have been completed including economic/financial modelling for these 3 sites with formal grid connection applications submitted to SP Energy Networks. Key next steps will be to assess the final business case once a formal grid connection offer has been received. A high level review of the Council's agricultural estate has been completed assessing energy generation potential, acreage available and possible planning/legal constraints.</p> <p>Last Updated: 26-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager	Red	Red	↔	Open

**Potential Effect:** Flooding of homes and businesses across the county  
Potential homelessness

**Management Controls:** Review our approach to funding capital projects

**Progress Comment:** The Flood Risk Management Team continue to identify and secure funding for priority flood alleviation schemes. A service review is to be undertaken to find a more effective approach/structure that can both secure funding and resources to deliver flood alleviation works with the delivery of statutory duties under the Flood and Water Management Act. The intended implementation of Schedule 3 of the Flood & water Management Act has compounded the matter further by placing an additional statutory duty on the Team to act as the Sustainable Drainage Approving Body (SAB) as of January 7th 2019.

Last Updated: 30-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open

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

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

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

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

**Progress Comment:** The monies made available for Highway infrastructure maintenance programmes will be allocated and expended by the end of the financial year. Those monies remain below the level of funding required to maintain a Steady State in the condition of the road network. Streetscene & Transportation ensure that available funding is spent allocated appropriately, and ensure best value for the expenditure to maintain the highway network.

Highways asset management schemes are underway as follows:

Resurfacing - Programme of schemes progressing - expected completion 31/03/2019

Surface Dressing - Complete




Patching - Program On-going

Undertake condition surveys to produce the annual resurfacing programme by March 2019.




Undertake post completion inspections of utility work by March 2019.




Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 30-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager				Open
<p><b>Potential Effect:</b> Decrease in bus services to residents, particularly in rural areas</p> <p><b>Management Controls:</b> Develop services so that they become more commercially viable</p> <p><b>Progress Comment:</b> Withdrawal of subsidies could affect viability of some marginal commercial bus services impacting on people with disabilities, younger people, people employed on low wages, who are unable to drive, and those who may have no alternative choice of travel. There is also a potential impact on rural communities, where no alternative transport services exist and there is heavy reliance on private cars for travel. We are currently completing a bus subsidy review where we have managed to sustain a core network of bus routes and gain funding for Local Travel arrangements to connect rural communities to the core network.</p>						
Last Updated: 29-Oct-2018						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience of transport providers	Katie Wilby - Transportation and Logistics Manager	Lynne Fensome - Management and Support Manager				Open
<p><b>Potential Effect:</b> Transport services cannot be provided</p> <p><b>Management Controls:</b> i) Management of safety compliance checks. ii) Management of financially compliant contracts</p> <p><b>Progress Comment:</b> The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors.</p>						
Last Updated: 02-May-2018						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adverse weather conditions on the highway network	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager				Open

**Potential Effect:** Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance  
Increase in insurance claims




**Management Controls:** Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.

**Progress Comment:** The risk trend has increased due to the severity of the 2017/18 winter, with road conditions throughout the County detrimentally affected by road surface defects and potholes.

Additional funds, resources and contractors were deployed across the county over summer in efforts to repair the network as defects were identified. This also included the priority resurfacing and patching capital schemes, which commenced in June 2018. This more expensive and permanent repair to the road surface is part of the annually planned maintenance regime which removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network.

However, these efforts to mitigate the risk may not be sufficient to stem the decline in the network. This is backed up by scanner data results which show a worsening condition.

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Last Updated: 31-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager				Open

**Potential Effect:** i) Planned programme of community transport hubs not delivered. ii) Decreased passenger numbers on bus services.  
iii) Increase in individual car usage



**Management Controls:** Realistic deliverable programme for 2018/19 of 5 Community Transport Hubs that have been supported by the local communities and Town and Community Councils

**Progress Comment:** Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses are included in all new transport routes awarded (except local bus). This free service provided by the successful tenderer as a Community Benefit have contracts with FCC under the new DPS. They have to provide 1.5% of their annual mileage as a free service to support the delivery of Local Travel Arrangements, passengers would be required to pay a fare or use their Concessionary Travel pass on the journeys. Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.



Last Updated: 29-Oct-2018

## 5 Connected Council



### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            There are estimated to be around 40 social enterprises operating across Flintshire currently and a network has been created to enable them to meet up and learn from each other. A framework for health checks has been created and offered to social enterprises to give them assurance and advice regarding their long term viability. This is optional and has not yet been adopted, but will continue to be offered and promoted. Growth of social enterprises in the current financial year is expected to exceed targets.</p> <p>Last Updated: 19-Nov-2018</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            As above, the framework to support and enable social enterprises in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. We are also seeking Social Enterprise accreditation for Flintshire to provide a framework against which we can check the support we provide. Monitoring and reporting arrangements are also in place for key ADMs, such as Aura and Holywell Leisure Centre to ensure that progress is clearly understood on an ongoing basis while the businesses establish themselves following transfer.</p> <p>Last Updated: 02-Nov-2018</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A Community Benefits Working Group has been established to develop an approach for the ongoing management of community benefits which is both cost effective and sustainable. A report is expected to be submitted to Chief Officer Team with a proposal in December 2018, which will look to capture, monitor and evaluate contractual community benefits as well as providing a framework potentially for the evaluation of 'softer' community benefits delivered by community resilience-type activity. A meeting is scheduled with partners in November to understand how others are managing community benefits and identify arrangements already in place which can be used to develop a shared Flintshire-wide approach.

Last Updated: 19-Nov-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

A Community Benefits Strategy has been developed with specific social objectives that enable the social sector to show their unique delivery and value. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting the community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint is being prioritised and showcased. Work is continuing to enable commissioners to procure to the third sector with the recent procurement of support from the third sector for disability based services as an example. Through the Compact group a review of third sector core funding arrangements is underway to maximise opportunities and contribution of the sector.

Last Updated: 20-Nov-2018



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

Much progress has been made during the first half of the year. We have been awarded the Silver Award for the Ministry of Defence's Employee Recognition Scheme; being very close to gaining the Gold Award. The Award Ceremony is to be held in November in Cardiff. There have been many community projects to commemorate the Centenary of WW1 which we have supported and promoted. Grants have been applied and awarded for 2 specific partnership projects; one in Talacre and one in Connah's Quay.

Last Updated: 20-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board's Well-being Plan	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 AMBER



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**ACTION PROGRESS COMMENTS:**

The Public Services Board continues to perform well against the objectives (priorities) of the Well-being Plan - which is monitored twice yearly. At the last meeting of the Board in October, 4 of the 5 priorities were tracked as making good progress. It was agreed that the 'Economy' priority would be 'stood down' for now as most of the in-year activities are regionally led; it will be picked up again once decisions and actions become more localised.

Last Updated: 20-Nov-2018

## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.1M01 Number of social enterprises applying for a Flintshire Business Award	No Data	7	5	 GREEN	N/A	7	5	 GREEN



**Lead Officer:** Neil Ayling - Chief Officer - Social Services

**Reporting Officer:** Niall Waller - Service Manager - Enterprise and Regeneration

**Aspirational Target:**

**Progress Comment:** A total of 7 social enterprises applied for a Flintshire Business Award, they were; Groundworks, No 1 Strength and Fitness, Cambria Aquatics, Art and Soul Tribe, Flint Refurbs, Aura Wales and Caffi Isa.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.3.1M01 Percentage of contracts over £25,000 that include Community Benefit clauses	No Data	69	20	 GREEN	N/A	69	20	 GREEN



**Lead Officer:** Neil Ayling - Chief Officer - Social Services

**Reporting Officer:** Arwel Staples - Procurement Business Partner - Strategic Procurement

**Aspirational Target:**

**Progress Comment:** A Draft Community Benefits Policy and Guidance Note has been drafted for consultation internally. The Policy once adopted will make it mandatory for community benefits to be included in contracts above £25k. The Guidance note will also provide commissioners with sample Invitation to Tender questions and a sample tender evaluation methodology. This will therefore facilitate further adoption of community benefits for contracts above £25k.

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.1M01 Third Sector playing a major role in 4 community resilience programmes: CATS's, Social Prescribing, Holway area work; Shotton area work	No Data	4	2	 GREEN	N/A	4	2	 GREEN

**Lead Officer:** Neil Ayling - Chief Officer - Social Services

**Reporting Officer:** Karen Armstrong - Corporate Business and Communications Executive Officer



**Aspirational Target:**

**Progress Comment:** Steady progress is being made in all 4 areas of community resilience; especially the Holway area work where a successful community event took place involving all generations and tenures. This needs to be maintained and continues to be an active partnership activity.

The other 3 areas of resilience work continue to be developed at the relevant pace.

Last Updated: 26-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.5.1M01 Percentage of key Council activities from the Flintshire Well-Being Plan delivered	No Data	95	95	 GREEN	N/A	95	95	 GREEN



**Lead Officer:** Colin Everett - Chief Executive

**Reporting Officer:** Karen Armstrong - Corporate Business and Communications Executive Officer

**Aspirational Target:**

**Progress Comment:** All Council Plan activities which are shared with our partners as part of the Public Services Well-being Plan are monitored quarterly. At the Public Services Board meeting in October, all actions were being progressed in accordance with the Delivery Plan.



Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.6.3M03 The amount of grant funding successfully awarded to support local Flintshire Schemes (£)	No Data	25768	5000	 GREEN	N/A	25768	5000	 GREEN

**Lead Officer:** Karen Armstrong - Corporate Business and Communications Executive Officer  
**Reporting Officer:** Fiona Mocko - Strategic Policies Advisor  
**Aspirational Target:**  
**Progress Comment:** The Council has been awarded £25,678.00 in total which exceeds the estimated target. This is because projects included in the bids are to commemorate the centenary of World War One. All projects, except one, will be complete by 12th November 2018. The "Planes Over Talacre" project will take place in July 2019 and will remember the legacy of the Royal Air Force and Talacre's role supporting them. This grant for this project alone is £15,400.00.

Last Updated: 29-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.6.4M04 Number of all Council policies revised to take account of the Armed Forces Covenant	2	3	1	 GREEN	N/A	3	1	 GREEN

**Lead Officer:** Karen Armstrong - Corporate Business and Communications Executive Officer  
**Reporting Officer:** Fiona Mocko - Strategic Policies Advisor  
**Aspirational Target:**  
**Progress Comment:** Education policies now include the ability to capture the number of pupils who are children of serving personnel or veterans. This will enable and provide data for funding bids to support children and families of serving personnel or veterans.

Last Updated: 15-Oct-2018

## Risks

### Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models</p> <p><b>Management Controls:</b> Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p><b>Progress Comment:</b> Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 09-Nov-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models (ADM's)face	Neil Ayling - Chief Officer - Social Services		Amber	Amber	↔	Open
<p><b>Potential Effect:</b> More competition from other agencies or decreasing use of the services means they are in the future unsustainable</p> <p><b>Management Controls:</b> Continue to work with the Alternative Delivery Models (ADM's) to grow their entrepreneurial skills and meet with them annually at least to review progress</p> <p><b>Progress Comment:</b> Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plan is being delivered and agreed subject to Cabinet approval the second year business plan.</p> <p>Last Updated: 09-Nov-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models (ADM's)	Neil Ayling - Chief Officer - Social Services		Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities</p> <p><b>Management Controls:</b> Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases</p> <p><b>Progress Comment:</b> Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Business Plans for 2018/19 have been prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show that funding levels for organisations in 2018/19 are sustainable.</p> <p>Last Updated: 09-Nov-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Gareth Owens - Chief Officer - Governance		Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Social and third sector organisation not able to grow through the winning of new contracts</p> <p><b>Management Controls:</b> Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.</p> <p><b>Progress Comment:</b> Draft Community Benefits Strategy agreed by Cabinet and a workshop has held with the procurement team to start implementation of this strategy. Engagement with the community and third sector on the strategy is planned. A plan to help council workforce commission in a way that delivers community benefits is being developed.</p> <p>Last Updated: 09-Nov-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Neil Ayling - Chief Officer - Social Services		Amber	Amber	↔	Open
<p><b>Potential Effect:</b></p> <p><b>Management Controls:</b> Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p><b>Progress Comment:</b> Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.</p> <p>Last Updated: 09-Nov-2018</p>						

## 6 Serving Council



### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term.</p> <p>Last Updated: 02-Nov-2018</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> We have made good progress in delivering the key priority areas of the People Strategy established to date. Despite all of the challenges faced by our employees as a result of further funding cuts, we are pleased to report continued improvements in attendance, exceeding our target of 9.00 days per Full Time Equivalent for 2017/18. The organisation remains focussed on understanding and meeting customer needs in the most cost effective manner possible, whilst sustaining high performance. It will be difficult to lean further without compromising service standards and impacting on the health and well-being of our workforce. To support services plan for the future, taking into account the ongoing demands faced, high level workforce and succession plans have been completed by all portfolios. The learning and development offer has been reviewed and enhanced; at its heart is the development of coaching principles to support the introduction of a coaching management style and culture to improve performance management and build resilience across the management hierarchy.</p> <p>Last Updated: 19-Nov-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services and Registration Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**

A Programme Delivery Manager and Customer Transformation Officer has been appointed and is in post. Work is progressing to co-locate the Housing and Streetscene Contact Centres to Unity House, Ewloe in March 2019 including formal consultation with those employees in scope of the change. The significant changes in how front line services manage their telephone calls, digital transformation work within Housing has commenced.

The intention is to introduce a Tenant Account in quarter 4 that will enable tenants to view certain information online at a time that suits them e.g. view a rent statement, housing application, recent repairs. In addition, the Customer Account on Flintshire's website has been launched to residents who applied for the garden waste collection service earlier this year. The Customer Account enables residents to view information about their waste and recycling collection, ward Member information, planning applications, requests for service submitted online. The Customer Account will be formally launched at the end of November and will be accessible to anyone who wants to register via the Council's website.

Last Updated: 08-Nov-2018

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	20.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

Asset rationalisation planning is now focused on County Hall, Mold Campus master planning phase. The specification and procurement of planning advisers to develop the Campus is being undertaken. Rationalisation work of our corporate estate has been focused on the delivery of Unity House which paves the way for the demolition of phases 3 and 4 of County Hall.

Last Updated: 19-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.7 Adopting the Ethical Code for the Procurement of Supply Chains	Gareth Owens - Chief Officer - Governance	In Progress	01-Apr-2018	31-Mar-2019	59.00%	GREEN	GREEN

**ACTION PROGRESS COMMENTS:**

The ethical code requires the council to adopt policies to reduce or eliminate poor working conditions amongst our suppliers. It contains a series of commitments to specific obligations. The Action plan to implement the ethical code was approved by Cabinet in June. 16 out of the 27 obligations requiring action on the part of the Council are already fully or partially complete. An action plan is being prepared for the remaining 11 actions. 7 actions convey a duty on the Council to intervene/offer assistance if a concern is raised by a third party, for example to work with our suppliers to rectify any issues of illegal or unethical employment practice.

Last Updated: 08-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.8 Delivering the highest possible standards of Information Security	Mandy Humphreys - IT Business Services Manager	In Progress	01-Apr-2018	31-Mar-2019	80.00%	GREEN	GREEN

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**ACTION PROGRESS COMMENTS:**

The Council regularly runs tests of its own security measures and applies all issued updates/patches on a monthly basis. It has annual independent tests of its data security measures in order to achieve the required Public Sector Network compliance standards. The latest revision of the Information Security Policy is ready for approval.

Last Updated: 16-Nov-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.9 Maximising the generation of the Council's income streams	David Barnes - Manager - Revenues	In Progress	01-Apr-2018	31-Mar-2019	59.00%	GREEN	GREEN

**ACTION PROGRESS COMMENTS:**




Council Tax Collection rates in 2018/19 are currently on target to achieve a final outturn of 98.3% by March 2019. Work to reduce aged debt over 60 days within the Corporate Debt system is ongoing and good progress is being made. Monthly reporting to Chief Officers is now in place to enhance reporting mechanisms and case management and to track difficult or complex cases needing intervention from service managers.



Last Updated: 02-Nov-2018



## Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	7779000	5336	1377.75	 GREEN	N/A	5336	2755.5	 GREEN
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Corporate Accounting and Systems  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The actual efficiencies achieved as at the Month 5 Revenue Budget monitoring report is £5.336m</p> <p>Last Updated: 25-Oct-2018</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	92	97	95	 GREEN		97	95	 GREEN
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Corporate Accounting and Systems  <b>Aspirational Target:</b>  <b>Progress Comment:</b> As per the Revenue Monitoring Month 5 report it is projected that 97% of efficiencies will be achieved against the target of 95%</p> <p>Last Updated: 29-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.3M03 The percentage variance between the revenue budget out-turn and the budget set	0.5	0.01	0.5	 GREEN	↑	0.01	0.5	 GREEN
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Corporate Accounting and Systems  <b>Aspirational Target:</b>  <b>Progress Comment:</b> At Month 5 revenue monitoring the projected out-turn is reported as £0.303m against a total budget of £264.328. This is a percentage variance of 0.01%            Last Updated: 30-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	1.81	2.15	8.5	 GREEN	↓	4.74	8.5	 AMBER
<p><b>Lead Officer:</b> Sharon Carney - Lead HR Business Partner  <b>Reporting Officer:</b> Andrew Adams - Business Information and Compliance Adviser  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The FTE days lost for the Council during quarter two is 2.15, which equates to the overall FTE days lost of 4.74 for 2018/19. The annual forecast for 2018/19 is 9.48, which will fall short of our target of 8.50.            Last Updated: 29-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	72.19	85.4	100	 AMBER	↑	85.4	100	 AMBER

**Lead Officer:** Sharon Carney - Lead HR Business Partner

**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser

**Aspirational Target:**

**Progress Comment:** Based on the latest figures we are making good progress and seeing an upward trend in the completion levels of appraisals across all Portfolios. All portfolios have been tasked with providing an appraisal plan which details a) the number and % of appraisals completed and entered onto iTrent and b) the number and % of appraisals scheduled to take place. In addition, if either a) and b) are below 100% they are required to provide a plan with actions to address. Portfolio leads together with their HR Business Partner are responsible for progressing identified actions.

Last Updated: 29-Oct-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.1M01 The number of e-forms submitted	No Data	28185	N/A	N/A	N/A	28185	N/A	N/A

**Lead Officer:** Rebecca Jones - Customer Services and Registration Manager

**Reporting Officer:** Rebecca Jones - Customer Services and Registration Manager

**Aspirational Target:**

**Progress Comment:** This includes data from: Mobile App, Web (refers to systems that log enquiries on behalf of customers) and Website.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.2M02 Number of online payments received	No Data	10422	N/A	N/A	N/A	10422	N/A	N/A



**Lead Officer:** Rebecca Jones - Customer Services and Registration Manager

**Reporting Officer:** Rebecca Jones - Customer Services and Registration Manager

**Aspirational Target:**

**Progress Comment:** The total value of these online payments is £1,484,832.78. The most common sources of the online payments were; Council Tax 12,538, Flintshire Invoices 437, Rent 6,431, Business Rates 234, Bailiff 1,039 and Planning 121.

Last Updated: 20-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.1M01 Reduce the value of aged debt (debt over 60 days)	No Data	2.63	3.5		N/A	2.63	3.5	



**Lead Officer:** Stephen Jones - Chief Officer - Streetscene and Transportation

**Reporting Officer:** David Barnes - Manager - Revenues

**Aspirational Target:**

**Progress Comment:** Debt Levels at the start of 2018/19, for aged debts in excess of 60 days, was £2.61m and by the end of Q2, this has reduced to £2.54m, a reduction of £70k or 2.63% in percentage terms. However, this has not met the target of reducing the ambitious target of £3.5%

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.2M02 Maximise the collection of Council Tax	No Data	57.6	55		N/A	57.6	55	

**Lead Officer:** Stephen Jones - Chief Officer - Streetscene and Transportation

**Reporting Officer:** David Barnes - Manager - Revenues

**Aspirational Target:**

**Progress Comment:** Collection Rates for 2018/19 at Q2 are very slightly behind target but broadly comparable to 2017/18

Last Updated: 29-Oct-2018

## Risks

### Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Corporate Accounting and Systems	Red	Red	↔	Open
<p><b>Potential Effect:</b> Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.</p> <p><b>Management Controls:</b> In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term with the strategy to be reviewed during the period based on the best available intelligence and identification of solutions available.</p> <p><b>Progress Comment:</b> The Council was projecting a budget gap of £13.7m in September. This increased to £15.3m following receipt of the provisional settlement due to a decrease in the Council's aggregate external funding of 1%. Stage 1 and Stage 2 budget options were approved by Council in November and a revised gap of £6.7m remains. The final settlement is due to be received on 19<sup>th</sup> December and the Council has an active campaign for additional funding to be made available from Welsh Government to help alleviate the need for a significant council tax rise. The final stage 3 balancing budget options will be considered by Cabinet and Council in January/February.</p> <p>Last Updated: 05-Nov-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p><b>Management Controls:</b> Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed</p> <p><b>Progress Comment:</b> An exercise is underway currently to plan a single integrated programme plan incorporating all of the work required across all workstreams. This will identify dependencies and ensure that resources are aligned to its delivery. This plan will be submitted to Chief Officers for discussion in December 2018.</p> <p>Last Updated: 09-Nov-2018</p>						







## CABINET

<b>Date of Meeting</b>	Tuesday, 18 <sup>th</sup> December 2018
<b>Report Subject</b>	Armed Forces Covenant - Annual Report 2017/18
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

This is the second Annual Report of Flintshire County Council's Armed Forces Covenant.

The Armed Forces Covenant is a promise from the nation that those who serve or have served in the armed forces, and their families, are treated fairly. The Covenant is a national responsibility involving government, businesses, local authorities, charities and the public, encouraging local communities to support the Armed Forces in their area and to promote understanding and awareness.

The Council is committed to supporting the Armed Forces community by working with a range of partners who have signed our Covenant, including Flintshire Local Voluntary Council and the Royal British Legion. The purpose of the Flintshire Covenant is to encourage support for the Armed Forces community who work and/or live in Flintshire and to recognise and remember the sacrifices made by members of this Armed Forces community.

### RECOMMENDATIONS

1	Endorse the positive progress made in meeting the Armed Forces Covenant and support the commitments for further improvement.
2	Approve the Armed Forces Covenant Annual Report prior to publication on the Council's website.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE ARMED FORCES COVENANT</b>
1.01	<p>The Armed Forces Covenant aims to recognise the sacrifices made by the Armed Forces community within the County and help provide support for them and their families ensuring they do not face disadvantage because of military service. The Armed Forces community includes in-Service and ex-Service personnel, families and widow(er)s. The Covenant is a two-way arrangement and the Armed Forces community is encouraged to do as much as they can to support their community.</p> <p>The Council proudly hosted the North Wales Armed Forces Day in June 2013 and signed the Covenant in July 2013.</p>
1.02	<p>The Covenant covers issues affecting the Armed Forces community such as housing, education and welfare support after military service has ended and also supporting current service members and their families.</p>
1.03	<p>A multi-agency steering group has been established with members:</p> <ul style="list-style-type: none"> <li>• Flintshire County Council employees who are veterans</li> <li>• Representatives of key Council services, including Benefits, Education, Housing, Social Services,</li> <li>• Soldiers, Sailors, Airmen and their families Association (SSAFA)</li> <li>• Royal British Legion (RBL)</li> <li>• A representative of the Armed Forces</li> <li>• Flintshire Local Voluntary Council.</li> </ul> <p>Councillor Andrew Dunbobbin is the Council's Armed Forces Champion and is the chair of this group.</p>
1.04	<p>The Steering Group agreed an action plan in 2016 to progress its work. Key achievements are set out in the Annual report and include:</p> <ul style="list-style-type: none"> <li>• completing 77% of actions set out in the plan;</li> <li>• receiving the Silver award from the Defence Employer Recognition Scheme for the Council's Veteran friendly employment policies and practices;</li> <li>• demonstrating commitment to the Armed Forces Covenant by promoting Reserves Day and Armed Forces Day;</li> <li>• the appointment of the Regional Armed Forces Liaison Officers (one appointed to North West Wales and the second post to cover North East Wales). These posts have created additional capacity in councils across north Wales accelerating progress to meeting the commitments in the Covenant and supporting local projects to access grants;</li> <li>• The Regional Armed Forces Liaison Officers have delivered training to the Mental Health team in Social Services to raise awareness of the needs of veterans, enabling them to provide more effective services;</li> <li>• In October 2017, North Wales Fire and Rescue Service (NWFRS)</li> </ul>

	<p>signed the Flintshire Armed Forces Covenant; and</p> <ul style="list-style-type: none"> <li>• Veterans and armed forces personnel in possession of an MOD Defence Privilege Card can take advantage of the Welsh Government's free swimming initiative.</li> </ul>
1.05	<p>As part of the World War One celebrations, Southdown Community School in Buckley researched a local hero, Frederick Birks, who was awarded the Victoria Cross for his gallantry in World War One. The school's work was recognised in a recent Estyn report, which stated:</p> <p><i>“When studying a local war hero pupils were encouraged to use their own opinions to shape their history lessons. As the project grew it influenced the class in a new direction. Pupils gained a sense of personal achievement by knowing that their ideas contributed to changes in what they studied. Pupils were given an open approach to class planning, which enabled them to produce their own play on their research findings.”</i></p>
1.06	<p>Also included in the report are areas to be addressed during the next 12 months:</p> <ul style="list-style-type: none"> <li>• Council services to start capturing the profile of their customers who are members of the Armed Forces community. This will enable services to better understand the make-up of the Armed Forces community in Flintshire and their needs;</li> <li>• schools to start capturing whether any pupils/students are children of serving members of the Armed Forces or veterans; restructure the Armed Forces Steering Group to reflect the functions of the recently restructured Regional group which has been divided into a Strategic and a Delivery Group; and</li> <li>• publish an annual newsletter to keep the Armed Forces community up to date with our progress.</li> </ul>
1.07	<p>The two Regional Armed Forces Liaison Officers have completed a mapping exercise of the Armed Forces community in North Wales and their needs. The following 12 months will also focus on addressing the gaps identified in their report either locally or on a regional basis.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>There are no financial resource implications arising directly from this report. Covenant Funds are available from the MoD which will continue to be pursued to support projects and activities across Flintshire to support the Covenant.</p> <p>Employees in public facing services will complete basic awareness training to develop a better understanding of the needs of the Armed Forces community.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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3.01	The Armed Forces Steering Group has been involved in the activities and improvements identified in the Annual Report.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
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4.01	Adhering to the commitments of the Covenant would ensure that Armed Forces, their families and veterans are treated fairly when accessing Council services.
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	Appendix 1: Armed Forces Covenant Annual Report 2017/18.
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	<p><a href="#">Armed Forces Covenant</a></p> <p><b>Contact Officer:</b> Fiona Mocko, Strategic Policy Advisor  <b>Telephone:</b> 01352 702122  <b>E-mail:</b> <a href="mailto:Fiona.mocko@flintshire.gov.uk">Fiona.mocko@flintshire.gov.uk</a></p>
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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
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7.01	<p><b>Armed Forces Community:</b> includes in-service and ex-service personnel, their families and widow(er)s.</p> <p><b>Armed Forces Covenant:</b> the Armed Forces Covenant is a promise of mutual support between a civilian community and its local armed forces community.</p> <p><b>Armed Forces Liaison Officer:</b> a full time officer funded by the Armed Forces Grant to support local authorities deliver the commitments set out in the Armed Forces Covenant.</p>
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# **Flintshire County Council**

## **Armed Forces Covenant Annual Report 2017/18**



## **Armed Forces Covenant Annual Report 2017/18**

### **Introduction**

I am very pleased to introduce Flintshire County Council's second Armed Forces Covenant Annual Report, setting out the progress we have made since first signing the Covenant in 2013.

During the past 12 months, with the valuable support of the Regional Armed Forces Liaison Officer, we have accelerated our commitment to the Covenant, refreshing our action plan and extending membership of the Steering Group. We have now completed 77% of the actions we identified in our action plan. I am proud and delighted to report that this has resulted in the Council being awarded the Silver Award in the Ministry of Defence Employer Recognition Scheme.

We recognise the important role that the Armed Forces community make to our community and nation and we are committed to ensuring that we recognise their contributions and ensure that those who give the most do not suffer detriment when accessing our services. During the next 12 months we will continue to push forward with our action plan, supporting the Armed Forces community and raising public awareness of the contributions they make.

**Councillor Andrew Dunbobbin**  
**Armed Forces Champion**



## 1. Background

1.1 The [Armed Forces Covenant](#) is a voluntary statement of mutual support between a civilian community and its local Armed Forces community. It is intended to complement the Armed Forces Covenant, which outlines the moral obligation between the Nation, the Government and the Armed Forces, at a local level.

1.2 The purpose of the Flintshire Covenant is to encourage support for the Armed Forces community working and residing in Flintshire and to recognise and remember the sacrifices made by members of this Armed Forces community, particularly those who have given the most. This includes in-service and ex-service personnel, their families and widow(er)s in Flintshire.

1.3 The Covenant encourages the integration of service life into civilian life as well as encouraging members of the armed forces community to help in their local community. Flintshire County Council signed the Covenant in July 2013 and hosted the North Wales Armed Forces Day in June 2013.

1.4 There are currently no army barracks in Flintshire, Royal Air Force (RAF) base in Sealand closed in 2006, however, according to research by the Royal British Legion (RBL) Flintshire has the highest number and proportion of veterans in North Wales- 10,440 (21%). A veteran is someone who has served in Her Majesty's Armed Forces and includes people who have served in the Reserves.

1.5 This report sets out what we have achieved during the past 12 months and our key priorities for the next 12 months. It is set out under the following headings:

- What we have achieved during 2017/18
- Governance
- Next Steps

## 2. What we have achieved during 2017/18

### 2.1 Armed Forces Steering Group

The membership of the Steering Group has continued to grow and we have welcomed new members such as:

- Airbus
- The Probation Service
- Flintshire Local Voluntary Council
- Veterans
- Reservists

A full list of member organisations is attached as Appendix 1

Councillor Andrew Dunbobbin is the elected member Armed Forces Champion and chairs the Steering Group. A copy of the terms of reference for the Steering Group is attached as Appendix 1.

### 2.2 Action Plan

We agreed an action plan in 2016, setting ourselves 35 actions to complete. We have rated our progress against these actions as Red, Amber Green.

Red= No progress

Amber= Limited progress

Green= Complete or on track

A total of 27 (77%) actions have been completed or are making good progress, three actions are underway but limited progress has been made. No progress has been made against five actions.

The action plan is attached as Appendix 2.

### 2.3 Armed Forces Web pages on the Council website

We have dedicated several pages on the Council website to promote our commitment to the Armed Forces Covenant and providing information for the Armed Forces community. There is also an email address for anyone to submit enquiries and contact the Armed Forces Team.

### 2.4 Council Priority

We take seriously the commitment we have made to the Armed Forces Covenant and this is demonstrated in the Council's priorities for 2018/19. Under the priority of Modern and Efficient Council, we have agreed that we will:

Ensure our Armed Forces community and their families are not disadvantaged when accessing Council Services.



**Achievement will be measured through:**

- Optimising national grant funding available to support local projects
- Preparing as the first Council in Wales to collect and monitor pupil data from the Armed Forces Community and their families to better inform service provision
- Revising council policies to reflect the ambitions of the Armed Forces Covenant; and
- Achieving Gold status in the Ministry of Defence Employee Recognition Scheme.

We will monitor our achievement through monitoring the achievements of the Armed Forces Covenant Action Plan.

## **2.5 Education**

The Regional Armed Forces Liaison Officer (AFLO) attended the meeting of the Primary and Secondary Schools Heads (Heads' Federation) to raise awareness of the importance of identifying pupils who are children of serving personnel and veterans. The AFLO provided schools with details of the questions needed to be asked of pupils. Schools are responsible for capturing this data which is collated by the Education department. Colleagues from the Welsh Local Government Association are working with the Welsh Government to look at opportunities for the data to be captured via "PLASC" (pupil level annual school census) which is the Welsh Government's system for ensuring all schools annually capture specific data on all pupils.

We will be able to report on this in more detail in our 2018/19 annual report.

### **Remembering a local hero**

One primary school in Flintshire, Southdown community school, has been commended by Estyn for their approach to researching a local World War one hero, Frederick Birks V.C. M.M. The Estyn Inspection report said:

When studying a local war hero pupils were encouraged to use their own opinions to shape their history lessons. As the project grew it influenced the class in a new direction. Pupils gained a sense of personal achievement by knowing that their ideas contributed to changes in what they studied. Pupils were given an open approach to class planning, which enabled them to produce their own play on their research findings.

The school have made links to Frederick Birks family who have donated an award to the school which is given annually to a pupil who has shown the same qualities as Frederick Birks-strength, courage and compassion.

The school developed a play which was performed in front of many dignitaries including Frederick Birks family and the Australian High Commission. The work undertaken by the pupils was also reported in the national media. The next project for the pupils is to ensure Fred's memorial in St Matthews Church Buckley is cleaned. Through their research the pupils have created a lasting legacy for the community to remember the sacrifice and achievements of a local hero.

## **2.6 Employment**

We proudly supported Reserves Day as we recognise the valuable contribution Council employees who are Reservists make to the Armed Forces, our community, our organisation and nation. Reservists give up their spare time to serve in the Reserve Forces, balancing their civilian life with a military career to ensure that should their country need them, they would be ready to serve. We raised the Armed Forces flag outside County Hall in Mold acknowledging our support and published a press release to demonstrate our support.

We agreed the Reserves Policy in 2016/17 and agreed a guaranteed interview for veterans who left the forces within the last three years and meet the essential criteria of a post.

## **2.7 Housing**

Veterans face many challenges on leaving the services which can include financial debt, lack of employment opportunities, addiction, mental health problems or relationship breakdowns. The Council works towards the Welsh Government's Housing Pathway for Ex Service Personnel to ensure that veterans are treated fairly, their specific needs are recognised and they are allocated appropriate accommodation.

The Regional Armed Forces Liaison Officer reviewed Housing policies to ensure they are compatible with the commitments of the Armed Forces Covenant.

## **2.8 Leisure Services**

The Welsh Government fund free swimming for Armed Forces personnel and veterans who reside in Wales, this is available in the following swimming pools in the county: Buckley, Flint, Holywell and Mold during public swimming sessions only. Veterans and armed forces personnel wanting to take advantage of the free swimming initiative must be in possession of an MOD Defence Privilege Card. Those without a card will be unable to access free swimming until they purchase a card from the MOD Defence Discount Service. These cards are available from [www.defencediscountservice.co.uk](http://www.defencediscountservice.co.uk).

Details of attendance at swimming sessions for Armed Forces personnel and veterans during 2017/18

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
<b>Buckley</b>	73	46	28	47	194
<b>Jade Jones Pavilion, Flint</b>	3	4	2	4	13
<b>Mold Leisure Centre</b>	40	35	16	4	95

## 2.9 Social Care

The Regional Armed Forces Liaison Officers delivered training sessions to the mental health team to raise their awareness of the needs of veterans, enabling them to provide more effective services.

## 2.10 Covenant members

In October 2017, North Wales Fire and Rescue Service (NWFRS) signed the Flintshire Armed Forces Covenant; Chief Fire Officer Simon Smith signed the Covenant on behalf of NWFRS in front of the Leader of Flintshire County Council Councillor Aaron Shotton, the Regional Armed Forces Liaison Officers, the Armed Forces Champion Councillor Andrew Dunbobbin and members of the Armed Forces Steering Group.



<sup>11</sup> NWFRS sign the Flintshire Armed Forces Covenant. Left to Right Cllr Aaron Shotton, Fiona Mocko FCC, Karen Armstrong FCC, Cllr Andy Dunbobbin, Mark Powell Reservist and MOD representative, Janette Williams AFLO, Pete Fuller FCC, Stephen Townley AFLO

## 2.11 Commemoration and Promotion Events

During the past 12 months we have actively promoted our commitment to the Armed Forces Covenant:

- June -Armed Forces Week- we published a press release and posted tweets to actively show our support to the Armed Forces community.
- 21 June 2017- we raised the Armed Forces flag, 21 June, to celebrate Reserves Day and promoted our support for employees who are Reservists.
- November 2017 – we held a two minute silence on Remembrance Day, inviting our customers to join employees in remembering those who lost their lives in the two world wars and later conflicts. We also jointly funded with Town and Community Councils, ceremonial poppies to display on lamp posts during the Remembrance period.
- January 2018 – we marked Holocaust Memorial Day, with a press release and workforce news item.



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<sup>2</sup> Raising the flag Armed Forces Week June 2017, Cllr Andy Dunbobbin, Mike Dodd FCC, Karen Armstrong FCC, Pete Fuller FCC, Cllr Bernie Attridge, Captain Neil Turnbull

2.12 We are an active member of the Regional Armed Forces Forum; the following organisations are also members:

- Betsi Cadwaladr University Health Board (BCUHB)
- Barnardo's Family Service
- CAIS
- Glyndwr University
- Ministry of Defence
- Prison Service
- Royal British Legion (RBL)
- Six North Wales local authorities
- Soldiers, Sailors and Airmen and Families Association (SSAFA)
- Welsh Government (WG)

The Regional Armed Forces Liaison Officer has supported several organisations to develop projects and bid for funding from the Armed Forces Covenant Fund Trust.

### 3. Governance

3.1 As the Armed Forces Covenant has been identified as a priority in the Council Plan 2018/19, quarterly reports on progress are presented to Chief Officers, Cabinet and relevant Scrutiny Committees. This will ensure we keep focussed on achieving the outcomes set out in our action plan.

3.2 The Steering Group will report to the Public Services Board (PSB) (via one of the PSB priority themes) on a quarterly basis. We also produce an Annual Report which will be approved by Cabinet and full Council before being published.

## Next Steps

The priorities for the Armed Forces Steering Group for 2018/19 are to focus outstanding actions, which will include:

- ensure services are capturing information from their customers to identify whether they are from the Armed Forces community and analyse this information to identify needs;
- encourage schools to capture data on pupils who are children of serving members of the Armed Forces or children of veterans;
- amending the comments and complaints form to capture the Armed Forces community; and
- review potential for Council discretionary services to apply to be registered for the Veterans Discount card.

and to:

- review the make-up and structure of the Steering Group to reflect the structure of the Regional Steering Group and Delivery Group;
- refresh the action plan to encompass the priorities identified in the ALO mapping of the Armed Forces Community in North Wales and their needs;
- implement an employee training programme to raise awareness of the needs of the Armed Forces community;
- continue to celebrate and commemorate key events recognising the contribution made by the Armed Forces;
- publish an annual newsletter to keep the Armed Forces community up to date with progress to meet the Armed Forces Covenant;
- aim to achieve the Gold award in the Employers Recognition Scheme; and

Thank you for reading this report. If you would like to find out more about the Council's commitment to the Covenant or would like to make any comments on this report please contact:

Fiona Mocko, Strategic Policy Advisor, Flintshire County Council

E-mail: [fiona.mocko@flintshire.gov.uk](mailto:fiona.mocko@flintshire.gov.uk)

Telephone: 01352 702122

## Appendix 1 Flintshire County Council – Armed Forces Community Covenant Local Steering Group Terms of Reference



The Armed Forces Community Covenant is designed to complement, at a local level, the Armed Forces Covenant, which outlines the moral obligation between the nation, the government and the armed forces. The aim of the Community Covenant is to encourage local communities to support the service community in their area and promote understanding and awareness among the public of issues affecting the armed forces community.

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**The Armed Forces Covenant is a promise by the nation to ensure that those who serve, those who have served, and their families are treated fairly.**

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For Flintshire County Council and partner organisations, the community covenant presents an opportunity to coordinate support and advice to members of the armed forces community.

For the armed forces community, the community covenant encourages the integration of service life into civilian life and encourages members of the armed forces community to help their local community.

The Flintshire Community Covenant signed in July 2013 by the Royal British Legion, Armed Forces' organisations<sup>3</sup>, third sector organisations<sup>4</sup>, NHS Trust, Department for Work and Pensions, Wales Probation, Coleg Cambria and the Council made the commitment to work closely together to ensure support is provided for the armed forces community.

### **LOCAL STEERING GROUP - TERMS OF REFERENCE**

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<sup>3</sup> Royal Navy, British Army, Royal Air Force, Soldiers, Sailors and Armed Forces Association (SSAFA), Reserve Forces' and Cadet's Associations (RFCA),

<sup>4</sup> Flintshire Local Voluntary Council, North Wales Young Dragons, Citizens' Advice Bureau – Flintshire, Pennaf Housing Association, Wales and West Housing Association.

## **AIMS**

1. To encourage support for the Armed Forces community working and residing in Flintshire and to recognise and remember the sacrifices made by members of this Armed Forces community, particularly those who have given the most. This includes in-Service and ex-service personnel, their families and widow(er)s in Flintshire.
2. To foster opportunities for the civilian sector to give help, advice and support to serving and retired members of the Armed Forces and their families in Flintshire by joint dialogue and imaginative exploration of all possibilities.
3. To assist the realignment of service provision to meet the changing needs of the military, their families and veterans, including the Reserves of all three forces.
4. To create a culture wherein Armed Forces organisations in Flintshire can offer support to their local civilian communities.
5. To integrate, where possible, military and civilian activities and events to the mutual benefit of both communities.
6. To explore education, training and employment opportunities for those leaving or about to leave the armed forces, veterans and their families.
7. To further develop, monitor and review the commitments made in the Flintshire Community Covenant Action Plan.

## **Membership**

To be reviewed:

## **Governance**

The Steering Group will report to the Public Services Board (PSB) (via one of the PSB priority themes) on a quarterly basis. Secretariat support will be provided by the Corporate Business and Communications Executive Office Team.

## **Decision Making**

Decisions will be arrived at by consensus and recorded in the minutes of the Steering Group.

## **Frequency of meetings**







The Steering Group will meet twice yearly or more frequently if required and will be chaired by the Flintshire Armed Forces Champion.



## Appendix 2 Armed Forces Covenant Action Plan








To encourage support for the Armed Forces community working and residing in Flintshire and to recognise and remember the sacrifices made by members of this Armed Forces community, particularly those who have given the most. This includes in-Service and ex-service personnel, their families and widow(er)s in Flintshire.





	Activity	Responsibility	Timeframe	Outcome/Output	Progress
1.1	Identify key Armed Forces events/remembrance days	FM	May 2017	Calendar of events available to Steering Group	<b>Complete</b> 
1.2	Develop action plan for each event to ensure that they are commemorated	FM	October 2017	Increased awareness AF and support available to AF community	<b>On-going</b> 





1.3	Further develop pages on Council website to promote AFC and encourage support to Armed Forces community	FM	September 2017	AF community can access information easily.	<b>Complete.</b> 
1.4	Ensure use of AFC logo on Council publications and promotional material	KA/Graphic Design	December 2017	FCC is promoted as AF friendly and its commitment to the Covenant is visible on all documents and promotional material	<b>Logo is bilingual and is being used</b> 
1.5	Ensure AFC e-learning module is available for all new employees as part of their induction	Corporate Training/Regional AFLO	March 2018	Employees understand the Council's commitment to the AF community and have an awareness of their needs	<b>WLGA have developed bilingual module for Wales which can be adapted locally. Regional AFLOs have also developed e-learning package- to be launched during 2018/19</b> 

1.6	Develop specific workshops for public facing employees to support them to understand the needs of the AF community	Regional AFLO	March 2018	Council services are aware of and deliver services that meet the needs of the local AF community	<b>Delivered to mental health team in Social Services</b>  
1.7	Flintshire AF events are promoted and supported through the County Forum	FM/KA	October 2017	Town and Community Councils work with the Council to promote AF events	FM and Regional AFLO attended meeting with County Forum. County Forum. Town and Community Councils have been encouraged to contact AFLO to access grants.  
To foster opportunities for the civilian sector to give help, advice and support to serving and retired members of the Armed Forces and their families in Flintshire by joint dialogue and imaginative exploration of all possibilities.					
	<b>Activity</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outcome/Output</b>	<b>Progress</b>
2.1	To explore the role of FLVC and the Armed Forces Covenant	FM/KA	September 2017	Third sector organisations actively support the	<b>Complete</b>




				AF Covenant	
2.2	To include AFC within criteria for accessing FCC grants	FM/KA	December 2017	Grants provided by the Council support the Council's commitment to AF covenant where applicable.  Public money is spent supporting AF community	<b>Complete</b>  
2.3	Commitment to AFC included as part of FCC's community benefit clauses within the procurement process	Arwel Staples/Tom Booty/KA	September 2017	Opportunities to support for the AF community are maximised.  Public money spent on goods, works and services benefit the AF community.  Opportunities to train and employ local veterans are increased.	<b>In progress</b>  
2.4	Explore the opportunities to include commitment to AFC within Community Asset	KA/FM	March 2018	Increased support for the AF community is	In progress




	Transfers (CAT) and Alternative Delivery Models (ADMS)			available CATs and ADMS meet the needs of the AF community	
To assist the realignment of service provision to meet the changing needs of the military, their families and veterans, including the Reserves of all three forces.					
	<b>Activity</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outcome/Output</b>	<b>Progress</b>
3.1	Services nominate a contact for AFC	KA/FM	September 2017	The Steering Group has mechanisms in place to communicate effectively with all services in the Council.  There is a “joined-up” approach to support for the AF community across the Council	<b>Services represented from across the Council.</b>  
3.2	Ensure that all services who have customer databases, ask	AF Steering Group/ service	March 2018	Services consistently ask	Education- in progress



	customers at the point of contact with the Council whether they have an AF connection	representatives		questions about AF connections and capture the data on their customer databases	
3.3	All services to amend equality monitoring questionnaire to include AF	Steering Group/service representatives	January 2018	There is a better understanding of the profile of the AF community in Flintshire and access to and take-up of services	To be started 
3.4	To amend and monitor customer comments and complaints to capture AF community	Ian McLaren (IMc) / RJ	December 2017	There is a better understanding of the satisfaction level of the AF community with Council Services and services which do meet needs.	To be started 
3.5	Monitor, analyse and review complaints/comments to identify any trends to inform service improvements	IMc/RJ	March 2018	There is a better understanding of the satisfaction level of the AF community with Council Services and	To be started 





				services which do meet needs	
3.6	To review data to identify services used by AF community	Steering Group/service representatives	March 2018	To gain an understanding of the profile of the AF community in Flintshire, their needs and the take-up of services.	To be started 
3.7	Audit and suggest amendments to Corporate and service portfolio policies to reflect AFC	Regional AFLO	December 2018	Services are able to meet the needs of the AF community	<b>Complete</b> 
3.8	Establish base line of services that are AF community friendly	Regional AFLO/ service representatives	December 2018	List of AF community friendly services available.  Action plan in place to ensure all services are AF community friendly	In progress 
3.9	Support Housing to embed Housing pathway for AFC	Regional AFLO	September 2018	Housing officers understand the needs of AFC  Housing information is accessible for AFC	<b>Complete</b> 






				Accommodation needs of veterans are met	
To create a culture wherein Armed Forces organisations in Flintshire can offer support to their local civilian communities.					
	<b>Activity</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outcome/Output</b>	<b>Progress</b>
4.1	Create a framework to promote opportunities for Council related and sponsored events using AF volunteers	Cptn NT/GM/PK/FM/KA/Gwenno Jones (GJ)	October 2018	AF volunteers participate in Council events.  AF volunteers support local communities	<b>Complete</b> 
4.2	Promote FLVC on the Armed Forces pages of website	FM	May 2017	Increased number of AF Community become volunteers	<b>Complete</b> 
4.3	AFC to provide Flintshire County Council (FCC) with information that can be promoted on the website	Cptn NT/GM/PK	December 2017	An increased range of up to date information for the AFC is available on the website	<b>Completed as part of regional website</b>  

4.4	Develop AFC Volunteer network	Regional AFLO	March 2019	A sustainable network of AFC volunteers is in place and is actively involved in supporting veterans	<b>Volunteering opportunities promoted to AFC</b> 
To integrate, where possible, military and civilian activities and events to the mutual benefit of both communities.					
	<b>Activity</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outcome/Output</b>	<b>Progress</b>
5.1	Develop annual communications plan	FM/KA	December 2017	Co-ordinated messages cascaded within the county and Council  Collaborative working to avoid duplication and make best use of resources	<b>Complete</b> 
5.2	Implement training programme for public facing employees	AFLO	March 2018	Employees understand the needs of the AF community	<b>In progress</b> 

5.3	Promote the Veterans Discount Card	Cptn NT/PK/GM/MD	December 2017	Increased number of veterans apply for the discount card  Increased number of businesses apply to be registered.	<b>In progress- promoted through Council website</b> 
5.4	Review potential for Council discretionary services to apply to be registered	Service representatives	December 2017	Some Council services apply to be registered to accept the discount card	To be started 
To explore education, training and employment opportunities for those leaving or about to leave the armed forces, veterans and their families.					
	<b>Activity</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outcome/Output</b>	<b>Progress</b>
6.1	Review organisations offering opportunities to the AF community, veterans and their	Regional AFLO	December 2017	A list of organisations and services they offer is	<b>Complete</b>

	families			available	
6.2	Promote these organisations on the website	FM	January 2018	Information is easily accessed. Increased take-up of these services.	<b>Complete</b> 
6.3	Create opportunities for drop-in centres/hubs for AF community and veterans	Regional AFLO/Cheryl Marland (CM)/PF/MD/FM	April 2018	AF community can access information and support in AF friendly environment  AF Hubs available in each Town centre  Hubs are sustainable and supported by all agencies	Hubs provided by Regional AFLO, in the longer term to become mainstreamed within services  
6.4	To produce periodic monitoring reports to FCC Chief Officer Team (COT) identifying areas for improvement and further	FM/KA	First report due September 2017	COT are informed and up to date with progress.	<b>Complete</b> 

	action			Barriers to progress are removed	
6.5	Complete an annual report to Cabinet and Corporate Resources and Overview Committee providing an overview of progress	FM/KA	First report April 2018	Elected members are reassured that the Council is committed to the AF Covenant.  Elected members support the Council's commitment to the AF Covenant	<b>Complete</b> 
Explore Funding Opportunities and Community Projects					
	<b>Activity</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outcome/Output</b>	<b>Progress</b>
7.1	Identify grants available to support the work of the AFC	FM/KA/ Regional AFLO	September 2017	List of grants available	<b>Complete.</b> 

7.2	Scope projects to support applications and submit applications for relevant grants	FM/KA/ Regional AFLO	March 2018	<p>Applications for grants are submitted</p> <p>Grant applications are successful</p> <p>A number of initiatives within the county are supported by grants</p>	<p><b>Complete. Two bids submitted during 2017/18. One was unsuccessful but the project was redeveloped and the second application for the grant was successfully submitted during 2028/19. Further bids to be submitted during 2018/19</b></p> 
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## CABINET

<b>Date of Meeting</b>	Tuesday, 18 <sup>th</sup> December 2018
<b>Report Subject</b>	Revenue Budget Monitoring 2018/19 (month 7)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### **EXECUTIVE SUMMARY**

This monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. This report presents the position, based on actual income and expenditure, as at Month 7 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

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

#### **Council Fund**

- An operating deficit of £0.325m (£0.222m at Month 6)
- A projected contingency reserve balance as at 31 March 2019 of £7.347m this reduces to £5.447m when taking into account agreed contributions for the 2019/20 budget

#### **Housing Revenue Account**

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

## RECOMMENDATIONS

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

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MONTH 7 POSITION</b>																																																												
1.01	<p>Council Fund Projected Position</p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none"> <li>• An operating deficit of £0.325m</li> <li>• A projected contingency reserve balance as at 31 March 2019 of £7.347m which reduces to £5.447m when taking into account agreed contributions for the 2019/20 budget</li> </ul>																																																												
1.02	<p>Projected Position by Portfolio</p> <p>The table below shows the projected position by portfolio:</p> <table border="1"> <thead> <tr> <th><b>TOTAL EXPENDITURE AND INCOME</b></th> <th><b>Revised Budget</b></th> <th><b>Projected Outturn</b></th> <th><b>In-Year Over / (Under) spend</b></th> </tr> <tr> <th></th> <th><b>£m</b></th> <th><b>£m</b></th> <th><b>£m</b></th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>65.211</td> <td>65.000</td> <td>(0.212)</td> </tr> <tr> <td>Out of County</td> <td>7.274</td> <td>9.065</td> <td>1.791</td> </tr> <tr> <td>Education &amp; Youth</td> <td>8.261</td> <td>8.125</td> <td>(0.136)</td> </tr> <tr> <td>Schools</td> <td>89.937</td> <td>89.937</td> <td>0.000</td> </tr> <tr> <td>Streetscene &amp; Transportation</td> <td>30.243</td> <td>31.313</td> <td>1.070</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>5.663</td> <td>5.663</td> <td>0.000</td> </tr> <tr> <td>People &amp; Resources</td> <td>4.383</td> <td>4.382</td> <td>0.000</td> </tr> <tr> <td>Governance</td> <td>8.248</td> <td>7.971</td> <td>(0.277)</td> </tr> <tr> <td>Strategic Programmes</td> <td>4.853</td> <td>4.853</td> <td>0.000</td> </tr> <tr> <td>Housing &amp; Assets</td> <td>13.498</td> <td>13.427</td> <td>(0.071)</td> </tr> <tr> <td>Chief Executive</td> <td>3.013</td> <td>2.700</td> <td>(0.314)</td> </tr> <tr> <td>Central &amp; Corporate Finance</td> <td>23.745</td> <td>22.219</td> <td>(1.526)</td> </tr> <tr> <td><b>Total</b></td> <td><b>264.328</b></td> <td><b>264.653</b></td> <td><b>0.325</b></td> </tr> </tbody> </table>	<b>TOTAL EXPENDITURE AND INCOME</b>	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>In-Year Over / (Under) spend</b>		<b>£m</b>	<b>£m</b>	<b>£m</b>	Social Services	65.211	65.000	(0.212)	Out of County	7.274	9.065	1.791	Education & Youth	8.261	8.125	(0.136)	Schools	89.937	89.937	0.000	Streetscene & Transportation	30.243	31.313	1.070	Planning & Environment	5.663	5.663	0.000	People & Resources	4.383	4.382	0.000	Governance	8.248	7.971	(0.277)	Strategic Programmes	4.853	4.853	0.000	Housing & Assets	13.498	13.427	(0.071)	Chief Executive	3.013	2.700	(0.314)	Central & Corporate Finance	23.745	22.219	(1.526)	<b>Total</b>	<b>264.328</b>	<b>264.653</b>	<b>0.325</b>
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1.03	<p>There is an increase in the operating deficit of £0.103m from the previous month (deficit of £0.222m) and the reasons for these changes are summarised in Appendix 1 with the key significant changes explained in paragraphs 1.04 to 1.06 below. The reasons for the projected variances in</p>																																																												



	all Portfolio areas are summarised within Appendix 2.
1.04	<p><b>Out of County Placements</b></p> <p>The projected overspend for Out of County Placements has increased by £0.207m from the previous month.</p> <p>The Children's Service element has increased by £0.226m due to the net impact of six new placements and three placements ending. This is offset by a decrease in costs for the Education and Youth element by £0.019m due to the net impact of four placements ending and three placements starting together with some minor changes to current placement costs.</p>
1.05	<p><b>Disability Services (Resources &amp; Regulated Services) – Health Contributions</b></p> <p>The level of income contributions from Betsi Cadwaladr University Health Board (BCUHB) for a number of joint funded care packages is currently under discussion and there is a risk that some of the expected funding may not be received. To manage this risk it is considered prudent to account for a reduction in the projected level of expected income of £0.200m.</p>
1.06	<p><b>Employers Contribution to the Pension Fund</b></p> <p>The impact of auto enrolment has been far less than anticipated and the projected underspend in this area has now increased by £0.127m to £0.400m.</p>
1.07	<p><b>Tracking of In-Year Risks and Emerging Issues</b></p> <p>At the time of setting the Budget for 2018/19 a number of significant risks were identified and an update is provided below.</p>
1.08	<p><b>Out of County Placements</b></p> <p>A further risk identified at the time of setting the 2018/19 budget was the rising social care costs, and the upward trend in the number of cases of Out of County placements across Wales. This was partly addressed by the inclusion of an additional £0.500m in the budget proposals for 2018/19 however the volatility in demand and the impacts on service costs cannot be predicted with any certainty. The main influence on this increase is the Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which has increased the financial pressure on this service area.</p> <p>The month 7 report details the projected outturn as £1.791m higher than budget, which is an increase to the amount reported at month 6, however costs can be subject to volatility and are likely to change.</p>
1.09	<p><b>Achievement of Planned In-Year Efficiencies</b></p> <p>The 2018/19 budget includes £5.511m of specific efficiencies which are closely tracked and monitored. In 2017/18 the level of efficiency achievement was 94% which was an improvement on the 91% achieved</p>

	<p>during the previous year. The Council aims to achieve a 95% rate in 2018/19 as reflected in the MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2018/19 shows that £5.341m or 97% of the efficiencies will be achieved. The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2019/20 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with any impact for 2019/20 being reviewed as part of the ongoing work on the Medium Term Financial Strategy.</p>
1.10	<p><b>Other Tracked Risks</b></p> <p>In addition, there are a number of risks being tracked that may be subject to change and these are summarised below:</p>
1.11	<p><b>Independent Inquiry into Child Sexual Abuse (IICSA)</b></p> <p>IICSA have required the council to produce a statement on the handling of historic child sexual abuse claims. The statement will need to cover how litigation between 1992 and 2000 was handled. No one remains at the council from that time who has knowledge of the cases. The external solicitors who acted jointly for us and our insurers are being instructed to review their files and supply the information.</p> <p>The initial cost of this work will be a minimum of £0.015m and this could increase significantly if IICSA do not agree to narrow the scope of the statement in the way we have requested.</p> <p>In addition payments have been made during the year to settle historic child abuse cases which pre-date Flintshire. A total of £0.019m has been paid to date in 2018/19, these costs are met from the Contingency Reserve and this amount is reflected in appendix 4. There are a number of outstanding cases still to be settled and it is difficult to estimate the timing and full financial impact of these.</p>
1.12	<p><b>Income</b></p> <p>The Council introduced its Income Strategy in late 2017. A target of £0.200m remains to be achieved from the identification of new sources of income and the review of fees and charges. The Council now has additional capacity to pursue this strategy, a number of potential opportunities will be considered as part of business planning and annual review as well as one off opportunities to mitigate this in-year.</p>
1.13	<p><b>Recycling Income</b></p> <p>In past years the market rate for income received from recycling plastic, paper and card has been extremely volatile and can fluctuate rapidly. Recycling income is already expected to be £0.165m less than budgeted for and there is a risk that fluctuating market rates may reduce the shortfall further.</p>

1.14	<p><b>Schools – Risks and Impacts</b></p> <p>The schools overall budget for 2018/19 included an uplift in recurring funding of £1.140m and additional one-off funding of £0.460m. At the time of setting the budget the outcome of pay awards for teacher and non-teacher staff was not known.</p> <p>The outcome of the these pay awards will have a significant impact on school budgets which are detailed below:</p>
1.15	<p><u>Teachers Pay</u></p> <p>As part of the Provisional Settlement announcement Welsh Government notified that additional funding will be allocated to Authorities to part fund the pay award in 2018/19. A recent announcement by the First Minister advised of an all Wales amount of £7.5m for teacher pay in both 2018/19 and 2019/20. Flintshire are awaiting confirmation of the timing and specific amount for the Council of the 2018/19 funding contribution which, when received, will be passported in full to schools.</p>
1.16	<p>In planning for the 2019/20 budget the First Minister’s announcement allows the Council to move to the previously advised minimum position of providing a 1% uplift in the base funding of schools meaning that schools will need to share the impact of the costs.</p>
1.17	<p><b>Other In-Year Issues</b></p> <p><b>Inflation</b></p> <p>Included within the 2018/19 budget are provision for pay (£0.937m), food (£0.124m), fuel (£0.069m) and Energy (£0.442m). As in previous years, these amounts are held centrally until there is an evidenced business need identified.</p>
1.18	<p>An allocation of £0.075m for Energy has been transferred to the Street Lighting service to reflect the additional cost impact.</p>
1.19	<p>At this time it is anticipated that all of the above will be required apart from £0.110m food inflation and is reflected in the outturn figure. This area will be kept under review over the winter with any further underspend considered as part of the 2019/20 budget solutions.</p>
1.20	<p><b>Reserves and Balances</b></p> <p>Un-earmarked Reserves</p> <p>The 2017/18 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2018 (above the base level of £5.769m) of £7.928m.</p> <p>As agreed in the 2018/19 budget an amount of £1.945m was approved as part of the strategy to balance the budget and in addition County Council on 1 March approved a one off amount of £0.460m for schools, on a temporary basis. The available Contingency Reserve after taking account of these contributions is therefore £5.523m.</p>

1.21	At month 4 it was agreed that the amount recovered due to a change in accounting policy for the Minimum Revenue Provision of £1.400m and a VAT rebate on some sporting exemptions for £1.940m would be transferred to the Contingency Reserve.																																																																																						
1.22	Taking into account the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2019 is projected to be £7.347m as detailed in appendix 4.																																																																																						
1.23	As part of the budget strategy work for 2019/20 an agreed contribution from the Contingency Reserve of £1.900m will be used to assist in closing the budget gap on a one off basis. After considering this impact, the total available balance of the Contingency Reserve which can be drawn upon is £5.447m.																																																																																						
1.24	<p><b>Earmarked Reserves</b></p> <p>The table below gives a summary of earmarked reserves as at 1 April 2018 and provides an estimate of projected balances as at the end of the current financial year.</p>																																																																																						
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Organisational Change/ADM	0.155	0.000																																																																																					
Emergency Remediation	0.050	0.050																																																																																					
Solar Farms	0.000	0.296																																																																																					
Grants & Contributions	2.924	2.539																																																																																					

	Total	14.876	11.096
1.26	<b>Housing Revenue Account</b>		
	The 2017/18 Outturn Report to Cabinet on 17 July 2018 showed an un-earmarked closing balance at the end of 2017/18 of £1.116m and a closing balance of earmarked reserves of £0.802m.		
1.27	The 2018/19 budget for the HRA is £34.381m which includes a budgeted movement of £0.018m from reserves. The projected outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.		
1.28	There is an increase of £0.081m in the budget contribution towards capital expenditure (CERA) of £12.170m. The increase in this contribution decreases the level of borrowing required to fund the proposed capital programme.		

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>		
2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first four months and the risks as known.		

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

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

<b>5.00</b>	<b>APPENDICES</b>		
5.01	Appendix 1: Council Fund – Movement in Variances from Month 6 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances		

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

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<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>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>Underspend:</b> when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.</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</p>

contingency provisions. Virements may not however be approved between capital and revenue budget heads.

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

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

**MONTH 7 - SUMMARY**

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
<b>Social Services</b>		
<b>Older People</b>		
Minor Variances	-0.020	
<b>Disability Services</b>		
Resources & Regulated Services	0.155	Contingency of £0.200m against risk of potential for non payment of some joint funding contributions from Betsi Cadwaladr University Health Board (BCUHB), which is offset by cost reductions within the Physical Disability and Sensory Impairment (PDSI) residential care by £0.045m.
Disability Services	0.035	Reduction of joint funding contributions.
Minor Variances	0.021	
<b>Mental Health Services</b>		
Minor Variances	0.039	
<b>Children's Services</b>		
Children's Development		
Minor Variances	0.025	
<b>Development &amp; Resources</b>		
Good Health	0.047	Movement of staff budgets and costs to reflect management reporting lines.
Commissioning	-0.050	Movement of staff budgets and costs to reflect management reporting lines.
Minor Variances	-0.058	A number of minor variances each less than £0.025m. The largest of these are a reduction of £0.020m in Business Support and a reduction of £0.019m in Training.
<b>Total Social Services (excl Out of County)</b>	<b>0.194</b>	
<b>Out of County</b>		
Children's Services	0.226	Net impact of three new placements being six new placements less three ended placements.
Education & Youth	-0.019	The favourable change in variance relates to 4 x placements ending, 3 x new placements confirmed and other minor changes several other placements.
<b>Total Out of County</b>	<b>0.207</b>	
<b>Education &amp; Youth</b>		
Inclusion & Progression	-0.029	Favourable movement in variance, largely relating to delays in recruitment. Includes minor variances from across service area.
Minor Variances	-0.018	
<b>Total Education &amp; Youth</b>	<b>-0.047</b>	
<b>Schools</b>	<b>0.000</b>	
<b>Streetscene &amp; Transportation</b>		
Highways Network	0.026	Minor variances across the Service,
Other Minor Variances	-0.014	
<b>Total Streetscene &amp; Transportation</b>	<b>0.012</b>	
<b>Planning, Environment &amp; Economy</b>		
Management & Strategy	-0.030	Vacant Post within Portfolio Admin, Commitment Challenge.
Minor Variances	0.027	
<b>Total Planning &amp; Environment</b>	<b>-0.003</b>	
<b>People &amp; Resources</b>		

HR & OD	0.034	A review of the Employee National Insurance rebates and costs associated with the Cycle to Work Scheme and Childcare Voucher Scheme has lead to an increase in projected costs by £0.022m. Minor variances across the rest of the service £0.012m.
Corporate Finance	-0.025	Recharges to the Treasury Management and Insurance Fund.
<b>Total People &amp; Resources</b>	<b>0.009</b>	
<b>Governance</b>		
Legal Services	-0.000	Minor variances.
Democratic Services	-0.004	Minor variances.
Internal Audit	-0.006	Minor variances.
Procurement	0.000	No variance.
ICT	-0.061	Some employees are not on top of grade and some employees have opted out from the pension scheme. There have also been some short term vacancies during the year. Completion of a recent service review and budget realignments have meant that it hasn't been possible to accurately report the full impact of these variances until this month.
Customer Services	-0.019	Minor variances.
Revenues	-0.021	Minor variances.
<b>Total Governance</b>	<b>-0.111</b>	
<b>Strategic Programmes</b>		
Minor Variances	0.000	No variance.
<b>Total Strategic Programmes</b>		
<b>Housing &amp; Assets</b>		
Housing Solutions	-0.063	Homeless Accommodation underspend (£0.060m). Other minor movements (£0.003m).
Minor Variances	0.018	
<b>Total Housing &amp; Assets</b>	<b>-0.045</b>	
<b>Chief Executive's</b>	<b>-0.028</b>	Reduced commitments against a number of expenditure lines such as printing.
<b>Central and Corporate Finance</b>	<b>-0.085</b>	Increased Write Offs £0.031m, due to historic balances, within Payroll Holding account.  Auto Enrolment £0.127m, numbers are less than expected as the year progresses.  Minor variances of £0.011m.
<b>Grand Total</b>	<b>0.103</b>	

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

**MONTH 7 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Social Services</b>						
<b>Older People</b>						
Localities	17.026	16.987	-0.039	-0.036	Residential and Nursing Care reflects a projected overspend of £0.410m due to increased numbers of funded placements following the increase in the capital limit to £40,000.  Domiciliary Care reflects a projected underspend of £0.221m based on existing service users, however there are challenges due to capacity of external supply markets which are currently having to be met within Provider Services.  Other underspends include a projected underspend of £0.036m on day care due to reduced demand, £0.040m on Intake/First Contact due to vacancy savings and £0.027m on Minor Adaptations.  Locality Teams staffing reflects a projected underspend of £0.114m due mainly to some posts being filled at below the top of grade.  Minor variances account for a £0.011m underspend.	
Community Equipment Contribution	0.478	0.334	-0.144	-0.144	Following review and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have reduced. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	These savings have been earmarked for future realignment to meet some of the revenue costs funding requirement for the new Flint Extra Care facility - Llys Raddington.
Resources & Regulated Services	6.700	6.572	-0.128	-0.111	The main influence on the net projected underspend of £0.128m is extra care schemes where there is a projected underspend of £0.302m due mostly to the delay to the opening of the new Llys Raddington, Flint extra care facility. This is offset by a projected overspend of £0.131m on Home Care due to the need to cover capacity gaps in purchased Domiciliary Care. There are also other minor overspends amounting to a total of £0.043m in Residential Care and Day Centres.	Continue to monitor and review.
Minor Variances	0.896	0.856	-0.040	-0.040		
<b>Disability Services</b>						
Disability Services	0.533	0.466	-0.067	-0.102	The projected underspend is mainly due to increased levels of contributions from Betsi Cadwaladr University Health Board (BCUHB) for 2 service users.	Continue to monitor and review
Minor Variances	24.265	24.241	-0.025	-0.201		
<b>Mental Health Services</b>						
Residential Placements	1.184	1.542	0.358	0.339	Ongoing pressure due to the numbers of long term residential placements, including four new placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB.	Continue to monitor and review and consider pressure item within 2019/20 budget process
Minor Variances	2.622	2.590	-0.032	-0.052		
<b>Children's Services</b>						
Family Placement	2.564	2.795	0.231	0.226	The projected overspend is due to the number of children in care. There has been an increase in the number of children who are subject to Foster Care/Special Guardianship/Adoption who have moved through the age barriers. Other influences include new adoption and Special Guardianship Order (SGO) payments and new Foster Carers entering the system, foster carers progressing from Level 1, 2, 3 and 4. Travel costs and Christmas and birthday allowances.	Continue to monitor and review
Family Support	0.364	0.424	0.060	0.044	Staff costs are higher than budget and some of these costs are associated with the carrying out of statutory duties to support looked after children in external placements. We have many strategies to resolve this in the longer term but in the short term we need to fulfil our duties to oversee the care of our younger people.	Continue to monitor and review
Professional Support	4.968	5.062	0.094	0.118	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues which has been partly mitigated by an allocation of £0.100m from the contingency reserve.	Continue to monitor and review
Minor Variances	1.329	1.336	0.007	-0.022		

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

**MONTH 7 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Development &amp; Resources</b>						
Charging Policy income	-2.469	-2.618	-0.149	-0.143	The projected underspend is due to surplus income which is mainly caused by changes to disregard rules on financial assessments which came into effect from August 2016.	Continue to monitor and review.
Business Support Service	1.202	1.096	-0.105	-0.085	The projected underspend of £0.105m is due to a number of short term vacancy savings and some posts currently occupied by staff who are below top of grade.	Continue to monitor and review
Safeguarding Unit	0.925	0.863	-0.062	-0.049	The projected underspend of £0.062m is mainly due to staffing savings of £0.049m following a member of the team leaving under Early Voluntary Retirement (EVR) late in 2017/18. A further influence is a non recurring Welsh Government grant of £0.013m in respect of support for Deprivation of Liberty Safeguarding Assessments (DOLS).	Continue to monitor and review
Commissioning	0.631	0.574	-0.057	-0.007	The projected underspend is mainly due to funding of a post from a grant in the short term, plus some reductions of hours following staff returning from maternity leave.	Continue to monitor and review.
Vacancy Management	0.151	-0.024	-0.175	-0.177	Short term vacancy savings transferred from across portfolio.	
Minor Variances	1.841	1.903	0.062	0.037		
<b>Total Social Services (excl Out of County)</b>	<b>65.211</b>	<b>65.000</b>	<b>-0.212</b>	<b>-0.405</b>		
<b>Out of County</b>						
Children's Services	4.191	5.205	1.014	0.788	There is a projected overspend of £1.014m in Social Services Children's Services which is based on current clients and packages and which is likely to be subject to variation during the year.	Continue close monitoring arrangements.
Education & Youth	3.083	3.860	0.777	0.796	Variance relates to Out of County placements. A substantial increase in the number of new educational placements for 2018/19.	Continue close monitoring arrangements.
<b>Total Out of County</b>	<b>7.274</b>	<b>9.065</b>	<b>1.791</b>	<b>1.585</b>		
<b>Education &amp; Youth</b>						
Inclusion & Progression	3.830	3.776	-0.054	-0.025	Variance largely relates to delays in recruitment, includes other minor variances from across service area.	
School Improvement Systems	1.799	1.723	-0.075	-0.065	Variance largely relates to Early Entitlement, a reduction in maintained and non-maintained setting payments as a result of demography and a reduction of the number of settings requiring funding. Includes hourly reductions in established staff. Includes other minor variances from across service area.	
Minor Variances	2.632	2.625	-0.007	0.000		
<b>Total Education &amp; Youth</b>	<b>8.261</b>	<b>8.125</b>	<b>-0.136</b>	<b>-0.089</b>		
<b>Schools</b>	<b>89.937</b>	<b>89.937</b>	<b>0.000</b>	<b>-0.000</b>		
<b>Streetscene &amp; Transportation</b>						
Ancillary Services & Performance	4.085	4.227	0.142	0.141	Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate until October, 2018 totalling £0.050m.  Shortfall in Recycling Income due to falling plastic, card and paper recycling prices resulting from external market factors £0.165m.  Additional income of £0.100m above the original projections following the rollout of brown bin charges.  Minor Variances £0.027m.	

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

**MONTH 7 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Highways Network	8.120	8.545	0.426	0.400	Additional in year cost of known Vehicle Insurance Premiums totalling £0.060m.  Following increased car park charges from May, 2018, together with charges in Flint being implemented for the first time, initial forecasts have indicated lower than anticipated income levels compared to original projections. In addition, officers have recently been appointed to meet the necessary demands of parking enforcement requirements across the County. The overall variance totals £0.260m.  Additional urgent road patching repairs as a result of road condition surveys £0.075m.  Minor variances of less than £0.050m but totalling £0.031m across the service.	
Transportation & Logistics	9.267	9.629	0.362	0.359	Additional pressure as a result of the provision of additional transport for pupils from John Summers to Connaught Quay, Buckley and Mold campuses £0.242m. Community Travel pilot schemes of £0.047m commencing January, 2019. Increased transport provision to Social Services £0.025m. Minor variances £0.048m.	
Workforce	8.542	8.661	0.119	0.123	Increased Agency and Overtime costs as a consequence of current sickness levels (9%) of the workforce operatives.	
Other Minor Variances	0.230	0.250	0.021	0.035		
<b>Total Streetscene &amp; Transportation</b>	<b>30.243</b>	<b>31.313</b>	<b>1.070</b>	<b>1.058</b>		
<b>Planning, Environment &amp; Economy</b>						
Development	0.060	-0.094	-0.154	-0.163	Higher than expected levels of Planning Fee Income received in the first half of the financial. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. An award of Legal Fees from a Planning Appeal in FCC's favour.	Continue to monitor Planning Fee Income levels and adjust projections accordingly.
Regeneration	0.445	0.506	0.061	0.059	Energy Efficiency framework moved to be accounted for in correct Portfolio £0.050m. Other minor variances £0.011m.	Continue to monitor and review.
Management & Strategy	1.197	1.280	0.083	0.113	Staffing related Business Planning Efficiencies yet to be achieved pending all Service Review outcomes within the Portfolio.	Vacancy savings across the Portfolio can assist in mitigating the unachieved efficiencies in the short term. Continue to monitor and review
Minor Variances	3.961	3.971	0.010	-0.007		
<b>Total Planning &amp; Environment</b>	<b>5.663</b>	<b>5.663</b>	<b>-0.000</b>	<b>0.003</b>		
<b>People &amp; Resources</b>						
HR & OD	2.413	2.409	-0.004	-0.038	Minor variances.	
Corporate Finance	1.970	1.973	0.004	0.028	Minor variances.	
<b>Total People &amp; Resources</b>	<b>4.383</b>	<b>4.382</b>	<b>-0.000</b>	<b>-0.009</b>		
<b>Governance</b>						
Legal Services	0.706	0.743	0.037	0.037	Minor variances.	
Democratic Services	2.021	2.024	0.003	0.007	Minor variances.	
Internal Audit	0.454	0.423	-0.032	-0.026	Minor variances.	
Procurement	0.320	0.331	0.010	0.010	Minor variances.	
ICT	4.561	4.498	-0.063	-0.002	Some employees are not on top of grade and some employees have opted out from the pension scheme. There have also been some short term vacancies during the year.	
Customer Services	0.394	0.427	0.033	0.053	Additional registration services income estimated to be in the region of £0.022m. In year salary saving of Connects Manager post £0.024m. Prior year efficiency in respect of Contact Centres unlikely to be achieved this year £0.100m. Other minor variances £0.021m underspend.	Monitor and Review.
Revenues	-0.209	-0.476	-0.267	-0.247	Anticipated surplus on the Council Tax Collection Fund £0.145m. Additional Council Tax windfall following the conclusion of the Single Persons Discount Review £0.025m. Vacancy savings of £0.050m. Other minor variances £0.047m underspend.	Continue to review on a monthly basis and report on any significant variances or movements.
<b>Total Governance</b>	<b>8.248</b>	<b>7.971</b>	<b>-0.277</b>	<b>-0.167</b>		
<b>Strategic Programmes</b>						
Minor Variances	4.853	4.853	0.000	0.000	No variance.	
<b>Total Strategic Programmes</b>	<b>4.853</b>	<b>4.853</b>	<b>0.000</b>	<b>0.000</b>		
<b>Housing &amp; Assets</b>						

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

**MONTH 7 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Administrative Buildings	1.179	1.323	0.145	0.153	Ecology issues creating delays to the demolition of County Hall £0.145m. Offset with savings from other service areas.	
CPM & Design Services	0.588	0.495	-0.093	-0.099	£0.85m additional income estimated. Underspend of £0.008m due to minor variances.	
Benefits	10.669	10.625	-0.044	-0.053	Projected underspend on the Council Tax Reduction Scheme (CTRS) £0.045m. Vacancy savings of 0.026m. Additional cost of IT related expenditure such as software and external printing £0.035m. Other savings from across the service £0.008m.	Continue to review and report on significant variances on a monthly basis.
Housing Solutions	1.083	1.014	-0.069	-0.007	Homeless Accommodation underspend £0.060m. Other minor variances including vacancy savings and other temporary accommodation expenditure £0.009m.	Continue to review and report on significant variances on a monthly basis.
Minor Variances	-0.022	-0.030	-0.009	-0.020		
<b>Total Housing &amp; Assets</b>	<b>13.498</b>	<b>13.427</b>	<b>-0.071</b>	<b>-0.026</b>		
<b>Chief Executive's</b>	<b>3.013</b>	<b>2.700</b>	<b>-0.314</b>	<b>-0.286</b>	Due to vacancies resulting from workforce changes during the year.	
<b>Central and Corporate Finance</b>	<b>23.745</b>	<b>22.219</b>	<b>-1.526</b>	<b>-1.441</b>	Increased Coroners Costs £0.042m. Increased Windfall Income £0.098m for to Non Domestic Rates of Empty Properties. Pension Deficit recovery, £1.046m underspend from an increase in contributions, while the repayment figure has remained static. Apprentice Tax Levy, £0.065m underspend. Auto Enrolment, numbers are less than estimated, which gives a favourable variance of £0.400m. Increased Write offs £0.026m, and increased Bank Charges £0.027m. Inflationary underspend of £0.254m of which £0.144m has been identified to contribute towards the 2019/20 budget. An underachievement on the income target of £0.237m. Minor Variances £0.005m.	Continue to review all variances alongside the continuing work on the MTFS.
<b>Grand Total</b>	<b>264.328</b>	<b>264.653</b>	<b>0.325</b>	<b>0.222</b>		

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

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over
	2018/19 £m	2018/19 £m	Achievement 2018/19 £m
<b>Central &amp; Corporate Finance</b>			
Theatre C/wyd tax relief	0.075	0.075	0.000
County Hall (NDR Element)	0.060	0.060	0.000
Audit fee reduction	0.127	0.127	0.000
<b>Total Central &amp; Corporate Finance</b>	<b>0.262</b>	<b>0.262</b>	<b>0.000</b>
<b>Governance</b>			
Records management; Reduce records in storage.	0.010	0.010	0.000
ICT - Digital Print	0.048	0.048	0.000
Customer Services; New customer service models	0.050	0.050	0.000
Flintshire Connects; More flexible service in conjunction with potential income	0.056	0.056	0.000
Registration; Chargeable declaration of births	0.012	0.012	0.000
Revenues; Increase in collection rates enables adjustment to bad debt provision (one off).	0.094	0.094	0.000
Revenues; Second year windfall for single person discount review (one off)	0.140	0.140	0.000
Single Person Discount additional efficiency	0.160	0.185	0.025
<b>Total Governance</b>	<b>0.570</b>	<b>0.595</b>	<b>0.025</b>
<b>Social Services</b>			
Disability Service; Review current contract with external agency to deliver	0.030	0.030	0.000
Disability Service; Reduction of posts.	0.110	0.110	0.000
Workforce Development; Additional Income from QCF assessors through	0.030	0.030	0.000
Business Support and Management; Rationalisation of rented	0.015	0.015	0.000
Increase in domiciliary care charging.	0.220	0.220	0.000
Integrated Care Fund	0.500	0.500	0.000
Care Fees	0.514	0.514	0.000
Merger of Out of Hours Service	0.020	0.020	0.000
<b>Total Social Services</b>	<b>1.484</b>	<b>1.484</b>	<b>0.000</b>
<b>Education &amp; Youth</b>			
Early Entitlement; Reduce sustainability grant payments and remodel	0.020	0.020	0.000
Business Support; Staff reduction	0.010	0.010	0.000
Nursery Education; Staff reductions	0.040	0.040	0.000
<b>Total Education &amp; Youth</b>	<b>0.070</b>	<b>0.070</b>	<b>0.000</b>
<b>Schools</b>			
Schools Demography	0.288	0.288	0.000
<b>Total Schools</b>	<b>0.288</b>	<b>0.288</b>	<b>0.000</b>
<b>Strategic Programmes</b>			
Leisure, Libraries and Heritage; Continuation of previous years' business plan	0.416	0.416	0.000
<b>Total Strategic Programmes</b>	<b>0.416</b>	<b>0.416</b>	<b>0.000</b>
<b>Housing &amp; Assets</b>			
Valuation Service; Property rationalisation through closure and amalgamation of services into other more efficient assets.	0.050	0.050	0.000
Valuation Service; Increase farm income through renewal of grazing licences.	0.021	0.021	0.000
Valuation Service; Community Asset Transfer process, efficiencies through reduced costs.	0.010	0.010	0.000
Valuation Service; Restructure of service as part of move to a commissioning client.	0.020	0.020	0.000
Valuation Service; Remove caretaking/security services at County Offices, Flint.	0.015	0.015	0.000
Corporate Property Maintenance; Restructure of service as part of move to a commissioning client.	0.080	0.080	0.000
Design and Project Management Services; Restructure of service as part of move to a commissioning client.	0.040	0.040	0.000
NEWydd Catering and Cleaning Services; Continuation of previous Business and Marketing plans.	0.050	0.050	0.000
County Hall	0.240	0.140	(0.100)
New Homes; Return anticipated trading surplus to the Council.	0.030	0.030	0.000
Regional Training courses delivered by GT officer	0.003	0.003	0.000
Welfare Rights; Some activity to be absorbed into single financial assessment team.	0.032	0.032	0.000
Benefits; Adjustment to bad debt provision (one off).	0.050	0.050	0.000
Benefits; Council Tax Reduction Scheme.	0.250	0.250	0.045
Benefits; Remove duplication and provide a single financial assessment service.	0.050	0.050	0.000
Reduction of senior management team	0.050	0.050	0.000
<b>Total Housing &amp; Assets</b>	<b>0.991</b>	<b>0.891</b>	<b>(0.055)</b>
<b>Streetscene &amp; Transportation</b>			
Waste Strategy; Charges for garden waste	0.800	0.900	0.100
Car Park Charges	0.450	0.210	(0.240)
<b>Total Streetscene &amp; Transportation</b>	<b>1.250</b>	<b>1.110</b>	<b>(0.140)</b>
<b>Planning, Environment &amp; Economy</b>			
Development management; Production of planning statements and to undertake private appeals	0.015	0.015	0.000
Highways Development Control; Introduce further charges. Review current charges. Retain supervisory function of highway works in the Building Control; Review charges. Introduce charges. Increase partnership working. Increase authorised commencements inspections.	0.015	0.015	0.000
Built Environment; Charing for preapplication advice	0.030	0.030	0.000
Flooding and Drainage; Fees for capital project work.	0.010	0.010	0.000
Energy; Fees for energy efficiency assessment.	0.010	0.010	0.000
Minerals and Waste; Maximise regulatory compliance income. Review day rate charging.	0.050	0.050	0.000
Rights of Way; Increase charging and reduce expenditure.	0.020	0.020	0.000
Economic Development; Workforce efficiency if regional service developed.	0.020	0.020	0.000
<b>Total Planning, Environment &amp; Economy</b>	<b>0.180</b>	<b>0.180</b>	<b>0.000</b>
		%	£
<b>Total 2017/18 Budget Efficiencies</b>		<b>100</b>	<b>5.511</b>
<b>Total Projected 2017/18 Budget Efficiencies Underachieved</b>		<b>3</b>	<b>0.170</b>
<b>Total Projected 2017/18 Budget Efficiencies Achieved</b>		<b>97</b>	<b>5.341</b>

**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2018	13.697	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		7.928
Less – amount committed as part of balancing 2018/19 budget		(1.945)
Less – One off contribution to Schools agreed at Council on 1 March 2018		(0.460)
Less – Contribution to fund shortfall in MEAG funding (M2)		(0.058)
Add – transfer from revenue for amount recovered in-year due to change in accounting policy for the Minimum Revenue Provision		1.400
Add – transfer from revenue for the amount of the VAT rebate received		1.940
Less – allocation to meet additional in-year budget pressure for the agreed pay award above the 1% included in the 2018/19 budget		(0.999)
Less – allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less – allocation for Independent Inquiry into Child Sexual Abuse		(0.015)
Less – allocation to meet historic child abuse claims		(0.019)
Less – projected outturn overspend		(0.325)
<b>Total Contingency Reserve as at 31<sup>st</sup> March 2019</b>		<b>7.347</b>



Less – VAT rebate amount committed as part of balancing 2019/20 budget.		(1.900)
<b>Total Contingency Reserve available for use</b>		<b>5.447</b>

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

**MONTH 7 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account</b>						
Income	(34.381)	(34.105)	0.276	0.222	A pressure of £0.276m is anticipated on Income. £0.143m of this pressure relates to loss of rental income on properties being void longer than anticipated and £0.057m due to delays on handover/delays on new build schemes. £0.029m of the pressure relates to loss of income on garages which are not tenanted. £0.036m of the pressure relates to removal of the early payment discount on the Welsh Water contract. The remaining £0.011m relates to minor pressures.	
Capital Financing - Loan Charges	8.694	8.412	(0.282)	(0.282)	The projected underspend of £0.282m relates to expected borrowing costs for SHARP. £0.051m of the underspend relates to the Minimum Revenue Payment (loan repayment) which is lower than budgeted because borrowing levels were as high on the 31st March as expected. The remaining £0.231m relates to interest charges. Batch 3 schemes will now start on site later than anticipated and this means expenditure will be spread across financial years. In-year interest charges will therefore be lower than originally anticipated.	
Estate Management	1.617	1.504	(0.113)	(0.062)	The projected underspend of £0.113m relates to £0.126m salary savings and £0.013m on minor variances.	
Landlord Service Costs	1.415	1.428	0.013	0.010	Minor variance	
Repairs & Maintenance	8.159	8.140	(0.019)	(0.019)	Minor Variance	
Management & Support Services	2.297	2.179	(0.118)	(0.062)	A saving of £0.118m is anticipated on Management and Support costs. £0.143m relates to vacancy savings. The remaining £0.025m relates to minor pressures elsewhere.	
Capital Expenditure From Revenue (CERA)	12.170	12.343	0.173	0.124	The planned overspend of £0.173m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces the requirement to borrow.	
HRA Projects	0.047	0.050	0.003	0.003	Minor variance	
Contribution To / (From) Reserves	(0.018)	0.049	0.067	0.067	The projected HRA outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m.	
<b>Total Housing Revenue Account</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		



## CABINET

<b>Date of Meeting</b>	Tuesday, 18 <sup>th</sup> December 2018
<b>Report Subject</b>	Tender for the Collection and Sale of Household Goods through a Social Enterprise
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside
<b>Report Author</b>	Chief Officer (Streetscene and Transportation)
<b>Type of Report</b>	Operational

### **EXECUTIVE SUMMARY**

A proportion of the 'waste' generated by households in Flintshire includes many items that still have a use or value, in particular larger items, such as furniture and electrical goods. These items, which are commonly known as 'bulky waste', can be problematic for the householder to dispose of in a way that retains the intrinsic value of the item.

Welsh Government's Waste Collections Blueprint recommends local authorities provide a service for the collection of these materials, which should be provided in a way that maximises their value.

Flintshire County Council currently have an agreement with a local social enterprise (Refurbs Flintshire) for collecting and handling bulky waste items in the County. Refurbs Flintshire was established in 2002 and are a registered charity and not-for-profit company. Under the agreement, Refurbs Flintshire work in partnership with Flintshire County Council to provide the collection service for bulky waste items from households within the County of Flintshire. They also manage the sale and or reuse of large re-usable items collected from Household Recycling Centre's (HRC's) and undertake the deconstruction of these items, in the event that they have limited reuse or resale value. In these circumstances the items are reduced to their component form which are then recycled as raw materials e.g. timber material recovered from furniture.

Financial regulations requires the Council to tender this work to ensure best value, even if the provider chosen as a result of the tender process is a charitable or third sector organisation.

### **RECOMMENDATIONS**

- |    |   |
|----|---|
| 1. | That Cabinet approves that a single competitive tender is advertised for both the bulky waste collection service and the deconstruction service. The procurement process should be ring fenced to all capable and suitable social enterprises, to ensure social value as well as value for money. |
|----|---|

## REPORT DETAILS

1.00	<b>BACKGROUND TO THE PROPOSALS</b>
1.01	<p><b>Current Arrangements</b></p> <p>Items are recovered from bulky waste collection requests from households and HRC's. The items which are suitable for reuse are sold at Refurbs Flintshire's premises in Aber Park, Flint, where revenue generated from sales of the donated items are re-invested into the charity, in order that they can continue to provide a service to customers and for the benefit of the local community. Refurbs Flintshire was established in 2002 and are a registered charity and not-for-profit company.</p>
1.02	<p>Refurbs Flintshire also operate in the newly opened Rockcliffe HRC, where the Council have based its deconstruction operation, in a purpose built area within the new site. Refurbs Flintshire also collect bulky items from the other four HRC's in Flintshire and take them to the Rockcliffe site for deconstruction, to maximise recycling opportunities, with items which have been set aside for reuse or resale being taken to their showroom in Flint.</p>
1.03	<p>Flintshire County Council also currently contracts Refurbs Flintshire to manage the deconstruction facility at the Rockcliffe HRC. The expenditure is offset by the diversion of these items, through them being reused instead of transferred for waste treatment. In the 2017/18 financial year, 720 tonnes of bulky items were deconstructed to their component parts or reused. These items included 552 tonnes of furniture and 168 tonnes of large domestic appliances.</p>
1.04	<p>The diversion of these items helps toward Flintshire County Council's recycling figures and supports the Council in achieving Welsh Government's statutory recycling targets and adhering to the 'repair and reuse' priority within the waste hierarchy.</p>
1.05	<p>The Council's current charge for the bulky waste collection service are as follows:</p> <p>Charge for up to 5 items - £40 Charge for each extra item - £5</p> <p>Maximum number of additional items is 5 (i.e. charges capped at £65.00 for a transaction with 10 items in total)</p>
1.06	<p>A concessionary discounted charge for bulky collections is applied for those residents claiming benefits (<i>Income Support, Job Seekers Allowance (Income Based), Employment &amp; Support Allowance (Income Related), Disability Living Allowance (DLA) / P.I.P, State Pension or Guaranteed Pension Credits. Proof of benefit is required.</i>)</p> <p>Charge for up to 5 items - £20 Charge for each extra item - £5</p> <p>Maximum number of additional items is 5 (i.e. charges capped at £45.00 for a transaction with 10 items in total). Only two collections are allowed per</p>

	year at the discounted rate.
1.07	<p><b>Option to work with Local Charities</b></p> <p>Following feedback from the operatives working on HRC's, it is apparent that there are still items being disposed of which could be recovered for reuse. To encourage the reuse of more items in the future, it is proposed that the successful third sector organisation (following the tender process) works more closely with individual local charities at each HRC, to encourage recycling and provide some shared benefit to the charitable organisations.</p>
1.08	<p>The proposal is for nominated charities to be associated to the particular HRC's as listed below and each site will be branded to match the charity supported at the site. At each recycling centre, items can then be donated or reused to the benefit of the charity.</p> <ul style="list-style-type: none"> <li>• Greenfield</li> <li>• Rockcliffe, Oakenholt</li> <li>• Mold</li> <li>• Buckley</li> <li>• Sandycroft</li> </ul>
1.09	<p>The contract will be awarded based on the demonstrated link between the charities and the social enterprise at each of the sites. The charity will be responsible for the testing of any equipment that can be reused, e.g. PAT testing electrical items, in readiness for the items to be sold at the charity shop or premises. They will also be responsible for the transportation of the items to the local charity.</p>
1.10	<p>The charity will also have responsibility for the storage of the items from the HRC and they will be required to have a retail unit in the local town or have access to set up pop up shops in the local area to sell the items in a sustainable manner.</p>
1.11	<p>By having partnerships in place with registered charities, it is considered that this will help increase of level of reuse items from the Council's HRC sites, which will in turn help support the local charities with stock to generate revenue for their individual campaigns. In addition the arrangement will help improve the authority's waste diversion rates.</p>
1.12	<p>It is recommended therefore that both the bulky waste collection service and the deconstruction service are tendered in a single contract which is limited to third sector and social enterprise organisations. Due to the value of the contract we are required to carry out a competitive procurement process however it is possible to ring fence that to charitable and social enterprise organisations.</p>
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>The loss of the bulky waste contract from the current provider may lead to TUPE coming into effect.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	With Cabinet Member.
3.02	With existing supplier – Refurbs Flintshire.
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The contract will be managed through recognised programme management processes.
<b>5.00</b>	<b>APPENDICES</b>
5.01	None.
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Officer: S Jones</b> <b>Telephone: 01352 704700</b> <b>E-mail: <a href="mailto:Stephen.o.jones@flintshire.gov.uk">Stephen.o.jones@flintshire.gov.uk</a></b>
<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>OJEU</b> – Official Journal of the European Union. <b>HRC</b> – Household Recycling Centre

## EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

### Housing and Assets

- **Council HRA Rents – Write off of Former Tenancy Arrears**

Financial Procedure Rules (section 5.2) stipulates that individual bad and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member.

The write off of unpaid rents in respect of three separate tenancies/cases has resulted in a requirement to write off a total balance of £19,691.78 against the Housing Revenue Account.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS  
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY  
1 December 2018 TO 31 May 2019**

<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
December					
Environment Overview & Scrutiny Committee	11/12/18	Streetscene and Transportation	<b>North East Wales Metro Update</b> To update Scrutiny on the progress of the North East Wales Metro Project, including the latest bids to Welsh Government for funding.	Strategic	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	11/12/18	Planning, Environment and Economy	<p><b>Draft Interim Houses in Multiple Occupation (HMO) Developer Advice Note</b>            To provide interim planning advice to prospective developers of HMOs in relation to the standards, conditions and requirements that should be taken into account in submitting applications. This guidance will need to be published for public and stakeholder consultation in order to have subsequent weight as a material planning consideration. A specific policy relating to HMO development will be published as part of the emerging Local Development Plan but this will not have weight until the plan is adopted, hence the Interim Planning Advice Note.</p>	Operational	Cabinet Member for Planning and Public Protection
Environment Overview & Scrutiny Committee	11/12/18	Streetscene and Transportation	<p><b>Car Parking Charges Update</b>            To receive an update following the review of car parking charges</p>	Operational	Cabinet Member for Streetscene and Countryside

<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
Environment Overview & Scrutiny Committee	11/12/18	Streetscene and Transportation	<b>Garden Waste Services</b> To review and receive an update following the introduction of charges for Garden Waste collection services.	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	11/12/18	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	11/12/18	Chief Executive's	<p><b>Council Fund Budget 2019/20 – Updated Forecast and Process for Stage 3 of Budget Setting</b></p> <p>(1) to provide an updated budget forecast for 2019/20 following recent announcements by Welsh Government; and</p> <p>(2) to set out a suggested process for Stage 3 leading to the setting of a balanced budget in early 2019 (noting that the Local Government Final Settlement is due to be announced on 19<sup>th</sup> December).</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	11/12/18	Chief Executive's	<b>Flintshire Electoral Review</b> To provide an update on the progress of local work to assist with the review of the electoral arrangements for Flintshire being conducted by the Local Democracy and Boundary Commission.		
Flintshire County Council	11/12/18	Governance	<b>Audit Committee Terms of Reference and Charter</b> To seek Member's agreement to changes to the Audit Committee Terms of Reference and Charter, Article Seven of the Council's Constitution.		
Flintshire County Council	11/12/18	Governance	<b>Overview &amp; Scrutiny Annual Report 2017/18</b> To consider and approve the Overview & Scrutiny Annual Report for 2017/18.		
Corporate Resources Overview & Scrutiny Committee	13/12/18	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13/12/18	Finance	<p><b>2018/19 Revenue Budget Monitoring Reports (Month 7)</b></p> <p>This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7 and projects forward to year-end.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13/12/18	Chief Executive's	<p><b>Flintshire Public Services Board: Well-being Plan for Flintshire 2017-2023 - mid year review</b></p> <p>To note and support the work of the Public Services Board and the progress made within the Wellbeing Plan.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13/12/18	Finance	<p><b>Council Plan 2018/19 Mid-year Monitoring Report</b></p> <p>To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19.</p>	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13/12/18	People and Resources	<b>Workforce Information Report Quarter 2 2018/19</b> To consider the Workforce Information Report for Quarter 2 of 2018/19.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	13/12/18	Overview and Scrutiny	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	
Social & Health Care Overview & Scrutiny Committee	13/12/18	Overview and Scrutiny	<b>Forward Work Programme (Social &amp; Health Care)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	13/12/18	Social Services	<b>Update on Flint and Holywell Extra Care facilities</b> To provide Members with an update	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	13/12/18	Social Services	<b>Flintshire's Fostering Service</b> To set out proposals for developing, and enhancing, Flintshire's approach to Fostering	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee Page 256	13/12/18	Social Services	<b>Update on the Integrated Care Fund; its application, governance and impact</b> To update Scrutiny on the use of the Integrated Care Fund, the way its use is governed at a local, regional and national level and the difference that the funding is making to residents in Flintshire.	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	13/12/18	Social Services	<b>Regional Carers Strategy</b> To provide Members with an Overview of the strategy and approve Flintshire County council signing up to this North Wales strategy	Strategic	Cabinet Member for Social Services



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	13/12/18	Overview and Scrutiny	<b>Council Plan 2018/19 – Mid Year Monitoring</b> To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Social Services
Organisational Change Overview & Scrutiny Committee	17/12/18	Overview and Scrutiny	<b>Council Plan 2018/19 - Mid Year Monitoring</b> To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Education, Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	17/12/18	Governance	<b>Digital Customer Overview</b> To update on progress and to provide assurance to members of the design principles underpinning the creation of a single contact centre as part of delivering the digital customer theme of the digital strategy	Strategic	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	17/12/18	Overview and Scrutiny	<b>Forward Work Programme (Organisational Change)</b> To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	18/12/18	Housing and Assets	<b>Regional Homeless Strategy and Local Action Plan</b> To seek approval for the North Wales Regional Homeless Strategy and the Flintshire Local Action Plan 2019-22.	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	18/12/18	Streetscene and Transportation	<b>School Transport - Concessionary Spare Seats</b> To seek approval of the charging rate for school transport concessionary fares for the 2019/20 school year.	Strategic	Cabinet Member for Streetscene and Countryside
Cabinet	18/12/18	Streetscene and Transportation	<b>Tender for Collection and Sale of Household Goods Through Social Enterprise</b> To agree the procurement option for the bulky waste and deconstruction service.	Operational	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18/12/18	Chief Executive's	<p><b>Council Fund Budget 2019/20 - Updated Forecast and Process for Stage 3 of Budget Setting</b></p> <p>(1) To provide an updated budget forecast for 2019/20 following recent announcements by Welsh Government; and</p> <p>(2) to set out a suggested process for Stage 3 leading to the setting of a balanced budget in early 2019 (noting that the Local Government Settlement is due to be announced on 19th December)</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	18/12/18	Chief Executive's	<p><b>Flintshire Public Services Board: Well-being Plan for Flintshire 2017-2023 - Mid Year Review</b></p> <p>To provide an overview of the Flintshire Public Services Board and the work of the Board following adoption of the Well-being Plan.</p>	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18/12/18	Streetscene and Transportation	<b>Environmental Enforcement</b> To seek approval for the future service delivery method for environmental and car parking enforcement.	Strategic	Cabinet Member for Streetscene and Countryside
Cabinet	18/12/18	Education and Youth	<b>Discretionary Transport Policy Review: Post 16 College &amp; Schools Transport and Benefits Entitlement</b> To consider options for consultation on the discretionary school transport policy areas of post 16 provision and benefits entitlements.	Strategic	Cabinet Member for Streetscene and Countryside, Cabinet Member for Education
Cabinet	18/12/18	Chief Executive's	<b>Armed Forces Covenant - Annual Report</b> To present the Armed Forces Covenant Annual report for endorsement.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18/12/18	Chief Executive's	<b>Council Plan 2018/19 – Mid Year Monitoring</b> To agree the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	18/12/18	Planning, Environment and Economy	<b>Planning Enforcement Policy</b> To seek approval to publish the revised Policy, which has been required to reflect legislative changes and new working practice.	Strategic	Cabinet Member for Planning and Public Protection
Cabinet	18/12/18	Chief Executive's	<b>Revenue Budget Monitoring 2018/19 (month 7)</b> To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	19/12/18	Overview and Scrutiny	<b>Council Plan 2018/19 – Mid Year Monitoring</b> To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19.	Operational	Deputy Leader of the Council and Cabinet Member for Housing, Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	19/12/18	Housing and Assets	<b>Regional Homeless Strategy and Local Action Plan</b> To provide details of the Homeless Strategy and Action Plan.	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	19/12/18	Housing and Assets	<b>Communities for Work</b> To update Members on the delivery of the Welsh Government employability programmes in Flintshire.	Operational	Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	19/12/18	Overview and Scrutiny	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	20/12/18	Overview and Scrutiny	<b>Council Plan 2018/19 – Mid Year Monitoring</b> To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	20/12/18	Education and Youth	<b>School Admissions</b> To provide Members with a policy overview and update on numbers	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	20/12/18	Education and Youth	<b>School Modernisation</b> To update Members on the progress made with School Modernisation	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	20/12/18	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
January					
Environment Overview & Scrutiny Committee	15/01/19	Streetscene and Transportation	<b>Charging Points for Electronic Cars</b> To consider the draft strategy	Strategic	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	15/01/19	Streetscene and Transportation	<b>Six Month Review of Car Parking Charges Uplift</b> To receive an update following the review of car parking charges.	Strategic	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	15/01/19	Streetscene and Transportation	<b>School Transport – Hazardous Routes</b> To inform Scrutiny of the criteria for defining a school hazardous route and define the hazardous routes to school within the County	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	15/01/19	Streetscene and Transportation	<b>Fleet Contract – Update</b> To provide Scrutiny with an update on the progress of the countywide Fleet Contract two years after implementation.	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	15/01/19	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	17/01/19	Overview and Scrutiny	<b>Action Tracking</b> Olrhain Gweithred	Operational	Not Applicable



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	17/01/19	Chief Executive's	<b>Diversity and Equality Policy</b> To approve the Council's updated Diversity and Equality Policy.	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	17/01/19	Finance	<b>REVENUE BUDGET MONITORING 2018/19 (MONTH 8)</b> This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8 and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	17/01/19	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22/01/19	Housing and Assets	<p><b>Welsh Government Innovative Housing Programme</b></p> <p>To advise Cabinet of the in-principle award of £1.1M grant from the Welsh Government's Innovative Housing Programme (IHP) to the Council to develop 12 apartments on land at St Andrew's Church, Garden City, Queensferry</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	22/01/19	Chief Executive's	<p><b>Diversity and Equality Policy</b></p> <p>To seek approval of the Council's updated Diversity and Equality Policy.</p>	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	22/01/19	Chief Executive's	<p><b>Revenue Budget Monitoring 2018/19 (month 8)</b></p> <p>To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8, and projects forward to year-end.</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22/01/19	Governance	<b>Business Rates – Write Offs</b> For Cabinet to approve the write off of individual bad debts for Business Rates in excess of £25,000	Operational	Cabinet Member for Corporate Management and Assets
Community and Enterprise Overview & Scrutiny Committee	23/01/19	Overview and Scrutiny	<b>Forward Work Programme (Community &amp; Enterprise)</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	28/01/19	Overview and Scrutiny	<b>Forward Work Programme (Organisational Change)</b> To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Flintshire County Council	29/01/19	Planning, Environment and Economy	<b>Gambling Policy Renewal</b> To inform Members of the mandatory requirements to review the Gambling Policy and seek approval of the reviewed document		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	29/01/19	Chief Executive's	<p><b>Pay Policy Statement for 2019/20</b> All local authorities are required to publish their Pay Policy Statement by April annually. The Pay Policy Statement presented within this report is the seventh annual Statement published by Flintshire County Council.</p>		
Audit Committee	30/01/19	Governance	<p><b>Internal Audit Progress Report</b> To present to the Committee an update on the progress of the Internal Audit Department.</p>	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	30/01/19	Governance	<p><b>Action Tracking</b> To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.</p>	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	30/01/19	Governance	<p><b>Forward Work Programme</b> To consider the Forward Work Programme of the Internal Audit Department.</p>	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	31/01/19	Overview and Scrutiny	<b>Forward Work Programme (Social &amp; Health Care)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	31/01/19	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
February					
Corporate Resources Overview & Scrutiny Committee	14/02/19	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/02/19	Finance	<p><b>REVENUE BUDGET MONITORING 2018/19 (MONTH 9)</b></p> <p>This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 9 and projects forward to year-end</p>	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	14/02/19	People and Resources	<p><b>Workforce Information Report Quarter 3</b></p> <p>To consider the Workforce Information Report for Quarter 3 of 2018/19.</p>	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/02/19	Chief Executive's	<p><b>Welsh Language Strategy</b></p> <p>To note and support the final draft of the Welsh Language Strategy incorporating feedback from consultation.</p>	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/02/19	Overview and Scrutiny	<p><b>Forward Work Programme (Corporate Resources)</b></p> <p>To consider the Forward Work Programme of the Corporate Resources Overview &amp; Scrutiny Committee</p>	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/02/19	Housing and Assets	<p><b>Continued Provision of the Councils CCTV Service</b> To approve the joint work proposal with Wrexham County Borough Council for the merging of the County Councils CCTV monitoring service with that of Wrexham.</p>	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	19/02/19	Housing and Assets	<p><b>Implementation of the Rental Exchange scheme</b> To consider the introduction of the Rental Exchange service and authorise officers to implement the scheme and engage with council tenants on its introduction and their right to opt out</p>	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	19/02/19	Chief Executive's	<p><b>Prudential Indicators 2019/20 to 2020/21</b> To present proposals for setting a range of Prudential Indicators in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/02/19	Chief Executive's	<p><b>Minimum Revenue Provision - 2019/20 Policy</b>            To present proposals for the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt in 2019/20, as required under the Local Authorities (Capital Finance and Accounting) (Wales) (Amendment) Regulations 2008 ('the 2008 Regulations').</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/02/19	Chief Executive's	<p><b>Capital Programme 2018/19 (Month 9)</b>            To provide the Month 9 (end of December) capital programme information for 2018/19.</p>	Operational	Leader of the Council and Cabinet Member for Finance



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/02/19	Chief Executive's	<p><b>Revenue Budget Monitoring 2018/19 (month 9)</b>            To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 9, and projects forward to year-end.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Flintshire County Council Page 273	19/02/19	Chief Executive's	<p><b>Minimum Revenue Provision - 2019/20 Policy</b>            To present to Council the recommendations of the Cabinet in relation to the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt.</p>		
Flintshire County Council	19/02/19	Chief Executive's	<p><b>Prudential Indicators 2019/20 to 2020/21</b>            To present to Council the recommendations of the Cabinet in relation to the setting of a range of Prudential Indicators.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	26/02/19	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
March					
Community and Enterprise Overview & Scrutiny Committee	13/03/19	Overview and Scrutiny	<b>Forward Work Programme (Community &amp; Enterprise)</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	14/03/19	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/03/19	Finance	<p><b>REVENUE BUDGET MONITORING 2018/19 (MONTH 10)</b></p> <p>This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 10 and projects forward to year-end</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/03/19	Overview and Scrutiny	<p><b>Forward Work Programme (Corporate Resources)</b></p> <p>To consider the Forward Work Programme of the Corporate Resources Overview &amp; Scrutiny Committee</p>	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	18/03/19	Overview and Scrutiny	<p><b>Forward Work Programme (Organisational Change)</b></p> <p>To consider the Forward Work Programme of the Organisational Change Overview &amp; Scrutiny Committee</p>	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/03/19	Chief Executive's	<p><b>Revenue Budget Monitoring 2018/19 (month 10)</b> To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 10, and projects forward to year-end.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/03/19	Education and Youth	<p><b>School Admission Arrangements 2020/21</b> To advise on the outcome of the statutory consultation exercise on the admission arrangements for September 2020 and to recommend approval.</p>	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	21/03/19	Overview and Scrutiny	<p><b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education &amp; Youth Overview &amp; Scrutiny Committee</p>	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	27/03/19	Governance	<p><b>Internal Audit Strategic Plan 2019/2022</b> To present the proposed Internal Audit Plan for the three year period 2019/20 to 2021/22 for Members' consideration.</p>	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	<p><b>Audit Committee Self-Assessment 2018/19</b> To inform Members of the results of the Audit Committee self-assessment which will feed into the preparation of the Annual Governance Statement 2018/19. It will also form the basis for the provision of any further training required by the Committee.</p>	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	<p><b>Public Sector Internal Audit Standards Compliance 2018/19</b> To inform the Committee of the results of the annual internal assessment of conformance with the Public Sector Internal Audit Standards (PSIAS).</p>	All Report Types	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	27/03/19	Governance	<b>Internal Audit Progress Report 2018/19</b> To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	<b>Action Tracking</b> To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	Cabinet Member for Corporate Management and Assets
Social & Health Care Overview & Scrutiny Committee	28/03/19	Overview and Scrutiny	<b>Forward Work Programme (Social &amp; Health Care)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	28/03/19	Social Services	<b>Learning Disability Day Care and Work Opportunities Alternative Delivery Model</b> To receive a progress report on the first year of operation as an alternative delivery model.	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
April					
Environment Overview & Scrutiny Committee	9/04/19	Streetscene and Transportation	<b>Public Convenience Strategy</b> To seek a recommendation to Cabinet to approve the Council's Public Convenience Strategy following the consultation period.	Strategic	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	9/04/19	Planning, Environment and Economy	<b>Greenfield Valley Heritage park</b> To receive a 12 month progress report	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	9/04/19	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	11/04/19	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	11/04/19	Finance	<p><b>REVENUE BUDGET MONITORING 2018/19 (MONTH 11)</b></p> <p>This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 11 and projects forward to year-end</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	11/04/19	Overview and Scrutiny	<p><b>Forward Work Programme (Corporate Resources)</b></p> <p>To consider the Forward Work Programme of the Corporate Resources Overview &amp; Scrutiny Committee</p>	Operational	Not Applicable



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	16/04/19	Chief Executive's	<b>Revenue Budget Monitoring 2018/19 (month 11)</b> To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 11, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 5px;">Page 2</div> <div> <p>May</p> </div> </div>					
Community and Enterprise Overview & Scrutiny Committee	1/05/19	Overview and Scrutiny	<b>Forward Work Programme (Community &amp; Enterprise)</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	9/05/19	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	9/05/19	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	13/05/19	Overview and Scrutiny	<b>Forward Work Programme (Organisational Change)</b> To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	16/05/19	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Environment Overview & Scrutiny Committee	21/05/19	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	23/05/19	Social Services	<b>Annual Directors Report</b> To consider the draft report.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	23/05/19	Social Services	<b>Third Sector update</b> Annual review of the social care activities undertaken by the third sector in Flintshire	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	23/05/19	Overview and Scrutiny	<b>Forward Work Programme (Social &amp; Health Care)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable

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