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To: Cllr Clive Carver (Chairman)

Councillors: Bernie Attridge, Haydn Bateman, Geoff Collett, Bob Connah, Paul Cunningham, Mared Eastwood, Patrick Heesom, Paul Johnson, Richard Jones, Michelle Perfect, Vicky Perfect, Aaron Shotton, Andy Williams and Arnold Woolley

7 June 2019

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 13th June, 2019 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

*** Please note that there will be a briefing at 9.30am on the Local Government Pension Scheme, which is for Committee Members only, before the public session commences at 10am**

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 10)

Purpose: To confirm as a correct record the minutes of the meeting on 9 May 2019.

4 ACTION TRACKING (Pages 11 - 14)

Report of Democratic Services Manager -

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

5 **FORWARD WORK PROGRAMME** (Pages 15 - 22)

Report of Democratic Services Manager -

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

6 **COUNCIL TAX COLLECTION RATES** (Pages 23 - 28)

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

Purpose: To provide Members with statistical information on the latest Council Tax collection rates, arrear levels and comparisons with other local authorities in Wales.

7 **WORKFORCE INFORMATION REPORT - QUARTER 4 2018/19** (Pages 29 - 50)

Report of Senior Manager, Human Resources & Organisational Development - Cabinet Member for Corporate Management and Assets

Purpose: To provide members with an update of 2018/19 organisational performance and trends.

8 **COUNCIL PLAN 2019/20** (Pages 51 - 70)

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

Purpose: To update on the actions to complete the review of the Council Plan 2019/20 in readiness for recommendation to Council for adoption.

Yours sincerely



Robert Robins
Democratic Services Manager

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **9 MAY 2019**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 9 May 2019

PRESENT: Councillor Clive Carver (Chairman)

Councillors: Haydn Bateman, Geoff Collett, Bob Connah, Paul Cunningham, Mared Eastwood, Patrick Heesom, Paul Johnson, Richard Jones, Mike Lowe, Michelle Perfect, Vicky Perfect, Andy Williams and Arnold Woolley

APOLOGIES: Councillor Helen Brown

CONTRIBUTORS: Councillor Ian Roberts, Leader and Cabinet Member for Education; Councillor Glyn Banks, Cabinet Member for Finance; Councillor Billy Mullin, Cabinet Member for Corporate Management & Assets; Chief Executive; Senior Manager, Human Resources and Organisational Development; and Corporate Finance Manager

IN ATTENDANCE: Democratic Services Manager and Democratic Services Officer

01. APPOINTMENT OF CHAIR

The Democratic Services Manager gave a reminder that at the Annual Meeting, Council had resolved that the Conservative group should nominate the Chair of the Committee. The nomination from the group had been for Councillor Clive Carver.

RESOLVED:

That Councillor Clive Carver be confirmed as Chairman of the Committee for the municipal year.

(From this point, Councillor Carver chaired the remainder of the meeting)

02. APPOINTMENT OF VICE-CHAIR

The Chairman sought nominations for the appointment of Vice-Chair. Councillor Paul Cunningham was nominated by Councillor Paul Johnson and this was seconded by Councillor Mike Lowe. On being put to the vote, the nomination was carried. No further nominations were received.

RESOLVED:

That Councillor Paul Cunningham be appointed Vice-Chair of the Committee for the municipal year.

03. MINUTES

The minutes of the meeting held on 11 April 2019 were submitted.

Minute 101: Councillor Heesom asked that his point on the need for Members to disassociate themselves with the views of Officers about the increase in Council Tax as agreed in the budget, be included in the minutes. Councillor Heesom also took the opportunity to express concerns that a budget monitoring report had not been included on the agenda for consideration by the Committee at the present meeting. The Chief Executive referred to standing practice which was that monthly monitoring reports began following the first quarter of each year. Therefore, one was not due until July.

Minute 104: Councillor Woolley referred to his comments and said that the concerns raised by the Authority had been represented to the WG by the WLGA since 2008 but had still not been addressed. It was agreed that the minutes be amended to reflect that national progress in resolution was unsatisfactory.

Minute 103: Following a suggestion from Councillor Richard Jones it was agreed that the words 'It was acknowledged that the Corporate Resources Overview & Scrutiny Committee would maintain an overview and become involved in discussions as required' would be included in the last paragraph.

It was agreed that the Democratic Services Manager would send an email to the Committee inviting Members to forward any proposed amendments to the draft minutes to him before meetings so the wording can be prepared in advance.

Councillor Paul Johnson moved that the minutes be approved with the two amendments, which was duly seconded

RESOLVED:

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

04. ACTION TRACKING

The Democratic Services Manager presented the progress report on actions arising from previous meetings. He referred to the agenda item on Finance and Business Planning Cycle and advised that the performance information workshop had been rearranged and would be held on 30 May.

Following discussion at a previous meeting the Chief Executive had suggested that a Member workshop be held on employer pension funding and it was agreed that a short session on 'How the Local Government Pension Scheme works' would be held immediately prior to the next meeting of the Committee to be held on 13 June.

RESOLVED:

That the Committee notes the progress which has been made.

05. FORWARD WORK PROGRAMME

The Democratic Services Manager presented the current Forward Work Programme for consideration and drew attention to the items scheduled for consideration at the next meeting of the Committee to be held on 13 June.

Councillor Paul Johnson referred to the suggestion that representatives of the Welsh Local Government Association be invited to participate in a future Member workshop before the August recess to link in with the Council's work on the budget. Councillor Johnson was advised that a response to agree a suitable date was awaited from the WLGA.

Councillor Richard Jones asked if consideration could be given to the Committee participating in the work of the Cross-Party Working Group on Local Government Finance. The Chief Executive and Councillor Ian Roberts agreed with the suggestion and advised that the next meeting of the Cross Party Working Group was to be held next week and feedback could be provided.

Reference was made to the need to discuss with Overview & Scrutiny Committee Chairs across the region on how best to scrutinise the North Wales Economic Ambition Board Reserved Matters in due course. The Chief Executive offered to pursue this.

RESOLVED:

- (a) That the Forward Work Programme, as amended, be approved; and
- (b) That the Democratic Services Manager, in consultation with the Chair and Vice-Chair be authorised to vary the Forward Work Programme between meetings, should this become necessary.

06. REVIEW OF PAY POLICY AND PAY MODEL

The Chief Executive introduced a progress report on (1) pay modelling for the implementation of the second year (2019) of the two year National Joint Council (NJC) pay agreement (2018/19 – 2019/20); and (2) maintenance of structural design and terms of employment following the Single Status Agreement (2014).

The Chief Executive provided background information and advised that if the Council implemented the second year of the two year NJC pay agreement as per the national model on a straight like for like 'read across' basis, the local pay model would be disrupted to an extent that it would no longer meet organisational design and pay policy principles and might be open to challenge on the grounds of gender inequality. Consequently, the existing Council pay model had been fundamentally reviewed to accommodate the national pay agreement.

The Senior Manager, Human Resources and Organisational Development, reported on pay modelling, maintenance of the Single Status Agreement, and Organisational Change and Redesign. She advised that year 2 of the NJC pay agreement included the introduction of a 'new' pay spine with assimilation to newly created spinal column points and necessitated a fundamental change to the pay model/spine locally. Local agreement had been reached on a preferred pay model in March 2019. The overall outcome of the new model not only resulted in the implementation of the new national pay spine provided for as part of the two year agreement, but achieved a smoothed pay spine, addressed pay parity and the gap between the Greater London Provincial Council (GLPC) core pay and Hay senior pay scales.

The Senior Manager, Human Resources and Organisational Development explained that the new pay model passed the tests of being legal, equitable, workable, sustainable, acceptable and affordable. Initial communications to employees were made in March. The effective date of the new pay model was 1 April 2019 and the target date for implementation was July 2019 (to be backdated to April 2019). In addition to an internal Equity Impact Assessment, an independent Equality Impact Assessment was commissioned. The Assessments were positive and provided assurance. The Senior Manager continued that final approval was given to the proposed pay model and grading structure by the recognised Trade Unions in April, and work had commenced on implementation. She advised that the critical activity being a data cleanse and realignment of portfolios on iTrent (the workforce software system) which had been completed. The new model would be applied in a test environment for rigorous testing before being transferred into the live environment.

The Chief Executive and the Senior Manager advised that preserving the integrity of the pay model was critical to protect the Council from equal pay claims. Governance of the ongoing maintenance and monitoring of the Single Status Collective Agreement ensured the integrity of the Agreement was preserved and was achieved in part through the provision of regular Equal Pay Audits and follow-up action plans in addition to service redesign.

Councillor Billy Mullin referred to the difficult and complex work undertaken in the Pay Policy and Pay Model Review and expressed thanks to the Chief Executive and Senior Manager Human Resources and her team for their work. It was agreed that the Democratic Services Manager would send an email to on behalf of the Committee, to thank the Chief Executive, Chief Officer (Governance), Corporate Finance Manager, and Senior Manager Human Resources & Organisational Development, for their work and asked that thanks also be passed to other staff involved.

During discussion Officers responded to the comments and questions raised by Members concerning the National Living Wage, payment of agency workers, and comparable pay models in other areas.

The Chair sought clarification on the figures provided for rates of protected allowances for Laboratory/Workshop Technicians. Officers advised that the rates

were agreed nationally and were confirmed as annual figures but were not applicable to the Authority.

Councillor Arnold Woolley highlighted a typographical error on page 30 of the report and said Greater Local Provincial Council should be amended to read Greater London Provincial Council. Councillor Woolley also said he had some concerns regarding pension matters that he would raise with Officers following the meeting.

The Chief Executive advised that provision had been made in the annual budget for the pay award.

The Senior Manager Human Resources explained that the majority of services within portfolios had been through some degree of organisational change since the implementation of the single status agreement in June 2014. On each occasion this had necessitated a review of the operating model including structures roles and responsibilities to ensure consistency and safeguard of the Council from external challenges.

Councillor Paul Cunningham congratulated Officers on the report and reiterated the thanks which had been expressed to Officers and all staff involved for their hard work on the Pay Policy and Pay Model Review.

The recommendations were moved by Councillor Paul Cunningham and seconded by Councillor Arnold Woolley.

RESOLVED:

- (a) That the Committee notes and welcomes the progress made in reviewing the Pay Model to incorporate the national pay agreement; and
- (b) notes the other information contained within the report; and
- (c) expresses its thanks to all of the officer team involved in the Pay Model review and associated work

07. COUNCIL PLAN 2019/20

The Chief Executive introduced a report on the Council Plan 2019/20 which was approved by Cabinet on 16 April and developed since. The Committee was asked to review the priorities and sub-priorities and provide feedback to Cabinet.

The Chief Executive provided background information and explained that the outline of the Council Plan for 2019/20 including the seven themes, their priorities and sub priorities were summarised in the report. Work was progressing well on the detail of each sub priority and the in-year actions planned. Cabinet endorsement of the priorities and sub-priorities of Part 1 of the Plan was given in April. The whole Plan – Parts 1 and 2 (Part 2 including the detailed measures and milestones) was to be adopted by the County Council in June on the recommendation of Cabinet.

The Council Plan 2019/20 retained the super structure of six themes and supporting priorities with an additional theme to focus on the high profile operational services. He said a draft plan with a short questionnaire to provide feedback would be sent to the Committee next week and suggested that a workshop be held to consider the Council Plan in detail at the end of May. This was agreed by the Committee.

Councillor Billy Mullin spoke of the Committee's valuable input in scrutinising the Council Plan and said the comments and views of Members were taken on board. He also spoke of the importance of Members attendance at workshops and the opportunity they presented to raise any concerns.

Councillor Richard Jones expressed the view that not all Members had fully appreciated the invitation to the workshop and the importance of the Council Plan. He commented on the need to manage the Plan alongside the budget process. Councillor Jones proposed that the item be deferred until a workshop on the Council Plan had been held and that an email be sent on behalf of the Committee urging all Members to attend the workshop to be held at the end of May. This was duly seconded by Councillor Paul Cunningham. The Chair agreed to send an email on behalf of the Committee to emphasise the importance of attending the workshop on the Council Plan. Councillor Glyn Banks suggested that Members be asked in the email to provide feedback on the draft Council Plan.

Councillor Richard Jones drew attention to the last sentence, second paragraph, on page 57 of the report and said that it suggested that some services were viewed as a lower profile and were not protected.

Councillor Patrick Heesom expressed a number of concerns on the Council Plan and said more work needed to be undertaken on the budget setting and key functions as outlined in the Plan. He also commented on the North Wales Growth Deal and the Integrated Transport Strategy and said there was a need for more structure in the Plan to address the key issues of economic and social development. The Chief Executive said he would welcome further discussion around specific issues or challenges that Members wished to raise and commented that the Plan reflected the budget which Council had recently approved. The Chief Executive also said he would welcome the opportunity for further input and discussion with Members at the workshop on 30 May.

Councillor Richard Jones said he did not think there was a need for the introduction of a seventh theme on Safe and Clean Communities which he felt would make it more difficult to undertake year on year comparison.

It was agreed that the Democratic Services Manager would email the Corporate Business and Communications Officer with the Committee's good wishes for her recovery.

The recommendations were proposed by Councillor Richard Jones and seconded by Councillor Arnold Woolley.

RESOLVED:

- (a) That the Committee notes the process and timetable for the annual review of the Plan;
- (b) That the Committee defers further consideration of the report until a workshop is held; and
- (c) That an email be sent by the Chair, on behalf of the Committee, urging all Members to attend the Council Plan workshop to be held on Thursday 30 May 2019.

08. CROSS-PARTY WORKING GROUP ON LOCAL GOVERNMENT FINANCE

The Chief Executive gave background information and provided a presentation on the Cross Party Working Group on Local Government Finance which covered the following key points:

- context
- origins
- terms of reference
- planning the work of the Group
- our developing position
- what next

Councillor Ian Roberts said the meeting which had been held between the cross-party delegation and the Minister in February had been positive. He referred to service pressures and cited the need for Welsh Government to provide funding to meet teachers' pay awards which had been delegated to local authorities and on the need to cap local funding for Out of County placements. He also referred to the need for indexation for inflation, the cost for new legislation, and the longer term review of the funding formula. Councillor Roberts thanked all who had attended the meeting and advised that a further meeting was scheduled next week. The Chief Executive advised that the focus of the Group was to provide an evidence base for improved national funding.

Councillor Patrick Heesom said there was a need for Members to have greater accountability and involvement in budget monitoring of expenditure. In his response Councillor Ian Roberts explained that Members were welcome to send any further suggestions on the budget to the Chief Executive, Cabinet Members, or Finance Team.

During discussion it was agreed that the presentation slides would be sent to the Cross-party Working Group with the agenda for the next meeting.

RESOLVED:

That the progress of the Cross-party working Group on Local Government Finance be welcomed

09. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10.00 a.m and ended at 12.10 p.m)

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Chairman



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13 June 2019
Report Subject	Action Tracking
Cabinet Member	Not Applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

RECOMMENDATIONS

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

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

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

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

4.00	RISK MANAGEMENT
4.01	Not applicable.

5.00	APPENDICES
5.01	Appendix A – CRO&SC Action Points

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Minutes of previous meetings of the committee as identified in the report.</p> <p>Contact Officer: Robert Robins, Democratic Services Manager Telephone: 01352 702320 E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	None.

Action Tracking Appendix for June 2019

Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
15.11.18	6. National Budgets update; implications & updated local forecast	Potential future Member workshop to understand how local government pension scheme works.	Robert Robins	Half hour briefing immediately prior to June meeting	Completed.
13.12.18	4. Action Tracking	Further reports on Flintshire Bridge to be shared	Robert Robins	Arrangements to be made in due course	When available
11.04.19	Forward Work Programme	4. To discuss with OSC Chairs the approach to scrutinising decisions on NWEAB Reserved Matters at a later stage. 5. To invite WLGA reps to a meeting with Members before the August recess.	Robert Robins	4 and 5 to be determined	End of June 2019
11.04.19	MTFS Forecast Update	2. Mechanism to ensure O&SCs are satisfied with expenditure levels. 3. Share detail of 3 year forecast to that Members can see the direction of travel including Council Tax predictions.	Robert Robins	MTFS report to July meeting.	Completed.
11.04.19	Revenue Budget monitoring 2018/19 Month 11	Future report on the breakdown of Central & Corporate Finance	Robert Robins	To be determined.	
09.05.19	Minutes	Cllr Heesom: Minute 101 - include: ' It was acknowledged that the Corporate Resources Overview & Scrutiny Committee would maintain an overview and become involved in discussions as required' in the last paragraph of page 5. Minute 104: Councillor Woolley referred to his comments and said that the concerns raised by the Authority had been represented to the WG by the	Maureen Potter	Minutes amended	Completed.

		WLGA since 2008 but had still not been addressed. It was agreed that the minutes be amended to reflect that national progress in resolution was unsatisfactory.			
Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
09.05.19	Forward Work programme	To discuss with OSC Chairs the approach to scrutinising decisions on NWEAB Reserved Matters at a later stage. (There is board meeting imminent at which engagement can be discussed) Possibility of the committee being involved with the work of the Cross-party working group on Local government Finance.	Robert Robins	To be determined	To be determined
09.05.19	Review of Pay Policy and Pay Model	send email to Chief Executive, Chief Officer (Governance), Corporate Finance Manager and Senior manager HR & OD on behalf of the committee, thanking them for the work involved in the Pay Policy and Pay Model Review and asking that those thanks be circulated to other staff involved	Robert Robins	Email sent	Completed
09.05.19	Council Plan	an email be sent by the Chair, on behalf of the committee, urging all Members to attend the Council plan workshop to be held on Thursday 30 th May at 1pm.	Robert Robins	Email drafted and sent by Chair 10.05.19	Completed
09.05.19	Cross-party working group on Local Government Finance	The presentation slides to be sent to the Cross-party Working Group with the agenda for the next meeting.	Robert Robins	Slides sent to 16 th May meeting	Completed



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13 th June 2019
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATION

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

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.
4.00	RISK MANAGEMENT
4.01	None as a result of this report.
5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Robert Robins Democratic Services Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

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

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

DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT(S) FROM
Thursday 11 th July 20-19 10am	Action Tracking Forward Work programme	Progress chasing Approval	Robert Robins
All Members will be invited to the meeting for this item.	Medium Term Financial strategy	Development update	Chief Executive/ Gary Ferguson
	Year End Council Plan monitoring Report	Monitoring	Karen Armstrong
	Council Plan 2019/23	Development	Karen Armstrong
	Revenue Budget Monitoring 2018/19 Outturn	Monitoring	Sara Dulson
	Revenue Budget Monitoring 2019/20 Interim	Monitoring	Sara Dulson
Thursday 19 th September 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins

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

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	Community Safety Partnership Annual report	Monitoring	Sian Jones
	Council Plan Q1 Monitoring Report	Assurance	Karen Armstrong
	Workforce Information 2019/20 Q1 report	Monitoring	Andrew Adams
	People Strategy	Assurance	Sharon Carney
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Sara Dulson
Thursday 17 th October 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Asset management plan	Review	Neal Cockerton
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Sara Dulson

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

	Complaints and Case Handling Update	Monitoring	Rebecca Jones
Thursday 14 th November 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Council Plan Q2 Monitoring Report	Monitoring	Karen Armstrong
	Workforce Information 2019/20 Q2 report	Monitoring	Andrew Adams
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Sara Dulson
Thursday 12 th December 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Sara Dulson
Thursday 16 th January 2020 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins

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

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

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13 June 2019
Report Subject	Council Tax Collection Rates
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

This report provides Scrutiny Members with an operational update on the latest year-end council tax collection rates following the setting of the annual Council budget for 2019/20.

The latest statistical analysis shows that despite financial challenges faced by the Council to manage reductions in the grants received from Central Government, the Council is maintaining strong collection levels and the council tax service continues to work with residents by making it easier for residents to pay their bills, access information and especially support those who experience payment difficulties.

In the financial year 2018/19, the Council maintained an 'in-year' collection level at 98.2% of Council Tax in the year it fell due which is well above all national averages. The latest collection figure maintains performance at the same level as the previous year despite the increase in Council Tax charges for 2018/19.

RECOMMENDATIONS

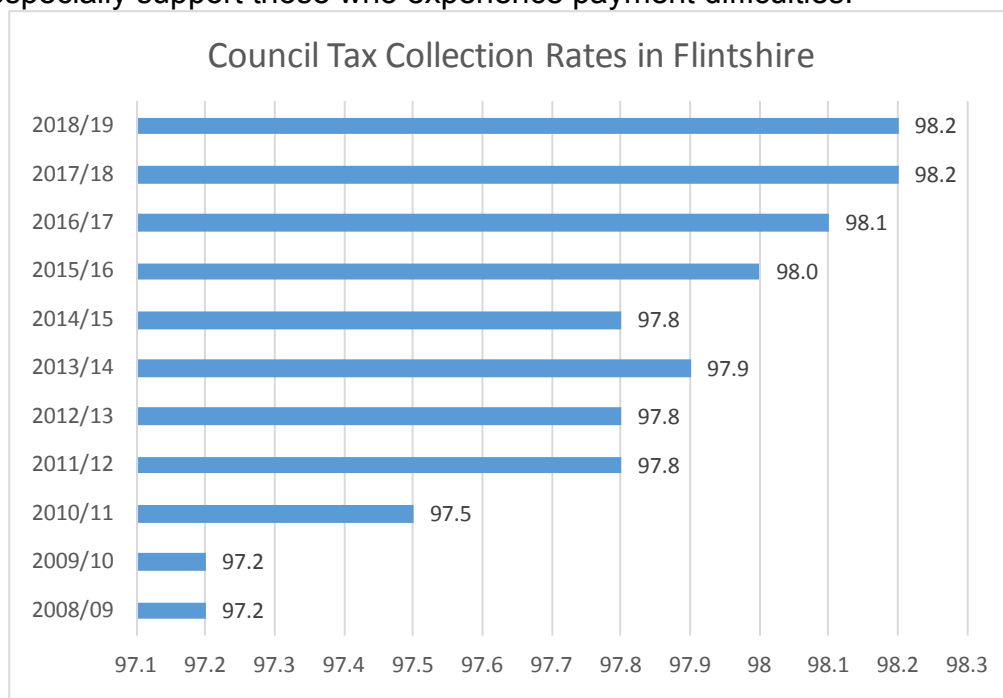
1	To note the latest Council Tax collection levels and the supporting information.
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REPORT DETAILS

1.00	EXPLAINING THE COUNCIL TAX COLLECTION LEVELS
1.01	Local authorities are responsible for the billing and collection of Council Tax. Council Tax is also the main source of locally raised income by the Council to partly fund the cost of running Council services.
1.02	Before the start of each financial year, and throughout the year, local authorities issue Council Tax bills to householders who are subject to Council Tax on domestic properties. Each Council Tax bill is calculated by applying the appropriate band charges then applying discounts, exemptions and disregards in appropriate cases.
1.03	The efficient billing, collection and recovery is crucial to the financial stability of the Council and officers frequently monitor collection levels to ensure recovery systems and processes are working effectively.
1.04	As a key performance indicator, Welsh Government also publish an annual statistical release that analyses the amount of council tax that Welsh local authorities collect in each financial year that the council tax falls due. This measure is commonly referred to as the 'in-year' collection rates. In other words it is how much the local authority collected by 31 March of the council tax as a percentage of the amount they would have collected if everyone had paid the full amount for which they were liable.
1.05	<p>A hyperlink to the latest statistical release for Welsh council tax collection rates in 2017/18 is provided in section 6 of this report.</p> <p>Because the statistical release includes data for individual authorities, it enables the Council to measure its own collection performance against other local authorities in Wales.</p>
1.06	In the latest audited figures published by the Welsh Government for 2017/18, it shows the Council, with the support of local residents, collected 98.2% of Council Tax in the year it fell due. This is well above the national average of 97.4% and continues to place Flintshire as one of the highest performing Councils in Wales.
1.07	Although the 0.8% difference in collections between Flintshire and the Welsh average during 2017/18 might appear to be insignificant in percentage terms in monetary terms it equates to the recovery of an additional £700k of critical income.
1.08	The next national statistical release for 2018/19 collection rates will be published by Welsh Government in June 2019 but the latest calculations show that during 2018/19 the Council Tax service in Flintshire maintained 'in-year' collection levels at 98.23%. This has been achieved despite the financial challenges faced by the Council to manage significant reductions in the grants received from Central Government, the need to increase Council Taxes to maintain services and the continued rollout of Universal Credit – all of which can have an impact on the ability to collect Council Tax on-time.

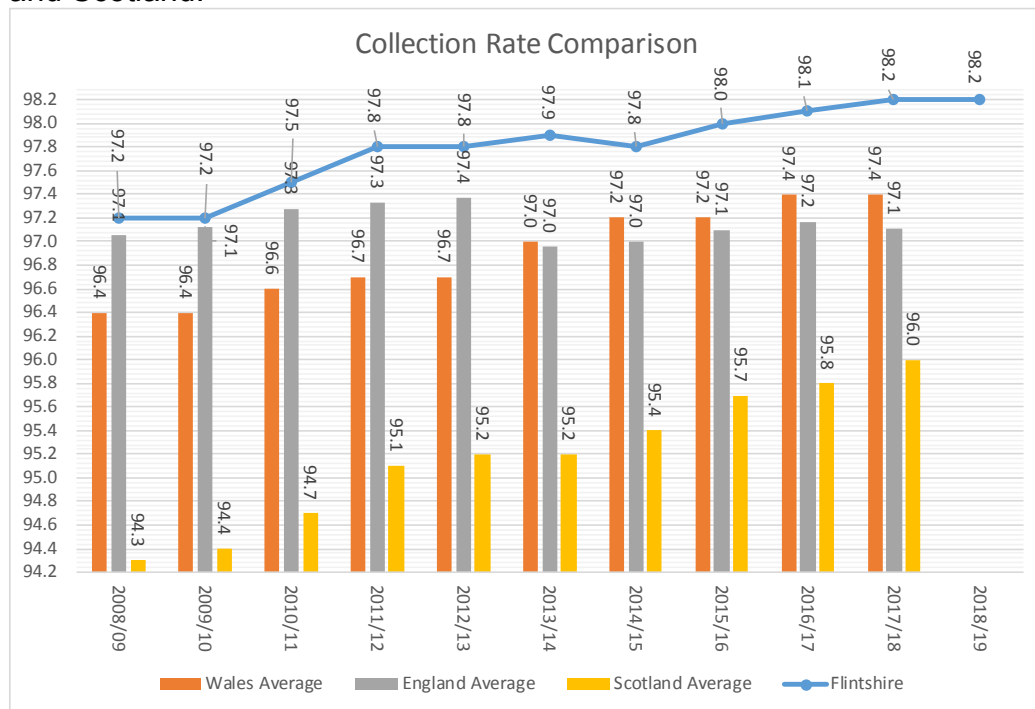
1.09

The table below shows the ‘in-year’ collection rates that have been achieved for each year over the past 10 years. The table illustrates a position of continued improvement as the Council Tax service continues to develop and enhance service standards by making it easier for residents to pay their bills, access information about discounts and exemptions but especially support those who experience payment difficulties.



1.10

The table below also illustrates how Flintshire’s ‘in-year’ collection rates compare with the Welsh average, including the average across England and Scotland.



1.11

In financial terms, achieving a 98.23% ‘in-year’ collection level during 2018/19, meant that £83.7m out of a total collectable amount of £85.3m was successfully recovered ‘in-year’.

1.12	Some households struggle to meet their payment obligations and so not all Council Tax is collected 'in-year'. After factoring in £80k of debt that was written off in respect of 2018/19 charges, £1.4m of arrears were outstanding as at 31 st March 2019 in respect of the 2018/19 charges.																																																																								
1.13	The Council continues to collect arrears owing from 2018/19 as quickly as possible in conjunction with the collection of the current 'in-year' charges. Most taxpayers who owe arrears typically enter into longer term payment agreements to pay off arrears and to take account of personal circumstances. For those arrear balances relating to the tax year 2018/19, as at the time of writing this report, these have reduced by £180k (i.e. £1.40m to £1.22m) since 31 st March 2019.																																																																								
1.14	<p>In addition to this, as at the 31st March 2019, a total of £2.7m was recorded as being the total outstanding in respect of all previous financial years, including £1.40m that was owing from 2018/19 as at 31/3/19. Total arrears have now reduced from £2.7m to £2.2m as at the time of writing this report. This equates to a reduction of £0.5m since April 2019.</p> <p>Robust recovery procedures and measures are in place to recover all sums through a range of enforcement measures where appropriate, including attachment of earnings orders, attachment of benefit orders, bailiff action, charging orders, and voluntary payment agreements.</p>																																																																								
1.15	<p>The table below provides a useful comparison with other local authorities in Wales on the collection of arrears across all years up to 2017/18. This demonstrates that not only does Flintshire have one of the best 'in-year' collection levels but it also has one of the lowest levels of arrears as a comparison with the annual collectable amount.</p> <table border="1" data-bbox="435 1189 1286 2069"> <thead> <tr> <th data-bbox="435 1189 770 1397">Local Authority</th> <th data-bbox="770 1189 903 1397">Total 'in-year' collectable amount £ thousands</th> <th data-bbox="903 1189 1038 1397">Total Arrears outstanding (all years) at 31/03/18 £ thousands</th> <th data-bbox="1038 1189 1286 1397">Total Arrears outstanding (all years) against 'in-year' collectable amounts (%)</th> </tr> </thead> <tbody> <tr> <td data-bbox="435 1397 770 1435">Vale of Glamorgan</td> <td data-bbox="770 1397 903 1435">73,724</td> <td data-bbox="903 1397 1038 1435">2,156</td> <td data-bbox="1038 1397 1286 1435">2.9%</td> </tr> <tr> <td data-bbox="435 1435 770 1473">Flintshire</td> <td data-bbox="770 1435 903 1473">79,554</td> <td data-bbox="903 1435 1038 1473">2,722</td> <td data-bbox="1038 1435 1286 1473">3.4%</td> </tr> <tr> <td data-bbox="435 1473 770 1512">Pembrokeshire</td> <td data-bbox="770 1473 903 1512">56,698</td> <td data-bbox="903 1473 1038 1512">1,967</td> <td data-bbox="1038 1473 1286 1512">3.5%</td> </tr> <tr> <td data-bbox="435 1512 770 1550">Monmouthshire</td> <td data-bbox="770 1512 903 1550">61,415</td> <td data-bbox="903 1512 1038 1550">2,805</td> <td data-bbox="1038 1512 1286 1550">4.6%</td> </tr> <tr> <td data-bbox="435 1550 770 1588">Powys</td> <td data-bbox="770 1550 903 1588">78,835</td> <td data-bbox="903 1550 1038 1588">3,651</td> <td data-bbox="1038 1550 1286 1588">4.6%</td> </tr> <tr> <td data-bbox="435 1588 770 1626">Cardiff</td> <td data-bbox="770 1588 903 1626">162,352</td> <td data-bbox="903 1588 1038 1626">8,142</td> <td data-bbox="1038 1588 1286 1626">5.0%</td> </tr> <tr> <td data-bbox="435 1626 770 1664">Neath Port Talbot</td> <td data-bbox="770 1626 903 1664">65,435</td> <td data-bbox="903 1626 1038 1664">3,411</td> <td data-bbox="1038 1626 1286 1664">5.2%</td> </tr> <tr> <td data-bbox="435 1664 770 1702">Caerphilly</td> <td data-bbox="770 1664 903 1702">63,236</td> <td data-bbox="903 1664 1038 1702">3,300</td> <td data-bbox="1038 1664 1286 1702">5.2%</td> </tr> <tr> <td data-bbox="435 1702 770 1740">Denbighshire</td> <td data-bbox="770 1702 903 1740">49,549</td> <td data-bbox="903 1702 1038 1740">2,654</td> <td data-bbox="1038 1702 1286 1740">5.4%</td> </tr> <tr> <td data-bbox="435 1740 770 1778">Wrexham</td> <td data-bbox="770 1740 903 1778">62,700</td> <td data-bbox="903 1740 1038 1778">3,392</td> <td data-bbox="1038 1740 1286 1778">5.4%</td> </tr> <tr> <td data-bbox="435 1778 770 1816">Rhondda Cynon Taf</td> <td data-bbox="770 1778 903 1816">102,050</td> <td data-bbox="903 1778 1038 1816">5,777</td> <td data-bbox="1038 1778 1286 1816">5.7%</td> </tr> <tr> <td data-bbox="435 1816 770 1854">Conwy</td> <td data-bbox="770 1816 903 1854">62,063</td> <td data-bbox="903 1816 1038 1854">3,604</td> <td data-bbox="1038 1816 1286 1854">5.8%</td> </tr> <tr> <td data-bbox="435 1854 770 1892">Bridgend</td> <td data-bbox="770 1854 903 1892">71,423</td> <td data-bbox="903 1854 1038 1892">4,163</td> <td data-bbox="1038 1854 1286 1892">5.8%</td> </tr> <tr> <td data-bbox="435 1892 770 1930">Gwynedd</td> <td data-bbox="770 1892 903 1930">68,922</td> <td data-bbox="903 1892 1038 1930">4,189</td> <td data-bbox="1038 1892 1286 1930">6.1%</td> </tr> <tr> <td data-bbox="435 1930 770 1968">Ceredigion</td> <td data-bbox="770 1930 903 1968">40,320</td> <td data-bbox="903 1930 1038 1968">2,510</td> <td data-bbox="1038 1930 1286 1968">6.2%</td> </tr> <tr> <td data-bbox="435 1968 770 2007">Swansea</td> <td data-bbox="770 1968 903 2007">110,190</td> <td data-bbox="903 1968 1038 2007">7,028</td> <td data-bbox="1038 1968 1286 2007">6.4%</td> </tr> <tr> <td data-bbox="435 2007 770 2045">Isle of Anglesey</td> <td data-bbox="770 2007 903 2045">37,492</td> <td data-bbox="903 2007 1038 2045">2,680</td> <td data-bbox="1038 2007 1286 2045">7.1%</td> </tr> </tbody> </table>	Local Authority	Total 'in-year' collectable amount £ thousands	Total Arrears outstanding (all years) at 31/03/18 £ thousands	Total Arrears outstanding (all years) against 'in-year' collectable amounts (%)	Vale of Glamorgan	73,724	2,156	2.9%	Flintshire	79,554	2,722	3.4%	Pembrokeshire	56,698	1,967	3.5%	Monmouthshire	61,415	2,805	4.6%	Powys	78,835	3,651	4.6%	Cardiff	162,352	8,142	5.0%	Neath Port Talbot	65,435	3,411	5.2%	Caerphilly	63,236	3,300	5.2%	Denbighshire	49,549	2,654	5.4%	Wrexham	62,700	3,392	5.4%	Rhondda Cynon Taf	102,050	5,777	5.7%	Conwy	62,063	3,604	5.8%	Bridgend	71,423	4,163	5.8%	Gwynedd	68,922	4,189	6.1%	Ceredigion	40,320	2,510	6.2%	Swansea	110,190	7,028	6.4%	Isle of Anglesey	37,492	2,680	7.1%
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	Newport	62,377	4,582	7.3%
	Carmarthenshire	90,322	6,968	7.7%
	Torfaen	39,919	3,184	8.0%
	Blaenau Gwent	28,574	4,090	14.3%
	Merthyr Tydfil	25,190	4,000	15.9%
		1,492,340	86,975	

2.00	RESOURCE IMPLICATIONS
2.01	The collection of Council Tax is a statutory function and the efficient collection is critical to the funding and delivery Council services, including the public services delivered by the other precepting organisations (Town and Community Councils and The Office of the Police & Crime Commissioner for North Wales).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None.

4.00	RISK MANAGEMENT
4.01	Officers carefully track and monitor collection performance on a monthly basis and the results feed into corporate monitoring through the Councils Corporate Performance Management reporting processes.
4.02	In cases where enforcement of the liability order through taking control of goods is unsuccessful and the taxpayer is not prepared to pay or co-operate with the Council, one of the options is for the Council to apply to the Magistrates Court for a means enquiry to be held in order to determine whether the taxpayer is guilty of 'wilful refusal' or 'culpable neglect' of not paying Council Tax. Ultimately this can lead to taxpayers being imprisoned for non-payment. This is commonly known as committal.
4.03	From April 2019, Welsh Government removed the use of committal as a recovery tool as it was viewed by Welsh Government as being out-dated and unfair. As justification for the removal of committal, Welsh Government also referenced the collection rates in Scotland being 'similar' to those in Wales. The average Council Tax collection rates in Scotland for 2017/18 were 96.0%, compared to an average of 97.4% for Wales and 98.2% for Flintshire.
4.04	The financial implications for the Council are significant. If, for example, Flintshire's 98.23% 'in-year' collection level fell to the Welsh average of 97.4% the loss of income would be £700k. If Flintshire's collection levels fell to the 96.0% Scottish average (i.e. a reduction of 2.2%), the loss of income would be £1.8m.

4.05	The key risks centre around ensuring maintaining cash-flow and maintaining collection levels and current working practices and recovery processes currently ensure this is consistently achieved.
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5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<ul style="list-style-type: none"> National Council Tax Collection Statistics for Wales: https://gov.wales/council-tax-collection-rates-april-2017-march-2018 National Council Tax Collection Statistics for England: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/743732/Collection_Rate_Statistics_Release_June_2018_-_Revised_2.pdf National Council Tax Collection Statistics for Scotland: https://www.gov.scot/publications/council-tax-collection-statistics-2017-18-9781788519847/pages/4/ <p>Contact Officer: David Barnes, Revenues Manager Telephone: 01352 703652 E-mail: david.barnes@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Council Tax: a local charge (or charges) set by the Council in order to collect sufficient revenue to meet their budget and the precepts issued by the precepting authorities. It is calculated based on the council tax band assigned to the dwelling.</p> <p>Council Tax Arrears: unpaid council tax that, in the opinion of the Council, can still be collected.</p> <p>Council Tax ‘in-year’ collection rates: The in-year collection rate is the amount of council tax due for the financial year that was received by 31 March of the year in question shown as a percentage of the net collectable debit in respect of that year's council tax. In other words it is how much the local authority collected by 31 March of the council tax as a percentage of the amount they would have collected if everyone liable had paid what they were supposed to.</p> <p>Precepting Organisations: Precepting authorities do not collect Council Tax directly, but instruct a billing authority to do it on their behalf by setting a precept.</p>



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday, 13 th June 2019
Report Subject	Workforce Information Report – Quarter 4 2018/19
Portfolio Holder	Cabinet Member for Corporate Management
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

To provide Members with an update for the fourth quarter for 2018/19. This report provides details of the following:

- Headcount and Full Time Equivalent (FTE)
- Organisational Age Profile
- Employee Turnover and Stability (Including Redundancies and Early Retirements)
- Attendance
- Performance Monitoring (Appraisals)
- Resource Management (Agency Workers)
- Equality and Diversity

The format of this report and the accompanying Workforce Information is intended to focus on organisational performance and trends, with the information being presented in a dashboard format. The dashboards are a visual presentation of data, showing the current status and historical trends of the Council's performance against key performance indicators.

The report provides a brief narrative on the overall performance against a number of indicators. A more detailed explanation is provided on an exceptional basis where performance is falling below organisational performance indicators or where there has been a significant movement, either upwards or downwards, in the

reported trends.

The performance information for the whole organisation is split to show Schools and Non-Schools data separately.

RECOMMENDATIONS

1	Members comment on Workforce Information Report for quarter four 2018/19 to 31 March 2019.
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REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	<p>Headcount and Full Time Equivalent (FTE)</p> <p>The headcount and FTE figures for 2018/19 show an overall increase of 48 FTE across the Council since April. Non-schools show an increase of 51 FTE, and Schools show an overall decrease of 3 FTE.</p> <p>Although there has been an overall increase of FTE during 2018/19, a significant number of new recruits were previously engaged via agencies. This has had a positive impact on reducing agency spend across the Council in addition to those workers who have since secured permanent employment.</p>
1.02	<p>Age Profiling</p> <p>Age profiling the organisation, departments and teams is an important part of understanding the age demographics of our workforce and where we may need to focus attention.</p> <p>Portfolios undertake regular workforce planning which requires them to review the age profile of their workforce (in addition to skills analysis) on a regular basis. This is important as it may impact on the nature and number of actions they need to take, which may include some or all of the following:</p> <ul style="list-style-type: none">• to identify work areas with a high average age• to help plan for retirements and how we will recruit or retain staff• to highlight patterns and trends across our workforce

1.03	<p>Employee Turnover and Stability (Including Redundancies and Early Retirements)</p> <p>The cumulative turnover percentage for the Council during 2018/19 is 11.83%.The turnover figure is significantly lower than the 2017/18 out-turn of 22.86%.</p> <p>The 2017/18 figure was attributable to the transfer of employees to 'Newydd Catering and Cleaning' and 'Aura Leisure and Libraries' as part of the Council's organisational change programme. This increased level of turnover is not expected to be a normal trend but may occur in the future should a similar situation arise.</p>
1.04	<p>Attendance</p> <p>The cumulative FTE days lost for the Council during 2018/19 is 10.44. This is a downturn when compared to 2017/18 which recorded 8.89 FTE days lost. The 22 local authorities have an information sharing protocol, which includes absence data. At the time of writing, it is apparent that the majority of the other local authorities have experienced a similar downturn in performance.</p> <p>The Q4 figure for Non-Schools (2.98) has seen a downturn when compared to the same period last year. However, there has been an improvement for Schools (2.68) when compared to Q4 last year. The HR Business Partner team continue to work closely with Portfolio management teams and Schools to ensure attendance is managed consistently.</p> <p>The majority of sickness absence across the Council for 2018/19 is attributed to Stress, Depression, Anxiety followed by musculoskeletal. This mirrors the national picture, with absence levels recorded at 26% and 24% respectively.</p> <p>Like many employers we are continuing to face a significant challenge in managing people's health at work. We pro-actively raise awareness of mental health issues across the workforce and will continue to do so. We have a range of support and interventions available to our employee's, which is reviewed periodically.</p>
1.05	<p>Performance Monitoring (Appraisals)</p> <p>As at 31 March 2019, the information recorded in iTrent indicated that the percentage of our eligible workforce who had received an appraisal was 75%. There is a downturn in completion rate since the previous quarter (91%). However, based on previous evidence that the recording of appraisals in iTrent is not undertaken routinely across all Portfolios, our expectation is that the actual completion rate is higher. Appraisals that are not routinely recorded mean that the reporting and analysis is challenging and time consuming which will be an area that requires further focus and</p>

	<p>as such, work on more reliable collection methods going forward as part of the action plan.</p> <p>Portfolios are responsible for ensuring that outstanding appraisals are scheduled for completion, and for recording completion details on a regular basis to enable accurate reporting from iTrent. HR will continue to liaise with Chief Officers and Senior Managers across all Portfolios to ensure that appraisals are being carried out.</p> <p>As part of Committee assurance, we will bring back a further report in next quarter including an action plan, and progress points from Chief Officers on the current position of their Portfolio.</p> <p>Performance Appraisals remain a high priority and the target still remains 100% for eligible employees to receive an annual appraisal.</p> <p>One of the People Strategy priorities for the coming year is the development of a new performance appraisal process to make appraisal even more effective.</p>
1.06	<p>Resource Management (Agency Workers)</p> <p>The cumulative agency spend for 2018/19 £1.8m, which is within the target of £1.9m. In the context of the total wage bill for 2018/19 of £179.4m, agency spend equates to 1%.</p> <p>The largest cumulative agency spend is within Streetscene and Transportation at £893,000. The second largest cumulative spend is within Social Services at £346,000 which has shown a decrease in spend of 49% when compared to the previous year (£686,000).</p> <p>Overall, there were 82 active agency placements on 31 March 2019. At the time of running the report 35 placements exceeded the 12 week Agency Worker Regulations threshold.</p>
1.07	<p>Equality and Diversity Workforce Monitoring</p> <p>Workforce diversity monitoring is an important means of demonstrating, implementing and promoting equality of opportunity.</p> <p>Ongoing promotion and monitoring is carried out to gather information on the diversity of our workforce including potential recruits as well as existing employees. The Council collects diversity information based on current UK equality legislation which aims to prevent discrimination on grounds of age, disability, gender, race, sexual orientation, religion and other protected characteristics. Information gathered can if analysed regularly, help us to identify barriers that prevent access to employment and career development for certain groups of people, and to develop solutions, such as positive action plans or alternative policies and practices.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None as the dashboard report appended to this report details existing actual out-turns in the various measures.
4.00	RISK MANAGEMENT
4.01	None arising directly from this report.
5.00	APPENDICES
5.01	Appendix One: Dashboard – Workforce Information Report Q4 2018/19
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development. Telephone: 01352 702139 E-mail: sharon_carney@flintshire.gov.uk</p>
7.00	GLOSSARY OF TERMS
7.01	<p><u>Headcount and FTE</u></p> <p>This will provide information on the current levels of the Council's workforce.</p> <p><u>Age Profiling</u></p> <p>The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.</p> <p><u>Employee Turnover and Stability (Including Redundancies and Early Retirements)</u></p> <p>This information will provide the awareness of trends in turnover rates within the Council for potential measure to be put in place for high turnover rates, if applicable.</p> <p><u>Attendance</u></p> <p>Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance. Stage 1 and Stage 2 capability hearings are the formal stages of the Attendance</p>

Management policy where sanctions including dismissal take place.

Performance Management (Appraisals)

Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.

Resource Management

This information will include the usage of agency workers within the Council.

Equality and Diversity Workforce Monitoring

Information will be provided to inform what measures, if any, need to be implemented to prevent inequalities within the Council.

**CORPORATE DASHBOARD
REPORTS
(FLINTSHIRE COUNTY COUNCIL)
2018/19 - QUARTER 4
(JANUARY - MARCH)**

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2018/19 DASHBOARD

FLINTSHIRE COUNTY COUNCIL CUMULATIVE TOTALS

TOTAL HEADCOUNT

5,951

TOTAL FTE

4,635

LEAVERS / TURNOVER

688 / 11.63%

AGENCY SPEND 2018/19

£1.8m

TARGET 2018/19

£1.9m

DAYS LOST PER FTE 2018/19

10.44

TARGET 2018/19

8.50

QUARTER 4 2018/19 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

2,754

TOTAL FULL TIME EQUIVALENT

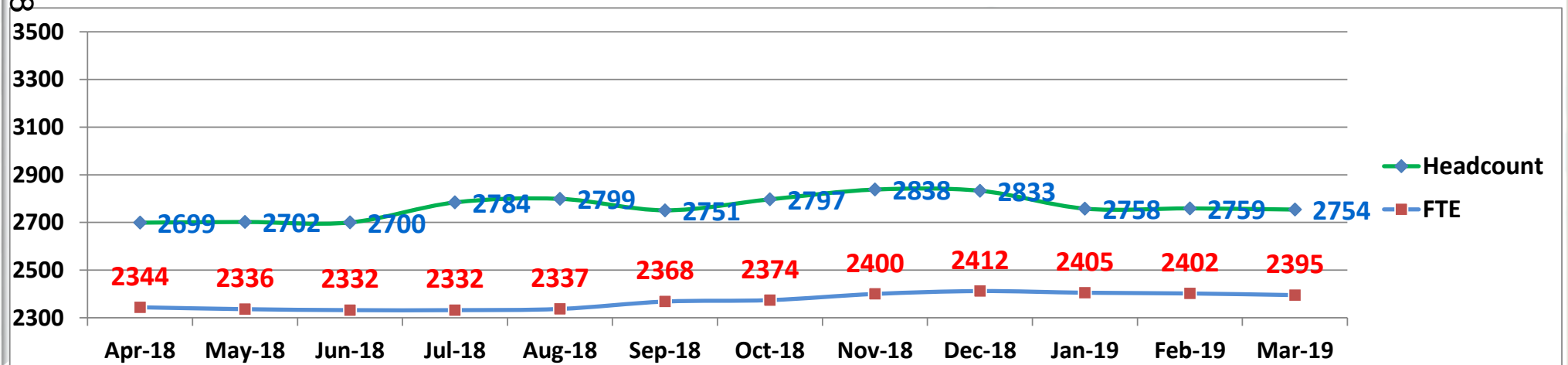
2,395

01/04/2018 2,699
Increase of 55 person (+2.04%)
31/03/2019 2,754

01/04/2018 2,344
Increase of 51 FTE (+2.18%)
31/03/2019 2,395

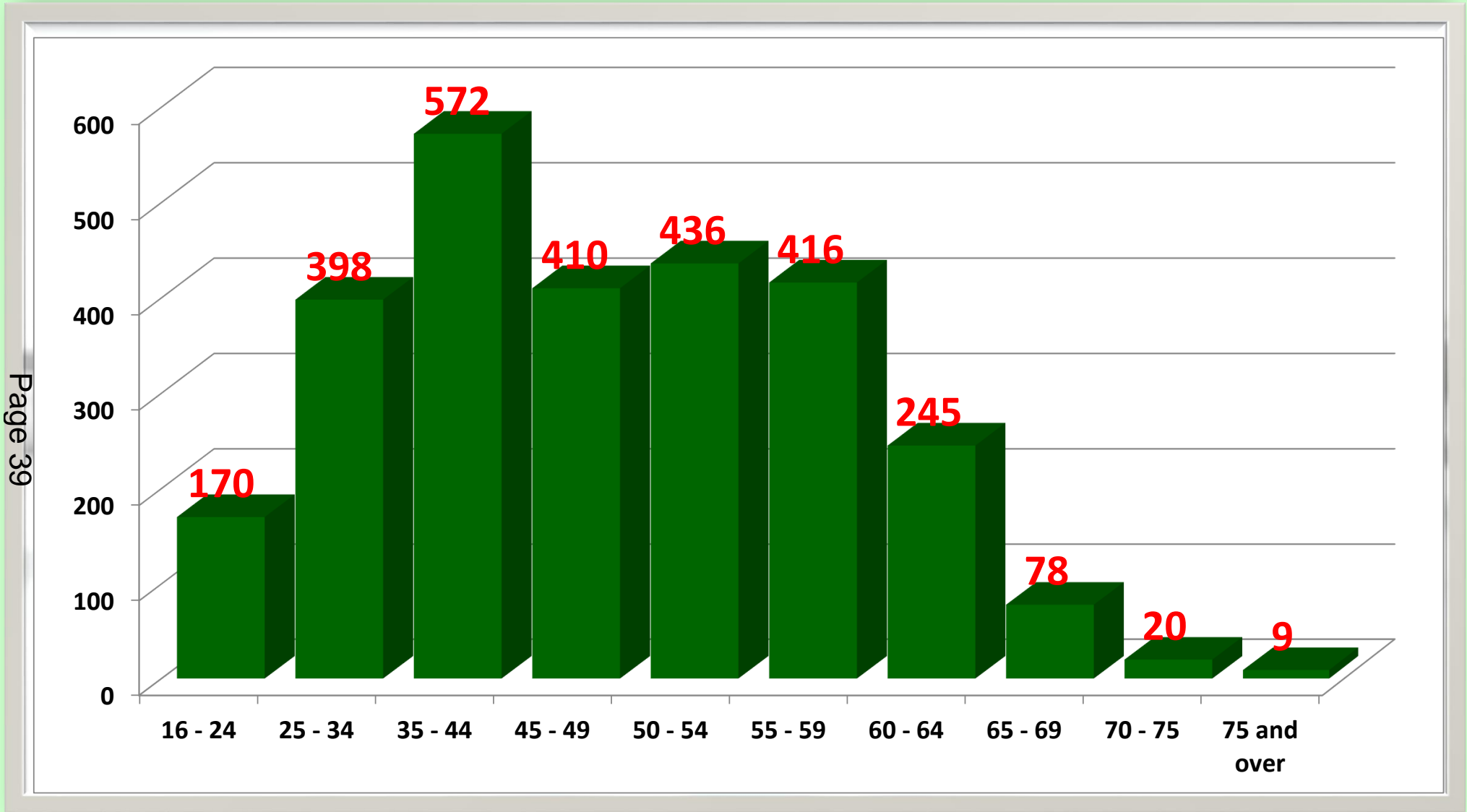
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HEADCOUNT AND FTE - 12 MONTH TREND



QUARTER 4 2018/19 DASHBOARD

AGE PROFILE - NON-SCHOOLS



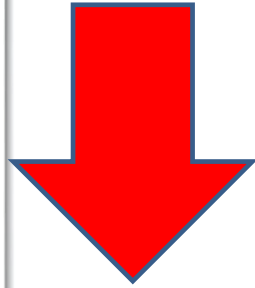
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QUARTER 4 2018/19 DASHBOARD

ATTENDANCE - NON-SCHOOLS

6

DAYS LOST PER FTE AT 31/03/2019



31/03/2018
2.57

2.98

31/03/2019
2.98



Downturn of 0.41

TOP 4 REASONS

1. STRESS, DEPRESSION, ANXIETY
2. MUSCULOSKELETAL
3. INFECTIONS
4. STOMACH, LIVER, DIGESTION, VOMITING

QUARTER 4 2018/19 DASHBOARD

TURNOVER AND STABILITY - NON SCHOOLS

LEAVERS - Q4

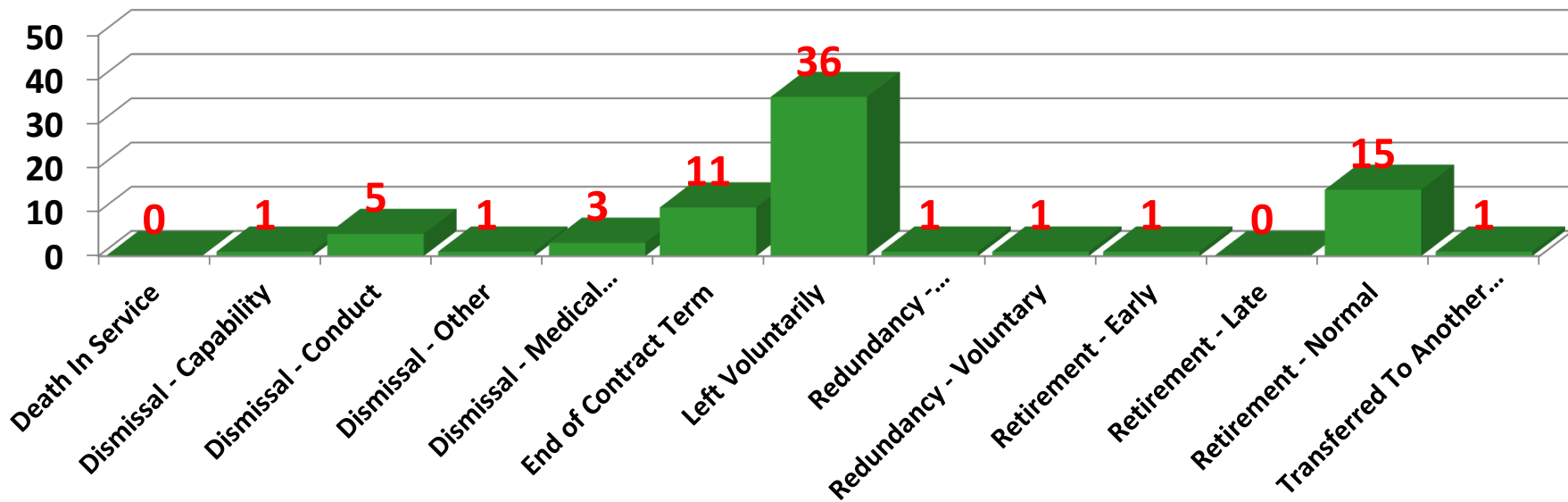
76

LEAVERS - 2018/19

378

LEAVER REASON - Q4

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QUARTER 4 2018/19 DASHBOARD

EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

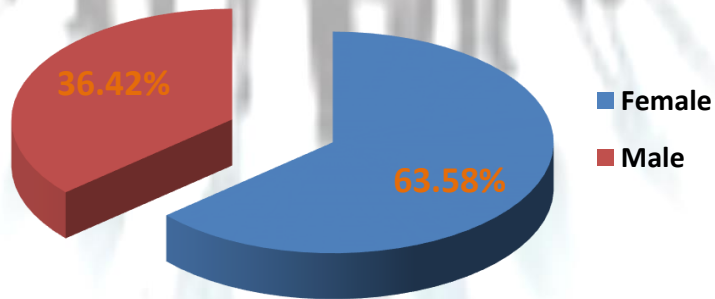
MALE

1,003
(36.42%)

FEMALE

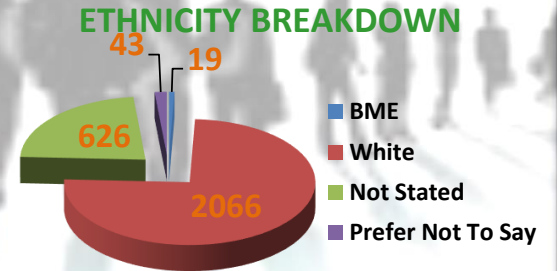
1,751
(63.58%)

GENDER BREAKDOWN (%)

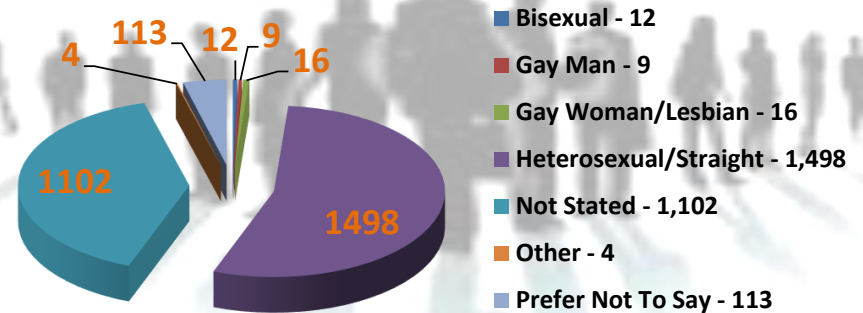


ETHNICITY

BME - 19
 WHITE - 2,066
 PREFER NOT TO SAY - 43
 NOT STATED - 626



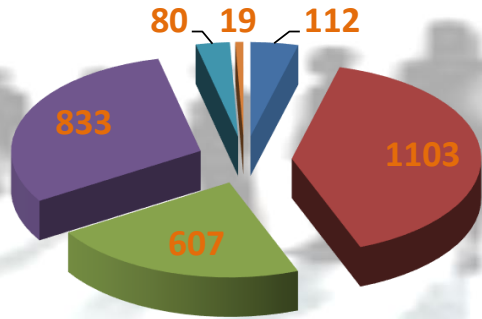
SEXUAL ORIENTATION



QUARTER 4 2018/19 DASHBOARD

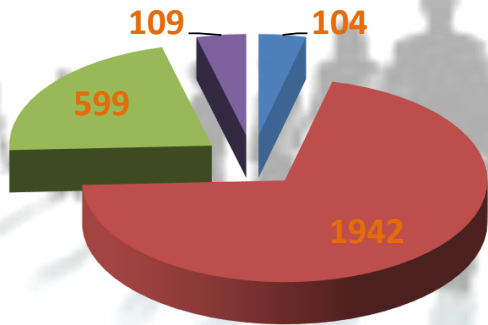
EQUALITY AND DIVERSITY - NON-SCHOOLS

MARITAL STATUS



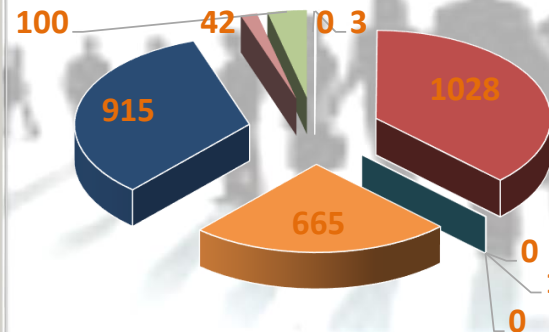
- Divorced / Dissolved Civil Partnership - 112
- Married / Civil Partnership - 1,103
- Not Married or in Civil Partnership - 607
- Not Stated - 833
- Prefer Not To Say - 80
- Widowed / Surviving Civil Partner - 19

DISABILITY



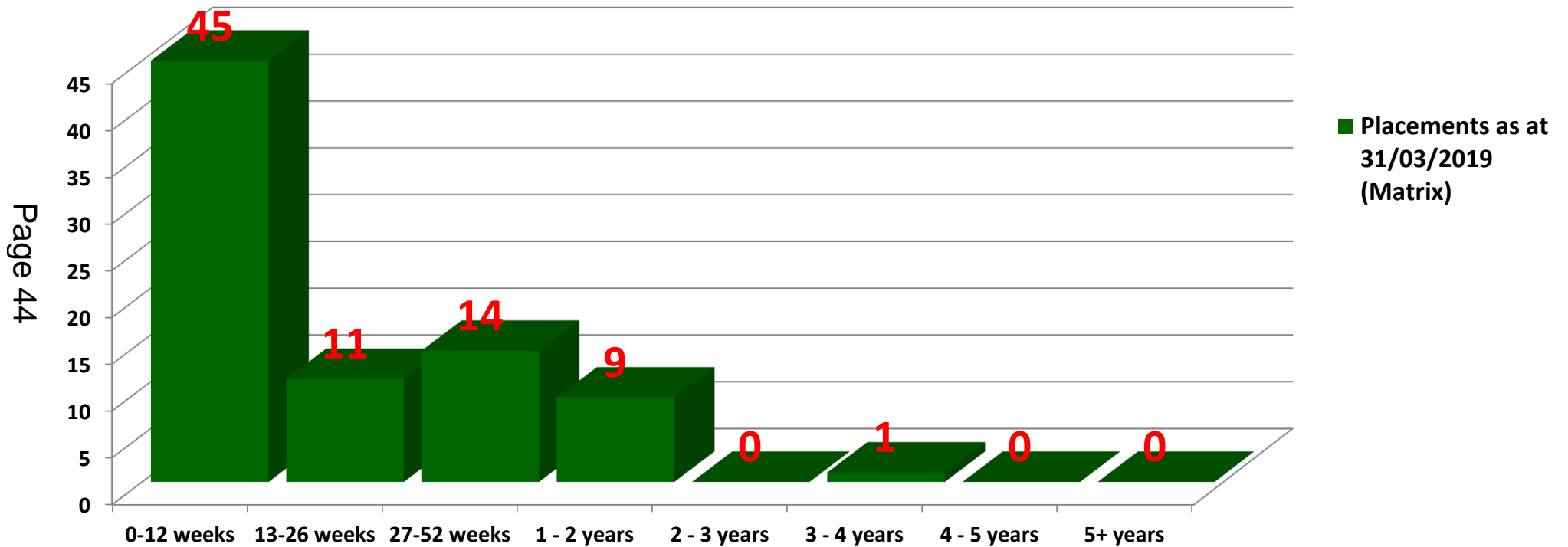
- Yes - 104
- No - 1,942
- Not Stated - 599
- Prefer Not To Say - 109

RELIGION OR BELIEF



- Buddhist - 3
- Christian - 1,028
- Hindu - 0
- Jewish - 1
- Muslim - 0
- None - 665
- Not Stated - 915
- Other - 42
- Prefer Not To Say - 100
- Sikh - 0

Agency Tenure Management Q4



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QUARTER 4 2018/19 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,197

TOTAL FULL TIME EQUIVALENT

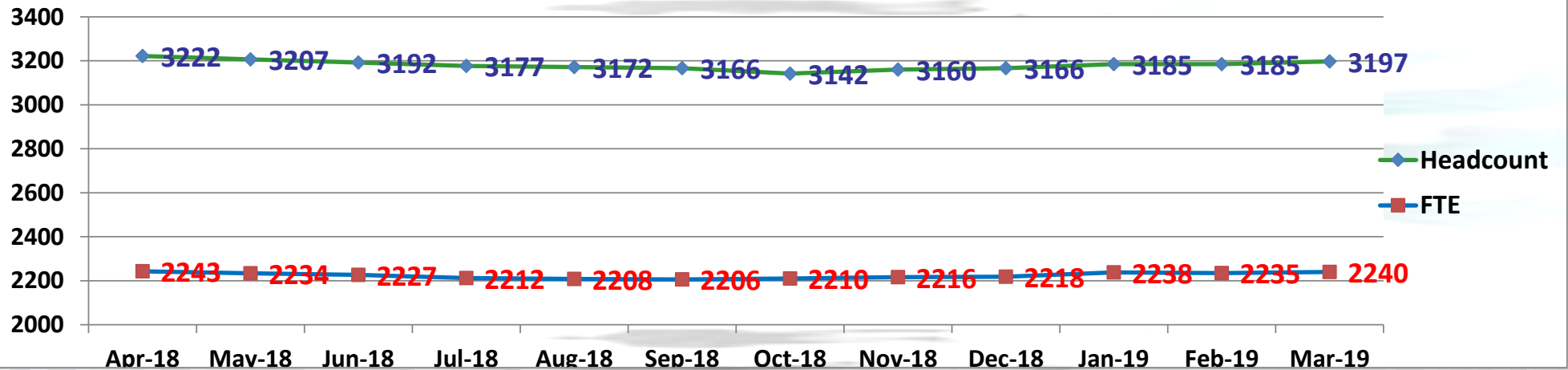
2,240

01/04/2018 **3,222** Decrease of 25 people (-0.77%) 31/03/2019 **3,197**

01/04/2018 **2,243** Decrease of 3 FTE (-0.13%) 31/03/2019 **2,240**

HEADCOUNT AND FTE - 12 MONTH TREND

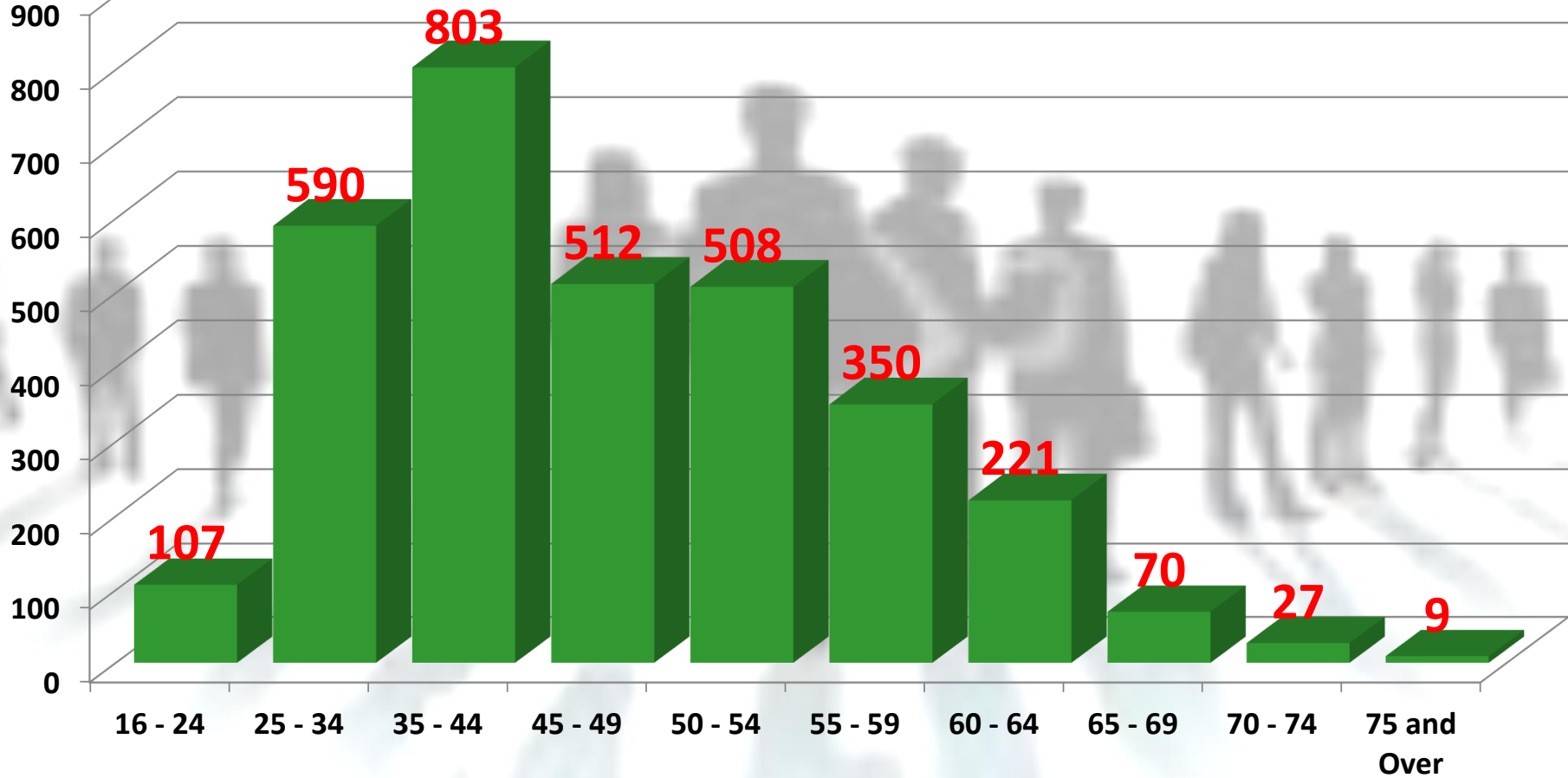
Page 45



QUARTER 4 2018/19 DASHBOARD

AGE PROFILE - SCHOOLS

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DAYS LOST PER FTE AT 31/03/19



31/03/2018
2.77

2.68

31/03/2019
2.68



Improvement of 0.11

TOP 4 REASONS

1. STRESS, DEPRESSION, ANXIETY
2. INFECTIONS
3. MUSCULOSKELETAL
4. STOMACH, LIVER, VOMITING

QUARTER 4 2018/19 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS

LEAVERS - Q4

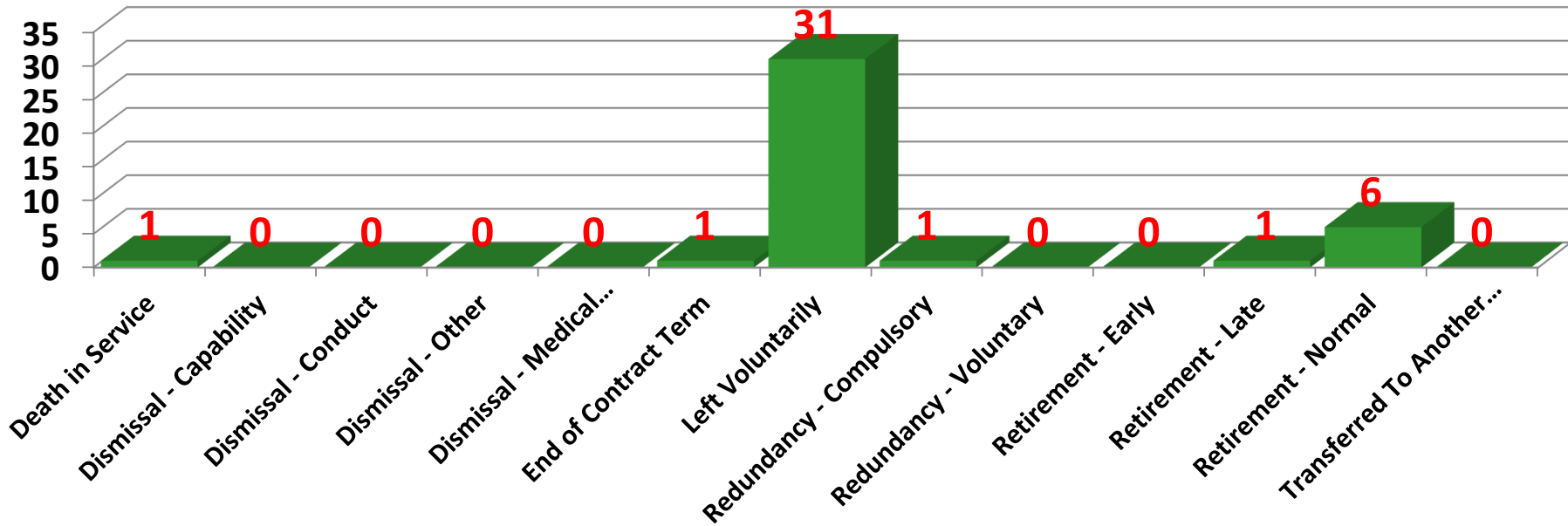
41

LEAVERS - 2018/19

310

LEAVER REASON - Q4

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QUARTER 4 2018/19 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

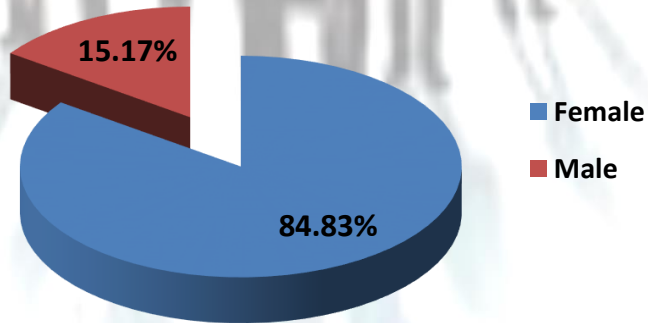
MALE

485
(15.17%)

FEMALE

2,712
(84.83%)

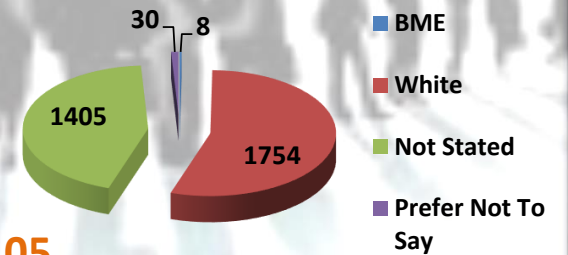
GENDER BREAKDOWN (%)



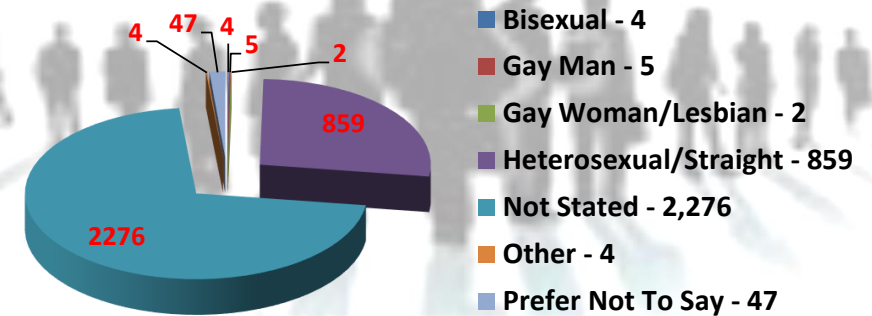
ETHNICITY

BME - 8
WHITE - 1,754
PREFER NOT TO SAY - 30
NOT STATED - 1,405

ETHNICITY BREAKDOWN (%)



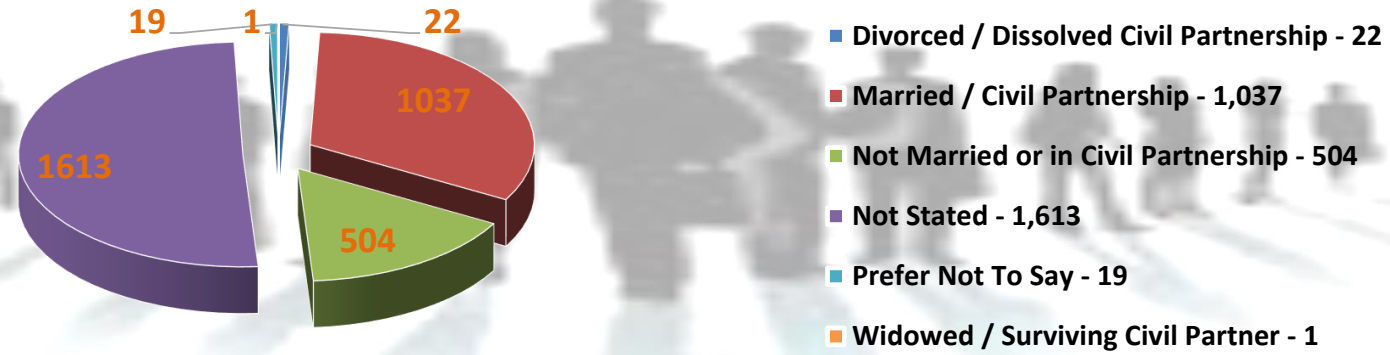
SEXUAL ORIENTATION



QUARTER 4 2018/19 DASHBOARD

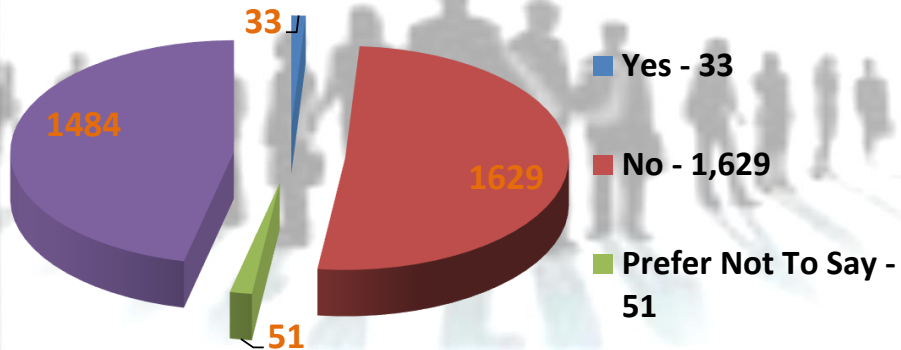
EQUALITY AND DIVERSITY - SCHOOLS

MARITAL STATUS

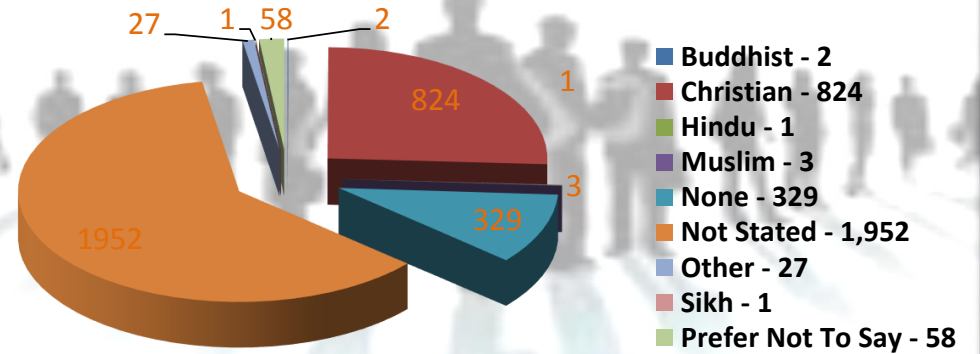


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DISABILITY



RELIGION OR BELIEF





CORPORATE RESOURCES AND OVERVIEW SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13 th June 2019
Report Subject	Council Plan 2019/20
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

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

The 2019/20 Plan has been reviewed and updated on structure and content. Two internal member workshops have been held to invite contributions to the review, and a survey was circulated to all members to canvass views and opinion.

RECOMMENDATIONS

1	To update on the actions to complete the review of the Council Plan 2019/20 in readiness for the recommendation of the Plan to Council for adoption.
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REPORT DETAILS

1.00	COUNCIL PLAN REVIEW
1.01	<p>Two Member workshops were held (30 May and 5 June) as part of the annual process of Plan review.</p> <p>The main outcomes were:-</p> <ul style="list-style-type: none"> - The revised seven theme format was supported to be retained for the life of the Plan in this current Council term - A 'tracker' document noting the changes between the 2018/19 Plan and the draft 2019/20 Plan to be shared (attached as Appendix 1) - Amend Part 1 of the Plan with the following sub priority additions: <ul style="list-style-type: none"> o Re-instate 'Independent Living' under Caring Council o Broaden the carbon reduction/plastic-free sub priorities into a fuller Climate Change sub priority o Introduce Child Poverty under Caring Council <p>Other more specific suggestions were made to inform the content of the Plan. Where agreed at the workshops these have been incorporated in the redrafting. Members have received follow-up information from the workshops by circular email.</p>
1.02	<p>County Council will be asked to adopt Part 1 of the Council Plan in June on the recommendation of Cabinet. Part 2 of the Plan, with the detail of the performance measures, will follow in July and will be reported to Cabinet and Corporate Resources Overview and Scrutiny Committee.</p> <p>The published Part 1 of the Plan will be in graphic format for presentation and readability. It will contain a review of the pre-existing narrative of current plans, and overview of risks to achievement, and a summary of our adopted Well-being Objectives.</p> <p>Quarterly reporting on performance against the Plan will follow as normal.</p>
1.03	<p>To widen participation in the review and use of the Plan for the future it is proposed:-</p> <ul style="list-style-type: none"> • that contributions to the review of the Plan for 2020/21 be invited in the third quarter from the Overview and Scrutiny Committees • that the initial review of the Plan is aligned in timing to the annual budget setting process • that Parts 1 and 2 of future Plans be made available at the same time • that the seven theme format be retained for the current Council term • that the Overview and Scrutiny Committees be invited to make fuller use of the themes of the Plan in planning their forward work programmes using a simple guide to show which themes and priorities fall under which Committee

2.00	RESOURCE IMPLICATIONS
2.01	The Council budget and the Council Plan are aligned. Where budget decisions on new initiatives within the Plan, reports will be presented for review and approval at points in the year as normal.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation has been carried out with portfolio management teams, Members, and key partners.

4.00	RISK MANAGEMENT
4.01	<p>Actions to achieve Council Plan outcomes and impacts are risk assessed to understand and manage the impact that certain activities can have.</p> <p>Risks will be identified within the development of Part 2 of the Plan and published within the public Part 1 version.</p>

5.00	APPENDICES
5.01	Appendix 1: Tracker of changes made between the Council Plans of 2018/19 and the draft 2019/20.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Karen Armstrong, Corporate Business and Communications Executive Officer Telephone: 01352 702740 E-mail: Karen.armstrong@flintshire.gov.uk</p>

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

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Council Plan Tracker – Changes between 2018/19 and 2019/20

KEY:

1 = Completed or removed (as now embedded as business as usual)

2 = Continued in a new phase of work

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4 = Moved within the Plan for a better fit with another Priority or Sub-Priority

5 = No significant change

2018/19 Theme: Supportive Council			2019/20 Theme: Caring Council		
2018/19 Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Appropriate and Affordable Homes	Provide new social and affordable homes (p14)	Social and affordable homes	Housing	Provision of new social and affordable homes (p7)	5
	Welsh Housing Quality Standard (WHQS) investment plan targets achieved.(p14)	WHQS	Housing	Welsh Housing Quality Standard (p6)	5
	Address the increasing frequency of unauthorised Gypsy and Traveller encampments and improve the Council’s own permanent site by i) effective use of the protocol with partners for management of unauthorised encampments; ii) improve the Council’s permanent Riverside site with support of Welsh Government funding; iii) explore options to identify a transit site through the Local Development Plan (p14)	Gypsy and Traveller Encampments	Not referenced		i) 1 ii) 1 iii) 1
Modern, Efficient and Adapted	Improving the quality of private sector housing (p 16)	Private sector housing quality	Housing ‘Quality’ not referenced, but ‘quantity’ is	Quantity of private rented sector (p6)	2

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2018/19 Theme: Supportive Council			2019/20 Theme: Caring Council		
2018/19 Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Homes	Delivering the council’s housing growth needs (p16)	Housing growth	Housing	Housing Strategy (p6) Provision of new social and affordable homes (p7)	4
	Meeting the housing needs of vulnerable groups (p16)	Housing Vulnerable Groups	Housing	Housing needs of vulnerable groups (p7)	5
	N/A	N/A	Housing	Homelessness Strategy and Local Access Strategy (p5)	3 <i>(Homelessness was previously a KPI, not a sub priority in its own right)</i>
Protecting People from Poverty	Support Flintshire residents to better manage their financial commitments (p18)	Universal Credit / Welfare Reform	Protecting people from poverty	Universal Credit/Welfare Reforms (p9)	2
	Working collaboratively to minimise Universal Credit (UC) risks (p18)	Universal Credit Risks	Housing	Homelessness Strategy and Local Action Strategy (p5)	1 <i>(Personal Support (budgeting and digital) now delivered nationally)</i>
	Develop skills programmes and delivery mechanism for North Wales Growth Deal (p18)	Growth Deal	Business Sector Growth and Regeneration	Growth Deal / Infrastructure investment incl. digital (p11)	2, 4
	Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty (p18)	Fuel Poverty	Protecting people from poverty	Fuel Poverty (p8)	4
	Develop a strategy to address food	Food Poverty	Protecting	Food Poverty (p8)	2, 4

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2018/19 Theme: Supportive Council			2019/20 Theme: Caring Council		
2018/19 Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
	poverty (p19)		people from poverty		
	N/A	N/A	Protecting people from poverty	Period Poverty (p8)	3
	N/A	N/A	Protecting people from poverty	Flexible Funding Programme (p9)	3
	N/A	N/A	Protecting people from poverty	Childcare Offer (p9)	3
	N/A	N/A	Protecting people from poverty	Becoming Work-ready (p10)	3
Independent Living	Expand and support the care sector to enable people to live well and have a good quality of life (p20)	Care Sector	Adult Services	Split into separate sub Priorities: Extra Care Strategy (p2) Domiciliary Care (p2) Strategic Review of care needs and the Council response (p3)	2, 4
	Support greater independence for individuals with a frailty and / or disability, and for people at risk of isolation. (p20)	Independence for individuals	Children’s Services Adult and children’s Services	Improving local Placements for Children (p4) Split into separate sub Priorities: Strategic Review of care needs and the Council response (p3) Dementia Friendly council	2, 4 2, 4

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2018/19 Theme: Supportive Council			2019/20 Theme: Caring Council		
2018/19 Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
				(p3) Learning Disability Service (p4)	
	Improve outcomes for Looked After Children	Looked After Children	Children’s Services	Looked After Children (p5) Improving local placements for Children (p4)	2
Integrated Community Social and Health Services	Develop and integrate services for carers with our commissioned providers	Care Providers	N/A	N/A	1 (<i>Business as usual</i>)
	Embed the long term use of the Integrated Care Fund (ICF) to meet local needs and demands	Integrated Care Fund	N/A	N/A	1 (<i>ICF is realigned with local priorities every year - Business as usual</i>)
	Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector	Early Help Hub	N/A	N/A	1 (<i>Business as usual</i>)
	Working with the new Wales Programme to recognise Adverse Childhood Experiences (ACES)	Adverse Childhood Experiences	N/A	N/A	1 (<i>Business as usual – links with Early Help Hub</i>)
Safeguarding	All Council portfolios to understand and act on their responsibilities to address safeguarding.	Corporate safeguarding	Safe and Clean	Corporate Safeguarding (p29)	2, 4
	Identify and address the signs and symptoms of domestic abuse and sexual violence.	Domestic Abuse and Sexual Violence	Safe and Clean	Community Safety (p29)	2, 4

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2018/19 Theme: Supportive Council			2019/20 Theme: Caring Council		
2018/19 Priority	2018/19 "What we will do"	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
	Strengthen regional community safety through collaboration and partnership arrangements.	Regional Safety	Safe and Clean	Community Safety (p29)	2, 4
	N/A	N/A	Children's Services	Safeguarding Children (p4)	3
	N/A	N/A	Children's Services	Fostering Service Models (p4)	3

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2018/19 Theme: Ambitious Council

2019/20 Theme: Ambitious Council

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Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Business Sector Growth and Regeneration	The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Governments this year, including agreement of funding allocations and formal governance arrangements.	Growth Deal	Business Sector Growth and Regeneration	Growth Deal / Infrastructure investment incl. digital (p11)	2
	Guide the development of the Deeside Enterprise Zone (DEZ), Northern Gateway and Warren Hall mixed use development site. Propose that the developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.	Regional Economic Growth Deal	Business Sector Growth and Regeneration	Regional Business Growth (p11)	2
	Develop long term strategic approach to Council’s economic estate and land.	Economic estate	N/A	N/A	1 <i>(completed)</i>
	Protecting the scale and quality of apprenticeships both regionally and locally	Apprenticeships	Business Sector Growth and Regeneration	Regional Business Growth (p11)	4
	Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils.	Town Centres	Business Sector Growth and Regeneration	Future of Town Centres (p12)	2
	Targeted Regeneration Investment Programme (TRIP) – developing Flintshire’s role and its local programme	WG targeted investment programme	N/A	N/A	1
	Propose that the development of regional and local transport strategy and initiatives maximises the potential	Transport	Business Sector Growth and	Integrated Transport Strategy (p13)	2

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2018/19 Theme: Ambitious Council			2019/20 Theme: Ambitious Council		
Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
	for economic benefits and improve access to employment and tourism destinations.		Regeneration		
	N/A	N/A	Investing in our Communities	Theatre Capital Plan (p12)	3
	N/A	N/A	Investing in our Communities	Sustainable and Modern Archive Services (p15)	3
	N/A	N/A	Investing in our Communities	New Pupil Referral Unity – Plas Derwen (p16)	3

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2018/19 Theme: Learning Council

2019/20 Theme: Learning Council

Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
High Performing Education	Provide effective learning opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment.	Education Offer	Education and Skills	Core Education Offer and Performance (p17)	2
	Provide effective support to schools identified as causing concern to quickly re-establish good educational standards	Performance	Education and skills	Core education offer and performance	2
	Prepare for national reform on curriculum and inclusion.	Education – National Curriculum	Education and Skills	Implementation of the new National Curriculum (p17) Additional Learning Needs (ALN) Transformation Bill (p17)	2
	Continue substantial investment in the school estate through the School Modernisation Strategy and maximising use of Welsh Government funding streams e.g. 21 st Century Schools Programme, Welsh Medium Education Grant, Infant Class Size Grant & Early Years Grant. Continue programme of capital works and repairs and maintenance across Flintshire schools.	School Modernisation	Investing in our Communities	Implementation of major capital Education Programmes: 21 st Century Schools - Band B Welsh Medium Capital Investment (p15)	2, 4
	Maintain low levels of young people/adults ‘Not in Education, Employment or Training’ and increase opportunities for apprenticeship and employment.	NEETs	Education and skills	Core education offer and performance (will be included as a measure)	2
Fully embed Flintshire’s Youth Council to ensure that young people across the	Flintshire youth council	N/A	N/A	1 <i>(completed)</i>	

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2018/19 Theme: Learning Council

2019/20 Theme: Learning Council

Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
	authority are involved in the evaluation and delivery of services that impact on them				
	N/A	N/A	Education and Skills	Post 16 Transport Policy (p18)	3

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2018/19 Theme: Green Council

2019/20 Theme: Green Council

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Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key	
Sustainable Development and Environmental Management	Improving, protecting and enhancing the built environment	Local Heritage	N/A	N/A	1 (<i>Completed Actions – now business as usual</i>)	
	Managing our natural environment and accessible green space networks to deliver health, well-being and resilience goals.	Natural Environment	Sustainable Development and Environmental Management	Natural Environment (p20)	2	
	Maximising the potential of Council assets for energy efficiency: control/reduction of Council energy consumption and thereby cost.	Energy Efficiency	Sustainable Development and Environmental Management	Carbon Footprint (p19)	2	
	Maximising the recovery and recycling of waste with a view to reducing the reliance on landfill.	Waste & Recycling	Sustainable Development and Environmental Management	Affordable and sustainable collection and treatment services for recyclable, compostable and residual waste (p19)	2	
	Strengthening regional air quality collaboration to help promote better health and well-being outcomes.	Air Quality	Sustainable Development and Environmental Management	Natural Environment (p20)	2	
	Publication of the Deposit version of the Local Development Plan preferred strategy.		Local Development Plan	Business Sector Growth and Regeneration	Production of the Local Development Plan (LDP) (p21)	2, 4
				Sustainable Development and Environmental Management	Local Development Plan (LDP) (p21)	2

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2018/19 Theme: Green Council

2019/20 Theme: Green Council

Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Safe and sustainable Travel Services	Accessing and using available grant funding to support Council priorities for accessing employment, health, leisure and education.	Accessibility	Safe and sustainable Travel Services	Alternative local transport arrangements (p21) Active Travel (p22)	2
	Prioritising 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.	Highway Condition	Safe and sustainable Travel Services	Highway Network (p22)	2
	Supporting isolated communities to develop innovative and sustainable area based transport schemes.	Transport Schemes	Safe and sustainable Travel Services	Alternative Local Transport Arrangements (p21) Core Bus Network (p21)	2
	Delivering a compliant, safe and integrated transport service.	Transport Service compliance	N/A	N/A	1 (<i>now business as usual</i>)

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2018/19 Theme: Connected Council

2019/20 Theme: Connected Council

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Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Resilient Communities	Build stronger social enterprises with the sector itself leading development of the sector.	Social Enterprises	Business Sector Growth and Regeneration	Social Enterprises (p13)	2, 4
	Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADMs) to become more self-sustaining.	Alternative Delivery Models	Resilient Communities	Social Value (p23)	2
	Ensuring and delivering community benefits.	Social Value – Previously Community Benefits	Resilient Communities	Social Value (p23)	2
	Enabling the third sector to maximise their contribution towards developing community resilience	Community Resilience	Resilient Communities	Social Value (p23) Community Resilience (p23)	2 2
	Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board’s Well-being Plan	Well-being Plan	N/A	N/A	1 (<i>now business as usual</i>)
	Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services.	Armed Forces	N/A	N/A	1 (<i>now business as usual</i>)
	N/A	N/A	Resilient Communities	Community Health (p23)	3
	N/A	Contact Centre	Customer Journey	Single Integrated Contact Centre (p24)	4

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2018/19 Theme: Serving Council

2019/20 Theme: Serving Council

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Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Effective Resource Management – Workforce	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 Council.	Financial Plan	Effective Resource Management – Finance / Assets	Sustainable Annual Budgeting (p26)	2
	Through the People Strategy we aim to operate effectively as a smaller organisation.	People Strategy	Effective Resource Management – HR and OD	People Strategy (p25)	2
	Delivery of key annualised objectives from the Digital Strategy and Customer Strategies.	Strategies – Digital & Customer	Effective Resource Management – Digital	Digital Strategy (p28)	2
			Customer Journey	Customer Strategy (p24)	2, 4
	Delivery of key annualised objectives from the Capital and Asset Management Strategy.	Capital and Asset Management Strategy	Investing in our Communities	Theatre Capital Plan (p14) Future of County Hall Campus / Civic Estate (p14) Capital Education Programmes / 21 st Century Schools / Welsh Medium Capital Investment (p15) Sustainable and modern archive services (p15) New pupil referral unit – Plas Derwen (p16)	Theatre (3) Campus / Civic Estate (2) Capital Education Programmes (2) Archive Services (3) Plas Derwen (3)
	Maximising the generation of the Council’s income streams	Income Generation	Effective Resource Management – Finance / Assets	Income and Concessions / Commercialisation (p27)	2

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2018/19 Theme: Serving Council

2019/20 Theme: Serving Council

Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
	Adopting the Ethical Code for the Procurement of Supply Chains	Procurement	N/A	N/A	1 <i>(completed)</i>
	Delivering the highest possible standards of Information Security	Information Security	N/A	N/A	1 <i>(completed)</i>
	N/A	N/A	Effective Resource Management – HR and OD	Sustainable Pay Policy (p25)	3
	N/A	N/A	Effective Resource Management – HR and OD	Health and Well-being Workforce Plan	3
	N/A	N/A	Effective Resource Management – Finance / Assets	Housing Revenue Account Business Plan (p26)	3
	N/A	N/A	Effective Resource Management – Collaboration	Collaboration – Best Use of Resources (p27)	3

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KEY:

- 1** = Completed or removed (as now embedded as business as usual)
- 2** = Continued in a new phase of work
- 3** = New to the Plan

- 4** = Moved within the Plan for a better fit with another Priority or Sub-Priority
- 5** = No significant change

2018/19 Theme: N/A		2019/20 Theme: Safe and Clean Council (New Theme)			
Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
	Supportive Council / Safeguarding Identify and address the signs and symptoms of domestic abuse and sexual violence. Strengthen regional community safety through collaboration and partnership arrangements	Community Safety	Safe and Clean Communities	Community Safeguarding	2, 4
	Supportive Council / Safeguarding All Council portfolios to understand and act on their responsibilities to address safeguarding.	Safeguarding	Safe and Clean Communities	Corporate Safeguarding	2, 4
	N/A	N/A	Safe and Clean Communities	Public Protection (Food Safety and Standards)	3
	N/A	N/A	Safe and Clean Communities	Streetscene and Transportation Standards	3
	N/A	N/A	Safe and Clean Communities	Environmental Improvement and Enforcement	3

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