

# Public Document Pack



Contact Officer:  
Nicola Gittins 01352 702345  
nicola.gittins@flintshire.gov.uk

To: Cllr Ian Roberts (Leader)

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

18 September 2019

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 10.30 am on Tuesday, 24th September, 2019 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

**\*Members are requested to note the start time of the meeting\***

## **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 - 20)**

**Purpose:** To confirm as a correct record the minutes of the meeting held on 16<sup>th</sup> July 2019.

TO CONSIDER THE FOLLOWING REPORTS

### **STRATEGIC REPORTS**

### **4 21ST CENTURY SCHOOLS AND CORE SCHOOLS CAPITAL PROGRAMME (Pages 21 - 28)**

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

**Purpose:** To approve the next phase of the programme for inclusion within the Medium Term Financial Strategy (MTFS).

**5** **OUTCOME OF ESTYN INSPECTION** (Pages 29 - 50)

Report of Chief Officer (Education and Youth) - Leader of the Council and Cabinet Member for Education

**Purpose:** To advise of the outcome of the recent Estyn Inspection of the Flintshire County Council Education Services.

**6** **FLINTSHIRE FOOD ENTERPRISE AND THE FOOD POVERTY RESPONSE** (Pages 51 - 56)

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

**Purpose:** To seek approval in principle for the formation of a Flintshire Food Enterprise.

**7** **WASTE STRATEGY REVIEW CONSULTATION** (Pages 57 - 68)

Report of Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

**Purpose:** To approve the consultation event on the Council's revised Waste Strategy.

**OPERATIONAL REPORTS**

**8** **YEAR-END COUNCIL PLAN MONITORING REPORT 2018/19** (Pages 69 - 176)

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

**Purpose:** To review the progress made against the priorities of the Council Plan 2018/19.

**9** **REVENUE BUDGET MONITORING 2019/20 (MONTH 4)** (Pages 177 - 198)

Report of Corporate Finance Manager - Cabinet Member for Finance

**Purpose:** This regular monthly report provides the latest revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 4, and projects forward to year-end.

10 **CAPITAL PROGRAMME MONITORING 2019/20 (MONTH 4)** (Pages 199 - 228)

Report of Corporate Finance Manager - Cabinet Member for Finance

**Purpose:** To present the Month 4 capital programme information for 2019/20.

11 **TREASURY MANAGEMENT ANNUAL REPORT 2018/19** (Pages 229 - 258)

Report of Corporate Finance Manager - Cabinet Member for Finance

**Purpose:** To present the draft Annual Treasury Management Report for 2018/19 for recommendation to Council.

12 **BUS LANES IN FLINTSHIRE – LIMITATIONS ON USE** (Pages 259 - 262)

Report of Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

**Purpose:** To seek approval for the limitations on vehicles utilising the proposed new bus lanes in Deeside.

13 **ALL WALES CONCESSIONARY TRAVEL SCHEME - REPLACEMENT OF TRAVEL CARDS (BUS PASSES)** (Pages 263 - 266)

Report of Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

**Purpose:** To provide an update on Welsh Government's proposals to replace the existing bus passes for concessionary users.

14 **EXERCISE OF DELEGATED POWERS** (Pages 267 - 268)

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

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

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

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

The report contains commercially sensitive information belonging to a third party and the public interest in not revealing the information outweighs the public interest in revealing the information.

**FLINTSHIRE FOOD ENTERPRISE AND THE FOOD POVERTY RESPONSE  
(CONFIDENTIAL APPENDIX TO AGENDA ITEM NUMBER 6)** (Pages 309 - 344)

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

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

15 **ALIGNING RED BOOK 'CRAFT' PAY TO THE COUNCIL'S PAY MODEL**  
(Pages 345 - 362)

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

**Purpose:** To provide an overview of the impact of implementing the second year (2019) of the two year National Joint Council (NJC) pay agreement (2018/19-2019/20) using the national model and a proposal to transfer red book employees to the new pay model.

Yours sincerely



Robert Robins  
Democratic Services Manager

**CABINET**  
**16<sup>TH</sup> JULY 2019**

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 16<sup>th</sup> July 2019.

**PRESENT: Councillor Carolyn Thomas (Vice Chair in the Chair)**

Councillors: Chris Bithell, Derek Butler, Dave Hughes, Christine Jones and Billy Mullin.

**IN ATTENDANCE:**

Chief Officer (Governance), Corporate Finance Manager, Chief Officer (Streetscene and Transportation), Chief Officer (Housing and Assets), Chief Officer (Social Services), Chief Officer (Planning, Environment and Economy), Planning Strategy Manager, Revenues Manager, Social Services Marketing and Recruitment Officer, Benefits Manager, Income Generation and Marketing Manager and Team Leader – Democratic Services.

**APOLOGIES:**

Councillors: Glyn Banks and Ian Roberts.

**OTHER MEMBERS IN ATTENDANCE:**

Councillors: Veronica Gay and Patrick Heesom.

**28. DECLARATIONS OF INTEREST**

None.

**29. MINUTES**

The minutes of the meeting held on 18<sup>th</sup> June 2019 were submitted and approved as a correct record.

**RESOLVED:**

That the minutes be approved as a correct record.

**30. MEDIUM TERM FINANCIAL STRATEGY**

The Corporate Finance Manager provided an update on the national position and Council's case for improved funding for local government. The forecast pressures for 2020/21 remained at £13.3m and the Council had a four part budget strategy for solutions which were:

1. Portfolio Business Plans and Corporate Finance;
2. National Funding;
3. Local Taxation and Income; and
4. Organisational Change.

A presentation had been delivered at the Corporate Resources Overview and Scrutiny Committee the previous week on the outcome of the work of the Cross Party

Working Group. The presentation detailed the work to date and the case for the prioritisation of local government, namely indexation for inflation, funding for high demand service pressures and full cost provision for new legislation.

An all Member workshop was being arranged to take place in the coming weeks to update Members in more detail.

Due to the lack of certainty around a UK Spending Review, there was a risk that Welsh Government (WG) would delay the announcement of the annual financial settlement which would provide significant planning issues.

**RESOLVED:**

That the information be received and noted.

**31. COUNCIL PLAN 2019/20 – PART 2**

Councillor Mullin introduced the Council Plan 2019/20 – Part 2 which provided the mechanism to measure progress and achievement of the Council's priorities in Part 1 of the Plan.

The Chief Officer (Governance) explained that Part 1 of the Plan had been approved by County Council in June 2019 and both parts of the Plan would be available on the Council's website by the end of July as a more digitally accessible and graphical document.

Part 2 of the Plan had also been presented to Corporate Resources Overview and Scrutiny Committee the previous week, as the final document to be used by Overview and Scrutiny Committees to review progress in-year on a quarterly basis. The feedback from Corporate Resources Overview and Scrutiny Committee on how success and progress could be measured was as follows:

- Explanations to be provided on indicators that had been reduced;
- A full list of national accountability measures to be included;
- A workshop on social value to be organised;
- Content to be included on flexible funding and grants;
- Need to be more clear on benefit claims and what the Council was aiming to achieve;
- An explanation of Microcare;
- Information on technology for road maintenance; and
- More specific information on extra care and whether current demand would be met.

Councillor Thomas said it was important to capture the social value of the services provided by the Council.

**RESOLVED:**

That Part 2 of the Council Plan 2019/20 to support monitoring and assessment of the progress against the Council Plan Part 1 priorities be approved, including the amendments suggested at Corporate Resources Overview and Scrutiny Committee.

**32. ANNUAL IMPROVEMENT REPORT 2018/19 OF THE AUDITOR GENERAL FOR WALES**

Councillor Mullin introduced the report which provided a summary of the audit and regulatory work undertaken at the Council by the Wales Audit Office (WAO) since the last report was published in November 2018.

The Chief Officer (Governance) added that, overall the Auditor General for Wales had reached a positive conclusion of *“The Council is meeting its statutory requirements in relation to continuous improvement but, as with all councils in Wales, it faces challenges going forward”*.

No formal recommendations had been made however a number of voluntary proposals for improvement were outlined in the report. The Council’s response to the proposals were outlined in Appendix 2 to the report.

In response to a question from Councillor Bithell, the Chief Officer explained that information on the number of Houses of Multiple Occupation (HMO’s) had been circulated to Members.

**RESOLVED:**

That Cabinet be assured by the Auditor General for Wales’ Annual Improvement Plan for 2018/19.

**33. FLINTSHIRE DEPOSIT LOCAL DEVELOPMENT PLAN (2015-2030)**

Councillor Bithell introduced the report on the Deposit Local Development Plan (LDP) which was the Council’s proposed land use plan covering the period 2015-2030.

Details of the milestones completed to date were outlined in the report which were in accordance with the Revised Delivery Agreement 2019.

The Deposit Plan and accompanying proposal maps were contained in Appendix 1 of the report. The preparation of the Plan had been reported to monthly meetings of Planning Strategy Group over the last four years, and after considerable hard work and deliberation, Planning Strategy Group had endorsed the Deposit LDP. Councillor Bithell took this opportunity to thank all Members and officers involved in Planning Strategy Group.

If approved at Cabinet, the LDP would be submitted to a special meeting of County Council on 23<sup>rd</sup> July prior to public consultation which would run for a six week period commencing Monday 30<sup>th</sup> September 2019 and ending on Monday 11<sup>th</sup> November 2019. The purpose of the consultation was to establish whether the Deposit

LDP met the tests of Soundness. Those responding to the consultation would be required to indicate what test(s) were not met and why, as well as indicating what changes should be made to the Plan. That information would inform the Inspector's consideration of the soundness of the LDP at the Examination in Public.

The Delivery Agreement for the LDP with Welsh Government (WG) meant that its production could not be delayed and the dates for consultation starting at the end of September must be adhered to, not least because the Council was already four years into the Plan period. A positive aspect of being four years into the Plan was that speculative developments had been brought forward by developers already.

Prior to formal consultation sessions would be held with all Town and Community Councils.

The Chief Officer (Planning, Environment and Economy) provided details of the broad timetable for the Plan which was outlined in the report.

The Planning Strategy Manager reiterated the comments of Councillor Bithell in that the work of Planning Strategy Group had focussed on getting the Plan right in order to demonstrate its soundness or fitness for purpose, and to learn the lessons experienced by other local planning authorities. It was the view of officers, endorsed by Planning Strategy Group, that the Deposit LDP was both sound and deliverable, and represented a sensible and pragmatic approach to delivering growth and development, supporting the wider sub-regional growth vision, whilst minimising the impacts on Flintshire's communities.

#### **RESOLVED:**

- (a) That the content of the Flintshire Draft Deposit Local Development Plan 2015-2030 be endorsed and recommend its approval by County Council on 23<sup>rd</sup> July 2019, to go out for public consultation; and
- (b) That the Chief Officer (Planning, Environment and Economy) be authorised to make any additional minor wording, grammar, editorial or cartographic changes to the Deposit Local Development Plan which may arise or be necessary prior to formal consultation to ensure consistency with the ongoing LDP evidence base and to assist final presentation of the Plan.

#### **34. ALTERNATIVE DELIVERY MODELS PHASE 2**

Councillor Mullin introduced the report which sought support for the second phase of the programme for Alternative Delivery Models (ADMs).

The Council adopted a programme of transferring selected services from direct delivery models to ADMs in 2014. The programme was part of a renewed strategy for organisational change, and was designed to make significant annual revenue savings as a contributor to the Medium Term Financial Strategy, whilst ensuring the protection of those services into the future. The initial programme had been completed successfully.



The Chief Officer (Streetscene and Transportation) explained that phase 2 of the programme was more expansive with a wide range of concepts for alternative service delivery models for existing services and new models for new service innovations.

Linking to the earlier report on the Council Plan Part 2, Councillor Jones explained that clarity on Microcare was provided in the report. It was an innovative approach to develop locally based care support models through co-operatives or social enterprises, as a way of strengthening the wider provision of home care due to shortages in independent provision.

Councillor Thomas commented on the high level options outlined for Streetscene and Transportation Trading Services. She explained that no approvals had been sought to date but the possibility of trading in certain specific areas of service where the Council had the expertise and extendable capacity, e.g. private vehicle MOTs and streetlighting could be explored.

The Chief Officer (Governance) explained that there were four stages in the development and implementation of alternative or new delivery models, which were:

- Stage 1: Proof of concept;
- Stage 2: Planning, due diligence and approvals;
- Stage 3: Transition to the new model; and
- Stage 4: Settlement period for the new model.

#### **RESOLVED:**

- (a) That the second phase of the Alternative Delivery Model programme be approved and the report be referred to the Organisational Change Overview and Scrutiny Committee in September for review and comment; and
- (b) That further reports, evaluating each of the proposed service models for more detailed consideration prior to any formal decision on their future be submitted to Cabinet, noting that several of the models are well advanced and that on (the CCTV Monitoring Service) has been given a separate and prior approval.

#### **35. HOMELESSNESS UPDATE ON LOCAL ACTION PLAN**

Councillor Hughes introduced the report which provided a homelessness update on the Local Action Plan.

The Local Action Plan for Flintshire followed the Regional Homelessness Strategy with the following three main aims:

- People: Youth homelessness, rough sleepers, complex needs and prison leavers;
- Homes: Housing first, improved access to accommodation supply and temporary accommodation; and
- Services: Prevention/intervention, welfare reform and health.

A significant amount of work had been undertaken to provide support, advice and signposting to some of the most vulnerable people in the County. It was a challenging area of work and he thanked officers for the work they undertook.

In response to a question from Councillor Bithell on prison leavers, the Chief Officer (Housing and Assets) explained that the ones the Council worked with would be Flintshire residents or would have strong local connections with the area. Councillor Bithell also asked if a scheme was still in operation that brought back empty homes into use to which the Chief Officer said he would find out.

**RESOLVED:**

That the updates provided against the Local Action Plan for Homelessness be supported.

**36. WELFARE REFORM UPDATE**

Councillor Hughes introduced the report which provided an update on the impacts that Universal Credit 'Full Service' and other welfare reforms were having on Flintshire residents and the work that was ongoing to mitigate and support those households.

Details were provided on the existing welfare reforms of: removal of the spare room subsidy, benefit cap, universal credit and the welfare reform impact in Flintshire.

Councillor Thomas commented that Universal Credit was costing the UK Government more than any other legacy benefit but people were receiving less benefits. She also commented on the fluctuation in Universal Credit received which was not helpful and said she felt it should be reversed. Members concurred with the views of Councillor Thomas.

Councillor Bithell asked how the 546 Flintshire Council House tenants in receipt of Universal Credit and who were in rent arrears (approximately £567,000) could get out of that situation. He also asked what could be done to ensure eligible pensioners were receiving Pension Credit where it was applicable. The Benefits Manager said that the service was aware of all of the issues, such as rent arrears, and explained that as Flintshire was a pilot area for Universal Credit, the impacts had been more pronounced at an early stage when compared with other areas. The Welfare Response Team would continue to provide personal budgeting support to support residents. On pensioners, the team continued to be proactive and more eligible pensioners were now claiming Pension Credit.

Following a suggestion from Councillor Thomas, it was agreed that the Council would write to the Minister highlighting the learning, and problems, experienced as a pilot location for Universal Credit.

**RESOLVED:**

- (a) That the report and the ongoing work to manage the impacts that Welfare Reforms has and will continue to have upon Flintshire's most vulnerable households be supported; and
- (b) That the Council write to the Minister highlighting the learning, and problems, experienced as a pilot location for Universal Credit.

**37. JOINT PROCUREMENT SERVICE ANNUAL REPORT 2018/19**

Councillor Mullin introduced the Joint Procurement Service Annual Report 2018/29 which reported on activity and performance against targets which were derived from the Procurement Strategy.

The Chief Officer (Governance) explained that there was a Service Level Agreement (SLA) which governed how the service was delivered. The report also covered all aspects of the service, such as budget and structure, as well as performance against its Key Performance Indicators.

**RESOLVED:**

That the annual performance report be noted and the proposed actions to improve performance, where required, be endorsed.

**38. FEES AND CHARGES**

Councillor Thomas introduced the report which proposed a policy framework that included a consistent charging structure across all areas of service.

The Income Generation and Marketing Manager explained that the outcome of the annual review of fees and charges was set out in Appendix A to the report. For each charge, the extent to which full cost recovery was being met was outlined. The report also proposed an approach to the annual indexation of all fees and charges.

The Chief Officer (Streetscene and Transporation) said it had been a long held ambition to have all fees and charges in one place and for them to be reviewed annually. The new income streams identified in the report formed part of the Medium Term Financial Strategy.

It was proposed to raise the charge for the garden waste collection service by between £2 and £5 per season, depending on the chosen payment method and the date the payment was received by the Council. This reflected the rising cost of delivering the service and would increase the projected income levels by between £70,000 and £130,000 per year.

There was a proposed charge for the new Food/Drink Ceremony Packages under Registration Services which was projected to generate additional income of in the region of £580 in 2019/20 and £850 in 2020/21.

The new charge for the transfer of grave ownership administration was to be confirmed. However, comparable charges in other Councils varied from £30 to £55 for the service. Based on current service demand, implementing a £30 charge would generate approximately £15,600 per annum and a £55 charge £28,600 per annum.

Councillor Bithell commented that discretionary services should be fully funded by Welsh Government (WG) as local authorities no longer received sufficient budget to fund such things. The Chief Officer (Governance) explained that such charges were forced upon the Council due to continuing austerity and the Council recognised the impact on the public. He emphasised that services were proposed for cost recovery and not profit making, with a sensible indexation.

**RESOLVED:**

- (a) That the fees and charges as outlined in Appendix A be approved;
- (b) That the Consumer Price Index, including owner occupiers' housing costs (CPIH), be approved as the annual inflation index to be used for uplifting fees and charges where it is appropriate to do so (or market rate/comparable/choice where applicable) along with the proposed inflationary implementation period documented in Appendix A;
- (c) That further work to establish whether full cost recovery (direct and indirect cost recovery) is being achieved for all services be supported, where it is permissible for them to do so;
- (d) That a further review of the current Income Generation Policy, with a view to developing a policy framework for income generation to include a consistent charging and cost recovery structure be approved;
- (e) That an annual review of the fees and charges format be approved, including an annual report in July each year, setting out the proposed fees and charges for all services, which will be introduced from 1<sup>st</sup> October of the same year; and
- (f) That the additional income projects identified in Appendix B be noted, and the projected commencement dates for each be approved.

**39. REVENUE BUDGET MONITORING 2018/19 (OUTTURN)**

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2018/19 (Outturn) report which provided the position for 2018/19 for the Council Fund and Housing Revenue Account.

The final year end position was as follows:

**Council Fund**

- An operating surplus of £0.608m (£0.931m at Month 11); and
- A Contingency Reserve balance as at 31<sup>st</sup> March 2019 of £8.252m which, when taking into account the agreed contributions for the 2019/20 budgeted reduced to £6.031m.

## **Housing Revenue Account**

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

The report contained details of: achievement of planned in-year efficiencies; overview of the year; reserves and balances; council fund earmarked reserved 2018/19 and requests for carry forward of funding.

### **RESOLVED:**

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

## **40. CAPITAL PROGRAMME MONITORING 2018/19 (OUTTURN)**

The Corporate Finance Manager introduced the Capital Programme Monitoring 2018/19 (Outturn) report which summarised the changes made to the Capital Programme during the last quarter of 2018/19.

The Capital Programme had seen a net increase of £1.024m during the period which was comprised of:

- Net increases in the programme of £4.857m (Council Fund £4.792m and HRA £0.065m); and
- Net Carry Forward to 2019/20 of £3.833m, consisting of £1.815m (additional School Maintenance Grant (£2.043m) partially offset by a Carry Forward reversal of £0.025m).

Actual expenditure was £66.423m.

The final outturn for 2017/18 was a minor funding deficit of £0.068m. There had been a number of capital receipts in year and a small increase in capital funding announced in the Final Settlement. In addition, in November Welsh Government (WG) announced an additional £100m of capital funding spread across 2018/19 to 2020/21. Taken together, with an original projected shortfall of £8.216m in the capital programme 2018/29 to 2020/21 put the current funding deficit for the three year period at £1.187m.

### **RESOLVED:**

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

**41. PRUDENTIAL INDICATORS – ACTUALS 2018/19**

The Corporate Finance Manager introduced the report which provided details of the Council's actual Prudential Indicators for 2018/19 compared with the estimates set for Prudence and Affordability.

**RESOLVED:**

That the report be noted and approved.

**42. REVENUE BUDGET MONITORING 2019/20 (INTERIM)**

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2019/20 (Interim) report which was the first monitoring report of 2019/20. The report detailed, by exception, on significant variances which could impact on the financial position in 2019/20 and the progress of achieving planned efficiencies against the targets set for the year.

The initial net impact of the emerging risks and variances, as detailed in the report, was projected to be £3.101m over the planned budget. The figure was based on known significant variances of over £0.100m and would be subject to change over the course of the year.

Month 4 would be reported in September and would provide further details.

Councillor Thomas said the report had been discussed at Corporate Resources Overview and Scrutiny Committee where they requested reports on the overspends in Streetscene and Transportation and Out of County Placements in Social Services. Members responded to the comments made at Corporate Resources Overview and Scrutiny Committee on Out of County Placements and said the cost and volatility of the service needed to be recognised by Welsh Government (WG). The Chief Officer (Social Services) explained that the authority was looking at initiatives to make the Out of County Placement provision as sustainable as possible and details would be provided in the report to Corporate Resources Overview and Scrutiny Committee.

**RESOLVED:**

- (a) That the report be noted and feedback from Corporate Resources Overview and Scrutiny Committee be received; and
- (b) That a budget virement of £0.471m within Social Services be approved to support the new extra care facilities.

**43. COUNCIL TAX DISCOUNT SCHEME FOR FLINTSHIRE FOSTER CARERS**

Councillor Jones introduced the report which sought approval of a new Council Tax Discount Scheme for Local Authority Foster Carers which could provide a more competitive package in terms of allowances and benefits, and ultimately bring savings to the Council.

Foster Carers were vital to the support needs of young people in care and provided family based suitable care in a warm, safe, attentive and nurturing environment.

At least 9 local authorities in England already operated Council Tax Discount Schemes, including in neighbouring local authorities like Cheshire East.

The cost of offering a 50% discount to Foster Carers in Flintshire would be approximately £92,000 and could be recouped should only three children be placed with in-house carers for a 12 month period, rather than external fostering agencies.

The Chief Officer (Social Services) said if supported, the introduction of the scheme could take effect from April 2020 using discretionary powers as set out in Section 13a (1) (c) of the Local Government Finance Act 1992.

The Social Services Marketing and Recruitment Officer explained that there was already a significant challenge to find local residents with two spare bedrooms to accommodate siblings who were of an age where sharing a bedroom would not be appropriate. A Council Tax Discount Scheme could encourage a local resident to consider fostering rather than downsizing.

The Revenues Manager explained that the forecast was that around 122 Flintshire Foster Carers could qualify for the scheme. Of those, 89 resided in the County – 33 resided out of County but to ensure consistency of approach, the scheme would include provision to make an in-direct financial award in the form of a financial assistance scheme in lieu of a Council Tax discount.

Councillor Jones thanked the Social Services Marketing and Recruitment Officer and her team for the work they undertook on recruiting Foster Carers.

**RESOLVED:**

- (a) That the introduction, in principle, of a Council Tax Discretionary Discount Scheme for Foster Carers, to take effect from April 2020, be approved; and
- (b) That a 50% discount be the preferred option to align to the Council Tax Discount Schemes for Foster Carers that are in operation in other local authorities in the region.

**44. WELSH LANGUAGE ANNUAL MONITORING REPORT 2018/19**

Councillor Mullin introduced the report which provided an overview of progress made in complying with the Welsh Language Standards, and identified areas for improvement.

The Chief Officer (Governance) explained that the Welsh Language Annual Report provided an opportunity to set out what the Council had done to meet the Standards and showcase exemplars of good practice, with some outstanding areas of achievement highlighted in the report.

Although there were positive areas of progress, issues remained as areas for improvement which were also outlined in the report.

**RESOLVED:**

- (a) That Cabinet be assured that progress has been made during the year to meet the Council's statutory duties;
- (b) That areas for improvement be noted and a mid-year report on progress is to be built into the Forward Work Programme;
- (c) That approval be given for the publication of the report on the Council's website; and
- (d) That the Welsh Language Annual Report is included on the Forward Work Programme of Corporate Resources Overview and Scrutiny Committee.

**45. REVIEW OF STREETSCENE STANDARDS**

Councillor Thomas introduced the Review of Streetscene Standards report and explained that the standards had not been reviewed since 2012.

The standards approved by Cabinet in 2012 formed the basis of the portfolio's quarterly performance report which was scrutinised by Environment Overview and Scrutiny Committee and Cabinet.

The updated 2019 Council Plan included a new performance measure of Streetscene standards under the Safe and Clean Council and as a result, the direct output of the portfolio would be reported through the Overview and Scrutiny process.

A review of the standards had also been undertaken as despite significant changes to the scope of the portfolio, the standards had not changed for seven years. Some of the standards were no longer relevant and some areas of the new Streetscene and Transportation service were not represented.

The Chief Officer (Streetscene and Transportation) explained that the proposed standards had been reported to a recent meeting of Environment Overview and Scrutiny Committee and were supported.

**RESOLVED:**

That the adoption of the Streetscene service standards detailed in Appendix 1, including the proposed additions to the revised list as a result of the portfolio changes, be approved.

**46. POOLED BUDGET AGREEMENT FOR CARE HOME ACCOMMODATION FOR OLDER PEOPLE 2019-2020**

Councillor Jones introduced the Pooled Budget Agreement for Care Home Accommodation for Older People 2019-2020 report which advised on the proposed



regional approach to fulfilling the authority's legal requirements in relation to the establishment and maintenance of a regional pooled fund. This was in line with the duties imposed by the Social Services and Well-being (Wales) Act 2014 ("the 2014 Act") and The Partnership Arrangements (Wales) Regulations 2015 ("the 2015 regulations").

The Chief Officer (Social Services) explained that a decision was required to endorse the regional approach to establishing a non-risk sharing pooled fund, to be hosted by Denbighshire County Council on behalf of the six North Wales Councils and Besti Cadwaladr University Health Board, insofar as regional spend on care home accommodation functions for older people was concerned.

There would be no delegation of functions involved which meant that all partners would retain full individual responsibility for fulfilling their statutory duties insofar as commissioning and provision of care home accommodation services was concerned. Each partner would continue to be solely responsible for their own budgets and expenditure.

**RESOLVED:**

- (a) That the progress made regionally in meeting the Part 9 requirements of the 2014 Act which includes a legal requirement to establish a regional pooled fund for care home accommodation for older people be noted;
- (b) That the establishment of a non-risk sharing pooled fund for care home accommodation for older people, as set out in the report with Denbighshire County Council acting as the Host Authority, be approved, with the arrangements to be effective for the financial year 2019/20; and
- (c) That approval be given to the Council entering into a legal agreement between Betsi Cadwaladr University Health Board and the six local authorities across North Wales, regulating the establishment, operation and governance arrangements in respect of the pooled fund for a period of 3 years.

**47. FOOD SERVICE PLAN 2019/20 FOR FLINTSHIRE COUNTY COUNCIL**

Councillor Bithell introduced the Food Service Plan 2019/20 for Flintshire County Council report which provided an overview of the Food Service.

It set out the aims and objectives for the forthcoming year and how they were to be achieved. The Plan also contained a review of performance of the service against the Food Service Plan 2018/19 which were detailed in the report.

The Chief Officer (Planning, Environment and Economy) highlighted the new target for 2019/20 which was to undertake targeted Allergen Management inspections in Medium Risk takeaway premises which was welcomed by Members.

**RESOLVED:**

That the Food Service Plan 2019/20 be approved.

## 48. EXERCISE OF DELEGATED POWERS

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

### Housing and Assets

- **Council Housing Rent – Write Off of Former Tenancy Arrears Following Eviction**  
Financial Procedure Rules (section 5.2) stipulates that individual bad debt and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member. The decision to write off is in respect of 5 cases of unpaid rent in circumstances where the Council has already taken action to evict the tenants as a result of non-payment of rent. Following the steps taken to evict, the former tenancy arrears in each case are considered to be irrecoverable and there is no prospect of securing payment. The total amount of unpaid rent associated with the 5 cases is £31,277.12.
- **Council Rent – Application to Write Off Tenancy Arrears**  
Financial Procedure Rules (section 5.2) stipulates that individual bad debt and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member. The write off request is in respect of one tenant who is subject to a Debt Relief Order (DRO). Rent arrears of £5,173.61 are included in the DRO which are now recoverable as a result of the award of the DRO.
- **Housing Benefit Overpayment Write Off**  
Unable to recover this overpayment due to bankruptcy order.
- **Housing Benefit Overpayment Write Off**  
It is not in the public interest to pursue the recovery of this overpayment.
- **Housing Benefit Overpayment Write Off**  
Unable to recover this overpayment due to debt relief order.
- **Housing Benefit Overpayment Write Off**  
It is not in the public interest to pursue the recovery of this overpayment.
- **Transfer of Affordable Gifted Units to the Housing Revenue Account**  
In accordance with the s106 agreement dated 8<sup>th</sup> August 2017, it is considered that the 4. No. 2 bed bungalows affordable properties delivered as part of the Stewart Milne Ffordd Eldon development in Sychdyn, should sit within the Housing Revenue Account (HRA) as part of the Council social rented stock for over 55's.

### Streetscene and Transportation

- **Hawarden Road, Chester Road and Silver Birch Way, Penyffordd – Proposed Prohibition of Waiting at any Time**

To advise Members of the objections received following the advertisement of the proposed waiting restrictions on Hawarden Road, Chester Road and Silver Birch Way, Penyffordd.

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

**RESOLVED:**

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

**49. FLINTSHIRE FOOD ENTERPRISE AND THE FOOD POVERTY RESPONSE**

Councillor Hughes introduced the Flintshire Food Enterprise and the Food Poverty Response report which provided details of a proposed business model for a new social enterprise business with all partners having equal rights for the management and delivery of the operation.

Members welcomed the report and proposals and welcomed an update report at a later stage.

**RESOLVED:**

That Cabinet agrees in principle to proceed with the proposed new Social Enterprise model which will make a significant contribution to reducing food poverty in the County.

**50. 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 12.05 p.m.).

.....  
**Chair**

This page is intentionally left blank



## CABINET

<b>Date of Meeting</b>	Tuesday, 24 <sup>th</sup> September 2019
<b>Report Subject</b>	21 <sup>st</sup> Century Schools and Core Schools Capital Programme
<b>Cabinet Member</b>	Leader of the Council & Cabinet Member for Education Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Officer (Education and Youth) Chief Officer (Housing and Assets)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The report provides the background to proposed capital investment schemes at Ysgol Brynford and Ysgol Croes Atti (Shotton site).

The report provides reconciliation with the Council's Medium Term Financial Strategy (MTFS) as key decisions are required from Cabinet in order for these schemes to progress within the School Modernisation Programme.

### RECOMMENDATIONS

1	<p>To consider the contents of the report and approve the following:</p> <ol style="list-style-type: none"> <li>1. The projects at Ysgol Brynford and Ysgol Croes Atti, Shotton be included in the Capital Programme with costs apportioned over 2019/20 and 2020/2021 funded by prudential borrowing and WG grant. The associated revenue costs will be built into the MTFS from 2020/21 onwards.</li> </ol>
---	---

## REPORT DETAILS

<b>1.00</b>	<b>BACKGROUND</b>
1.01	<p>Previous Cabinet decisions and new funding streams from Welsh Government (WG) have resulted in changes to the planned investment programme. These changes and amended proposals seek to maximise external investment opportunities. In doing so, the changes need to be reflected in the Council's Medium Term Financial Strategy.</p>
1.02	<p><b>Projects already approved in the Band B Programme</b></p> <p>In November 2018, LAs received positive news from WG regarding the intervention rates for the onward investment programme. The new intervention rates are as follows:</p> <ul style="list-style-type: none"> <li>• Capital – Schools : 65% WG / 35% LA</li> <li>• Capital – PRU / ALN Schools : 75% WG / 25% LA</li> <li>• MIM – 81% WG / 19% LA (through revenue budgets of both organisations).</li> </ul>
1.03	<p>The Band B Programme has already started with projects at Connah's Quay High School (Phase 2) and Queensferry Campus (Plas Derwen PPRU and Queensferry CP) being approved by Cabinet and Council. In addition, there are two school construction projects, agreed through the Council's capital programme, Ysgol Glan Aber Bagillt (part funded by WG Infant's class size grant) and Ysgol Castell Alun, Hope (partially funded by windfall WG Repair &amp; Maintenance Grant 19/20).</p>
1.04	<p><b>Medium Term Financial Strategy to 2022/23</b></p> <p>The revenue costs associated with the aforementioned capital projects are reflected in the Council's current MTFs which runs to 2022/23.</p>
1.05	<p>Consideration needs to be given to included two smaller value projects within the current MTFs as part of the ongoing School Modernisation strategy. Social Services have secured a significant amount of funding from the WG Childcare Grant for various projects throughout the County, two of which are strategically linked to two proposed Education projects - one at Ysgol Croes Atti (Shotton site) and the other at Ysgol Brynford. However, the grant is time limited and needs to be spent by 2021. It would make economic sense to consider the amalgamation of funding streams to streamline these projects and reduce tender and preliminary costs and disruption to the schools. However, this would require bringing forward expenditure into the current MTFs.</p>
1.06	<p><b>Ysgol Croes Atti Shotton</b></p> <p>Following the Welsh Medium (WM) grant success for Ysgol Glanrafon, Mold (£3m) WG caveated that the funding originally earmarked for the Mold area WM review (£750k) in the Council's Strategic Outline Programme (SOP) be retained and recycled to the proposed Ysgol Croes Atti, Shotton project.</p>

	Investment in both the Ysgol Croes Atti sites (Flint and Shotton) supports the Council's Welsh Education Strategic Plan (WESP) and enables continued support and potential growth for Welsh Medium provision.
1.07	Through the WG Childcare Grant the Council has been successful in securing additional grants for Ysgol Croes Atti, Shotton Site (£375k) and Ysgol Brynford (£500k) and these grants are 100% funded by WG. However this grant has to be expended by the end of the 2020/21 financial year.
1.08	At the Ysgol Croes Atti (Shotton Site) there is the opportunity of a £1.125m total investment. There is provisionally £750k allocated within the 21 <sup>st</sup> programme (calculated at the new intervention rate of 65% WG / 35% FCC). This would result in the Council's liability on this project being £262,500. WG were asked formally to consider bridging this from the WG Welsh Medium grant but unfortunately WG have confirmed this is not currently possible, therefore, the Council's liability remains as noted above.
1.09	<b><u>Ysgol Brynford</u></b>  In June 2018, Cabinet determined not to proceed with the proposed statutory amalgamation of the two schools (Brynford CP and Lixwm CP). At this meeting Cabinet confirmed its desire to support capital investment in Brynford CP. The original options appraisal identified an approximate investment of £1.3m investment in order to bring the building up to the appropriate standard. £500k has been secured through the WG Childcare Grant leaving a £800k funding shortfall to address suitability issues at the school. As the feasibility study was conducted in 2016 it is necessary to include a 30% inflationary rise to bring the total to £1.040m, providing a total investment of £1.540m
1.10	For best value, consideration should be given to amalgamating the funding to form one project. This is led by a deadline of spend on the Childcare Grant of 2020/21. Should the projects be joined, construction would be required in 20/21 and Flintshire's liability for this project would be estimated at £988,000 in 20/21 with 5% or £52,000 in 21/22.  The estimated revenue costs associated with these two capital schemes are outlined in the resource implications section of the report below.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Decisions to commit to capital expenditure investing in assets to deliver high quality services efficiently have long term implications for future revenue budgets. Consideration must be given to schemes to ensure that they are affordable, sustainable and therefore prudent.
2.02	The current MTFs runs until 2022/23. The working budget deficit for the 3 year period 2020/21 – 2022/23 was reported to Cabinet April 2019 along with the high level strategy being developed to address the deficit. Debt costs relating to ongoing Band B schemes are referenced in earlier reports to Cabinet.

2.03	<p>The estimated associated debt revenue costs arising from the schemes proposed within this report are set out in the table below:</p> <table border="1"> <thead> <tr> <th></th> <th colspan="8">MTFS – Total Profiled Estimated Revenue Pressures (£)</th> </tr> <tr> <th>Year</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>24/25</th> <th>25/26</th> <th>26/27</th> </tr> </thead> <tbody> <tr> <td>Ysgol Brynford</td> <td>3,120</td> <td>31,200</td> <td>43,496</td> <td>43,742</td> <td>43,993</td> <td>44,249</td> <td>44,150</td> <td>44,776</td> </tr> <tr> <td>Ysgol Croes Atti (Shotton)</td> <td>788</td> <td>7,875</td> <td>10,979</td> <td>11,041</td> <td>11,104</td> <td>11,169</td> <td>11,234</td> <td>11,302</td> </tr> <tr> <td>TOTAL</td> <td>3,908</td> <td>39,075</td> <td>54,475</td> <td>54,783</td> <td>55,097</td> <td>55,418</td> <td>55,384</td> <td>56,078</td> </tr> </tbody> </table>		MTFS – Total Profiled Estimated Revenue Pressures (£)								Year	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	Ysgol Brynford	3,120	31,200	43,496	43,742	43,993	44,249	44,150	44,776	Ysgol Croes Atti (Shotton)	788	7,875	10,979	11,041	11,104	11,169	11,234	11,302	TOTAL	3,908	39,075	54,475	54,783	55,097	55,418	55,384	56,078
	MTFS – Total Profiled Estimated Revenue Pressures (£)																																													
Year	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27																																						
Ysgol Brynford	3,120	31,200	43,496	43,742	43,993	44,249	44,150	44,776																																						
Ysgol Croes Atti (Shotton)	788	7,875	10,979	11,041	11,104	11,169	11,234	11,302																																						
TOTAL	3,908	39,075	54,475	54,783	55,097	55,418	55,384	56,078																																						
2.04	Investment in both proposed schemes at Ysgol Brynford and Ysgol Croes Atti (Shotton) would result in a total investment £2,655,000, of which £1,362,500 would come from external WG funding.																																													
2.05	<p>For Capital schemes revenue costs are incurred once the project commences. Borrowing is undertaken to fund the capital scheme and interest becomes payable on the borrowing funded from revenue.</p> <p>The repayment of borrowing is an accounting charge to the revenue account called the Minimum Revenue Provision (MRP). The Council's MRP policy is to spread the charge over the life of the asset on an annuity basis, which results in an increasing charge over time to reflect the diminishing value of money over time. Charges begin the year after assets become operational.</p>																																													
2.06	<p>In estimating the revenue costs associated with debt financing the following assumptions have been made:</p> <ul style="list-style-type: none"> <li>• The ability to borrow at 3% over the duration of the programme as currently forecast by the Council's Treasury Management Advisors which covers the period up until March 2022.</li> <li>• No inflation has been factored on future Capital costs</li> <li>• 10% of total capital costs are incurred during the pre-construction phase, and 90% during construction.</li> </ul>																																													

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The Programme reports to two operational boards, the Education and Youth Programme Board and Capital Asset Programme Board.
3.02	Consultation will be required through the Planning application process.

<b>4.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
4.01	All projects are managed using a risk register, risks are managed accordingly, and financial risk are managed through a project contingency. Any high level risk which cannot be managed with the projects/programme will be



	incorporated into the risk register for the Education and Youth Portfolio.	
4.02	Under the five delivery principles of the Well-being of Future Generations Act this report will have the following impacts:	
	<b>Ways of Working Principle</b>	<b>Impact</b>
	Long-term	Positive – assists in securing the future of schools in their local communities
	Prevention	Positive – appropriate capital investment provide better facilities and elongates the life of the building/s
	Integration	Positive – the provision of wrap around care, links to other WG initiatives, which promotes well-being.
	Collaboration	No change- Effective collaboration is already in existence
	Involvement	Positive – The proposed projects will help promote greater community integration/use/involvement.
4.03	Against the seven well-being goals of the Act, the potential impact of the report and its recommendations would be evaluated as follows:-	
	<b>Well-being Principle</b>	<b>Impact</b>
	Prosperous Wales	Positive impact - Capital investment directly benefits local supply chain/economy. A percentage of local expenditure is a requirement of grant.
	Resilient Wales	Positive impact - Use of sustainable and recycled materials during construction, potential reduction in Carbon Reduction Commitment.
	Healthier Wales	Positive Impact - The proposed new facilities will support links with the Healthy Schools Scheme and facilitate adequate provision for school breakfast clubs.
	More Equal Wales	Neutral Impact – Equalities Impact Assessments are already embedded in school culture
	Cohesive Wales	Positive Impact - Through the development of wrap around facilities in local communities.
	Vibrant Wales	Positive Impact – Enables new facilities to improve, both curricular,

		extra-curricular and community use of school buildings.
	Globally Responsible Wales	Positive - Capital investment, delivers a more sustainable product, local spend and added benefits for apprenticeships, work experience in construction.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Summary of Project Benefits

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	N/A  <b>Contact Officer:</b> Damian Hughes <b>Telephone:</b> 01352 704135 <b>Email:</b> <a href="mailto:damian.hughes@flintshire.gov.uk">damian.hughes@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
	<p><b>21st Century Schools</b> - Is a collaboration between the Welsh Government (WG), the Welsh Local Government Association (WLGA) and local authorities. It is a major, long-term and strategic capital investment programme with the aim of creating a generation of 21st century schools in Wales.</p> <p><b>Capital Funding</b> - Capital funding is usually linked to acquiring or improving a long-term asset such as equipment or buildings.</p> <p><b>Revenue Funding</b> - Is linked to items that will be used within a year. Examples include salaries, heating, lighting, services and small items of equipment. Routine repairs are revenue expenditures and can include significant repairs that do not extend the life of the asset or do not improve the asset (the repairs merely return the asset to its previous condition).</p> <p><b>The WG Childcare Grant</b> - The WG objective is to provide 30 hours of government-funded early education and childcare for up to 48 weeks of the year to all three and four year olds of eligible working parents. The 30 hours will be made up of the existing minimum 10 hours of Foundation Phase and up to 20 hours of childcare with a registered provider. A key policy driver for the Welsh Government is that the 30 hours offer is as clear and easy as possible for working parents to understand and children to access.</p>

## **Projects**

1. **Ysgol Brynford CP** - The project will modernise the existing school to address the shortfall in accommodation and will also provide a new wraparound childcare facility.

School	Suitability	Condition	Unfilled places	Backlog Maintenance	Anticipated Maintenance reduction
Brynford CP School	D	B	-18.97%	£38,943.00	£27,260.10 (30%)

2. **Ysgol Croes Atti, Shotton (Welsh Medium)** - The project will modernise the existing school accommodation and provide a new wraparound childcare facility.

School	Suitability	Condition	Unfilled places	Backlog Maintenance	Anticipated Maintenance reduction
Ysgol Croes Atti, Shotton	D	B	No capacity available for the satellite site	£180,936.00	£ 162,842.40 (10%)

### **Expected Benefits of programme linked to investment objectives:**

Programme Investment objective	Expected Benefits of programme
Ensuring a sustainable number of schools in the right locations to best serve our learning, social and geographical communities.	<ul style="list-style-type: none"> <li>• More fit for purpose educational estate</li> <li>• Reduction in backlog maintenance in school estate currently &gt;£17m</li> <li>• Increase capacity at Brynford CP due to demand</li> </ul>
Optimising resources to ensure that expenditure is utilised effectively to deliver fit for purpose provision, including cost and resource efficiencies and sustainability.	<ul style="list-style-type: none"> <li>• Provision of appropriate capacity of school network</li> <li>• A commitment to leading by example in terms of sustainability and the environment</li> <li>• More appropriate use of ICT and new methods of curriculum delivery</li> <li>• Consistency of service provision</li> </ul>
Reducing surplus places, and Rationalising Education Assets (reducing fixed costs)	<ul style="list-style-type: none"> <li>• Rationalisation of educational assets in line with CLAW asset management guidance</li> <li>• Matching capacity and demand = sustainability</li> <li>• More secure school estate</li> <li>• Reduced school estate vandalism</li> </ul>

<p>Alignment with the Council's School Modernisation Strategy and Welsh Education Strategic Plan (WESP)</p>	<ul style="list-style-type: none"> <li>• Providing an appropriate education building provision</li> <li>• Creating the conditions for school leaders to succeed;</li> <li>• Continuing to raise educational standards</li> <li>• Ensuring that school buildings are attractive learning and teaching environments;</li> <li>• Providing resilience against falling revenue funding.</li> <li>• Moving towards the WG target for Welsh speakers</li> <li>• Increase provision at Ysgol Croes Atti to promote WM education</li> </ul>
<p>Investment programme aims to provide</p>	<ul style="list-style-type: none"> <li>• Buildings and grounds that are welcoming to both the school</li> <li>• Good environmental conditions;</li> <li>• A sustainable approach to design, construction and environmental servicing;</li> <li>• Added Community Benefits during the Construction Phase</li> <li>• Availability of the Childcare/Community Room for the local community out of school hours</li> </ul>



## CABINET

<b>Date of Meeting</b>	Tuesday, 24 <sup>th</sup> September 2019
<b>Report Subject</b>	Estyn Inspection of Flintshire's Education Services
<b>Cabinet Member</b>	Leader of the Council & Cabinet Member for Education
<b>Report Author</b>	Chief Officer (Education & Youth)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The education services of Flintshire County Council have recently been subject to a full inspection by Estyn, Her Majesty's Inspectorate for Education and Training in Wales under the national framework for the inspection of local government education services.

This report provides an overview of that process and the final inspection report is attached as an appendix.

The report reinforces the leadership and performance of the education and youth function, and accords with our self-assessment which demonstrates a high level of self-awareness of strengths and areas for improvement.

As to be expected, the report also acknowledges areas of improvement and these are noted as recommendations for the Council to address. It is worth noting that these had already been identified as priorities through the Portfolio's own self-evaluation processes prior to the inspection.

The recommendations will now be collated into an appendix of the E&Y Portfolio Business Plan, called a Post Inspection Action Plan and progress on these recommendations will be reported regularly to Cabinet and to the Education and Youth Overview and Scrutiny Committee.

### RECOMMENDATIONS

1	That Cabinet/Scrutiny Committee receive the Estyn report on education services in Flintshire and acknowledge its findings.
---	--

## **REPORT DETAILS**

<b>1.00</b>	<b>INSPECTION OF LOCAL GOVERNMENT EDUCATION SERVICES</b>
1.01	<p>From September 2017 a new framework was issued by Estyn for the Inspection of Local Government Education Services and this will be used for the inspection of education services within all local authorities in Wales on a five year cycle between 2018 and 2023.</p> <p>Flintshire County Council received notification that its education services would be inspected between 3<sup>rd</sup> and 7<sup>th</sup> June 2019 with some preliminary inspection activity being undertaken on 22<sup>nd</sup> and 23<sup>rd</sup> May. An online survey was also launched via the Estyn website to collate the public's view of education services in Flintshire.</p> <p>The inspection team was led by a Reporting Inspector from Estyn and the team comprised of 12 inspectors in total. The team included both of the Local Area Link Inspectors (LALI) who visit the local authority on a termly basis, two representatives of the Welsh Audit Office (WAO) and two senior officers from other local authorities acting in a peer inspector role.</p> <p>The Local Authority also has representation on the inspection team, in the form of a Nominee. This role was undertaken very effectively by Vicky Barlow, Senior Manager for School Improvement who acted as the link between the Estyn inspection team and the senior managers of the Education Portfolio.</p>
1.02	<p>On the 22<sup>nd</sup> and 23<sup>rd</sup> May the two senior inspectors made a preliminary visit to the LA and met with a range of stakeholders to gather evidence to support the development of their lines of enquiry for the week of inspection. This included headteachers, governors, diocesan representatives and leaders/managers from other council services and wider partner organisations. They also met with the Youth Council and representatives from School Councils.</p> <p>On the first day of the inspection week, 3<sup>rd</sup> June, the whole inspection team met with the Chief Executive, Chief Officer, Leader and Cabinet Member for Education, Chair of Scrutiny and the senior managers of the Education and Youth Portfolio. The Chief Executive and the Chief Officer for Education and Youth made a 30 minute presentation outlining the context of education services in Flintshire and the challenges currently being faced. The Senior Managers for School Improvement and for Inclusion then made individual presentation to nominated inspectors on the five local questions that Estyn had identified as the focus for the inspection of education services in Flintshire. In addition to the standard focus on Outcomes and on Leadership and Management, five local questions focused on the following areas:</p> <ul style="list-style-type: none"><li>• How well does the local authority work with schools to improve attainment across key stage 4?</li><li>• How well does the local authority ensure appropriate support for schools and settings causing concern?</li><li>• How effective is the local authority's work to improve school attendance and reduce exclusions?</li></ul>

	<ul style="list-style-type: none"> <li>• How well do the local authority's services ensure suitable support for pupils Educated Other Than At School (EOTAS)?</li> <li>• How effective is the local authority's work in identifying, providing and monitoring statutory support for pupils with special educational needs?</li> </ul>
1.03	<p>Prior to the week of inspection the senior management team of the portfolio collated hundreds of pieces of evidence to demonstrate the effectiveness of the service and these were uploaded into Estyn's Virtual Inspection Room on a secure section of the Estyn website for the inspection team to access.</p> <p>During the week of the inspection itself, the Estyn team asked for further documentation to support their work.</p>
1.04	<p>During the full week of the inspection, small groups of inspectors interviewed a range of officers including the Chief Executive, Leader of the Council, Chair of Scrutiny, Chief Officer, GwE officers and the senior and middle managers of the portfolio to pursue their lines of enquiry and cross check evidence.</p> <p>Short feedback was given to the Chief Officer each evening and on the last day of the inspection, a verbal report outlining the first draft of the report was shared with the Council leadership, the Chief Officer and the senior managers of the portfolio.</p> <p>As the report is subsequently moderated by Estyn, its contents at that stage had to remain confidential until its final publication on 9<sup>th</sup> August 2019 on the Estyn website.</p>
1.05	<p>The full report is attached as an appendix to this report for Members' consideration.</p> <p>The report is positive with many strengths of the current educational provision identified. The local authority did not require any follow up Estyn activity. The local authority has also been asked to write a case study on its particularly effective practices in supporting the early language development of children and this will be published on the Estyn website to positively impact the work of other local authorities.</p> <p>Where Estyn felt improvements were necessary, these are reflected in the recommendations within the report. The recommendations were not a surprise to the Education Portfolio as they had mostly been identified as areas for improvement through its own self-evaluation processes and included as actions in the Portfolio Business Plan. The recommendations are:</p> <p>R1 Improve outcomes for learners in key stage 4.</p> <p>R2 Reduce exclusions and increase attendance in both primary and secondary schools.</p> <p>R3 Improve the ongoing monitoring and evaluation of the few front line education services identified in the report in order to provide more accurate information about the impact of the local authority's work.</p> <p>R4 Manage the reduction in school budget deficits more effectively.</p>

	<p>These recommendations will now be finalised into a Post Inspection Action Plan by the end of September and delivered through the work of the Portfolio. The plan will be regularly monitored and its impact evaluated with updates being shared routinely with Cabinet and the Education and Youth Scrutiny Committee.</p> <p>Recommendation 1 will be addressed through the detailed individual school support plans that are jointly constructed with GwE, the regional school improvement service. These support plans are regularly monitored by the Senior Manager for School Improvement who will lead on this aspect of the Post Inspection Action Plan.</p> <p>Recommendation 2 was already identified in the Portfolio Business Plan for 2019-20 but will now be further developed. The lead for this will be the Senior Manager for Inclusion and Progression and will focus on enhancing the work of the Inclusion Welfare Service. However, schools have a direct responsibility for managing the attendance and inclusion of pupils and so they will be engaged in directly supporting this recommendation.</p> <p>Recommendation 3 relates to further refinement of the Portfolio's self-evaluation processes to achieve more detailed evaluation of the work of specific teams and their impact/effectiveness. This will be led by the Chief Officer, Education &amp; Youth.</p> <p>Recommendation 4 is being already being addressed through a specific task group including the Chief Executive, Leader of the Council, Section 151 Officer, Chief Officer for Education &amp; Youth and the Portfolio Finance Manager. Its focus is on strengthening processes around the management of school deficit budgets and strategically reviewing education funding.</p>
--	--

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>The implementation of the action plan will be resourced mostly through the existing resources of the Education and Youth Portfolio but in the current economic climate the ongoing resilience of these core education services and of school budgets is increasingly threatened and could undermine its success.</p> <p>The addressing of the recommendation in relation to school deficit budgets has been escalated to a corporate level as it is beyond the resource of the Education Portfolio alone and is now the subject of a specific task group including the Chief Executive and the Leader of the Council.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	These were integral to the inspection process as outlined above.



<b>4.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>												
4.01	The risks associated with the implementation of the post inspection action plan will be incorporated into the risk register for the Education and Youth Portfolio. At this time all will be mitigated against with the appropriate actions.												
4.02	Under the five delivery principles of the Well-being of Future Generations Act this report will have the following impacts: <table border="1" data-bbox="304 439 1445 972"> <thead> <tr> <th>Ways of Working Principle</th> <th>Impact</th> </tr> </thead> <tbody> <tr> <td>Long-term</td> <td> <ul style="list-style-type: none"> <li>positive with greater funding certainty for education</li> </ul> </td> </tr> <tr> <td>Prevention</td> <td> <ul style="list-style-type: none"> <li>positive with implementation of the recommendations</li> </ul> </td> </tr> <tr> <td>Integration</td> <td> <ul style="list-style-type: none"> <li>positive with the implementation of the recommendations</li> </ul> </td> </tr> <tr> <td>Collaboration</td> <td> <ul style="list-style-type: none"> <li>positive – will continue to support effective working between LA, schools and other key partners</li> </ul> </td> </tr> <tr> <td>Involvement</td> <td> <ul style="list-style-type: none"> <li>positive – will continue to support effective working between LA, schools and other key partners</li> </ul> </td> </tr> </tbody> </table>	Ways of Working Principle	Impact	Long-term	<ul style="list-style-type: none"> <li>positive with greater funding certainty for education</li> </ul>	Prevention	<ul style="list-style-type: none"> <li>positive with implementation of the recommendations</li> </ul>	Integration	<ul style="list-style-type: none"> <li>positive with the implementation of the recommendations</li> </ul>	Collaboration	<ul style="list-style-type: none"> <li>positive – will continue to support effective working between LA, schools and other key partners</li> </ul>	Involvement	<ul style="list-style-type: none"> <li>positive – will continue to support effective working between LA, schools and other key partners</li> </ul>
Ways of Working Principle	Impact												
Long-term	<ul style="list-style-type: none"> <li>positive with greater funding certainty for education</li> </ul>												
Prevention	<ul style="list-style-type: none"> <li>positive with implementation of the recommendations</li> </ul>												
Integration	<ul style="list-style-type: none"> <li>positive with the implementation of the recommendations</li> </ul>												
Collaboration	<ul style="list-style-type: none"> <li>positive – will continue to support effective working between LA, schools and other key partners</li> </ul>												
Involvement	<ul style="list-style-type: none"> <li>positive – will continue to support effective working between LA, schools and other key partners</li> </ul>												
4.03	Against the seven well-being goals of the Act, the potential impact of the report and its recommendations would be evaluated as follows:- <table border="1" data-bbox="304 1131 1445 2098"> <thead> <tr> <th>Well-being Goal</th> <th>Impact</th> </tr> </thead> <tbody> <tr> <td>Prosperous Wales</td> <td> <ul style="list-style-type: none"> <li>positive impact on the local economy by ensuring learners have the appropriate skills to progress to further/higher education then enter the workplace.</li> </ul> </td> </tr> <tr> <td>Resilient Wales</td> <td> <ul style="list-style-type: none"> <li>emotional wellbeing of individuals noted as being well supported by schools and LA services in the report which will support transition into adult life. Focus on improving school attendance and reducing school exclusion will improve resilience of young people. Safeguarding of young people noted as strength.</li> </ul> </td> </tr> <tr> <td>Healthier Wales</td> <td> <ul style="list-style-type: none"> <li>positive impact on physical and mental health of LA services acknowledged in the report.</li> </ul> </td> </tr> <tr> <td>More Equal Wales</td> <td> <ul style="list-style-type: none"> <li>positive impact through engagement of groups with recognised characteristics and strong pupil voice and ability to influence services acknowledged in the report.</li> </ul> </td> </tr> <tr> <td>Cohesive Wales</td> <td> <ul style="list-style-type: none"> <li>positive impact of quality of education and support services on young people and their ability to engage and succeed</li> </ul> </td> </tr> </tbody> </table>	Well-being Goal	Impact	Prosperous Wales	<ul style="list-style-type: none"> <li>positive impact on the local economy by ensuring learners have the appropriate skills to progress to further/higher education then enter the workplace.</li> </ul>	Resilient Wales	<ul style="list-style-type: none"> <li>emotional wellbeing of individuals noted as being well supported by schools and LA services in the report which will support transition into adult life. Focus on improving school attendance and reducing school exclusion will improve resilience of young people. Safeguarding of young people noted as strength.</li> </ul>	Healthier Wales	<ul style="list-style-type: none"> <li>positive impact on physical and mental health of LA services acknowledged in the report.</li> </ul>	More Equal Wales	<ul style="list-style-type: none"> <li>positive impact through engagement of groups with recognised characteristics and strong pupil voice and ability to influence services acknowledged in the report.</li> </ul>	Cohesive Wales	<ul style="list-style-type: none"> <li>positive impact of quality of education and support services on young people and their ability to engage and succeed</li> </ul>
Well-being Goal	Impact												
Prosperous Wales	<ul style="list-style-type: none"> <li>positive impact on the local economy by ensuring learners have the appropriate skills to progress to further/higher education then enter the workplace.</li> </ul>												
Resilient Wales	<ul style="list-style-type: none"> <li>emotional wellbeing of individuals noted as being well supported by schools and LA services in the report which will support transition into adult life. Focus on improving school attendance and reducing school exclusion will improve resilience of young people. Safeguarding of young people noted as strength.</li> </ul>												
Healthier Wales	<ul style="list-style-type: none"> <li>positive impact on physical and mental health of LA services acknowledged in the report.</li> </ul>												
More Equal Wales	<ul style="list-style-type: none"> <li>positive impact through engagement of groups with recognised characteristics and strong pupil voice and ability to influence services acknowledged in the report.</li> </ul>												
Cohesive Wales	<ul style="list-style-type: none"> <li>positive impact of quality of education and support services on young people and their ability to engage and succeed</li> </ul>												

		acknowledged in the report – will support transition to adulthood and community cohesion.
	Vibrant Wales	<ul style="list-style-type: none"> <li>positive impact on culture and bilingualism and opportunities accessed by children and young people acknowledged in the report.</li> </ul>
	Globally Responsible Wales	<ul style="list-style-type: none"> <li>positive impact – no impact in relation to this report but school inspection reports highlight positive impact of Healthy &amp; Eco Schools programmes in Flintshire.</li> </ul>
4.04	Integrated impact assessments will be undertaken if needed due to change of service policy.	

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - Estyn Inspection Report on Flintshire County Council

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Guidance Handbook for the Inspection of Local Government Education Services 2018.</p> <p><b>Contact Officer:</b> Claire Homard  <b>Telephone:</b> 01352 704190  <b>E-mail:</b> <a href="mailto:claire.homard@flintshire.gov.uk">claire.homard@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Estyn</b> – Her Majesty’s Inspectorate for Education and Training in Wales</p> <p><b>Well-being of Future Generations Act</b> – legislation of the National Assembly for Wales which requires devolved public bodies to plan sustainably for the future</p>



Arolygiaeth Ei Mawrhydi dros Addysg a Hyfforddiant yng Nghymru  
Her Majesty's Inspectorate for Education and Training in Wales

**A report on**

**Flintshire County Council  
County Hall  
Mold  
Flintshire  
CH7 6NB**

**Date of inspection: June 2019**

**by**

**Estyn, Her Majesty's Inspectorate for Education  
and Training in Wales**

## About Flintshire County Council

Flintshire County Council is located in North Wales and has a total population of 155,155. The local authority maintains 78 schools. There are 64 primary schools, including five that provide Welsh-medium education. There are 11 secondary schools including one Welsh-medium school. In addition, there are two special schools and a portfolio pupil referral unit.

The Chief Executive took up his post in 2007 and the Chief Officer for Education and Youth, who fulfils the role of Statutory Director for Education, was appointed in June 2018. The Leader of the Council has been in his role since April 2019 and retains the cabinet lead role for education services, which he has held since May 2017. The local authority's last inspection was in October 2011.

Flintshire is one of six local authorities in the GwE Consortium region, which provides the school improvement services for the local authority.

In 2018-2019, the Council's net education budget was approximately £102 million. The delegated school budget per pupil is £4,671 per pupil, which is ninth lowest of all local authorities in Wales. The average per pupil schools budget in Wales is £4,776 per pupil.

Inspectors take account of a wide range of information about the local population when evaluating outcomes and the quality of education services. They consider this information alongside information about the national population. Some of the most useful information about children and young people in Flintshire is noted below:

- Over a three year average, 14.6 % of pupils aged five to fifteen are eligible for free school meals, which is lower than the Wales average of 17.9%
- 5.1 % of pupils aged five and over are fluent in Welsh, which is lower than the Wales average of 16.2%
- 7.3 % of pupils are from ethnic minorities, lower than the Wales average of 11.0%
- 20.0 % of pupils have special educational needs, lower than the Wales average of 22.6%
- 68 children per 10,000 were looked after by the local authority in 2018, which is lower than the Wales average of 102 children per 10,000

## Summary

Overall pupils in Flintshire make sound progress during their time in schools. In 2018, standards in the main indicators across the local authority were comparable with those in other similar local authorities.

Pupils' attendance in primary and secondary schools does not compare well with that for similar local authorities. Fixed-term and permanent exclusions for pupils in secondary schools are higher than the Wales average.

The assessment of pupils who may require education other than at school (EOTAS) is good, with appropriate provision available to them. This provision is available for pupils from foundation phase to key stage 4.

Provision for pupils with special education needs is good, and the support available from the speech and language service is particularly effective.

The local authority's arrangements for identifying schools and non-maintained settings causing concern work well, and in most cases lead to effective actions. The working relationships between the local authority and its regional consortium are good and effective. The support provided by the regional school improvement service, GwE, has helped most schools to improve their outcomes at key stage 4 in 2018. Despite these improvements, around a half of secondary schools still did not perform as well as expected in many indicators.

Senior officers and elected members share a clear vision for education in Flintshire, which they express clearly in the local authority's strategic planning. The authority works well in partnership across services areas, with schools, and with external providers. This contributes well to improving support for vulnerable learners in particular.

The authority's ongoing performance management processes are effective, and provide good and up-to-date information regarding progress against its strategic plans and an accurate evaluation of headline performance indicators. However, the local authority does not monitor or evaluate the work of a few of its front line education services well enough to understand their impact on outcomes for learners.

The local authority's allocation of resources to its education services and schools reflects the high priority given to education in the corporate plan. However, the local authority has allowed a small number of schools to carry a financial deficit balance for too long.

## Recommendations

- R1 Improve outcomes for learners in key stage 4
- R2 Reduce exclusions and increase attendance in both primary and secondary schools
- R3 Improve the ongoing monitoring and evaluation of the few front line education services identified in the report in order to provide more accurate information about the impact of the local authority's work
- R4 Manage the reduction in school budget deficits more effectively

## What happens next

Following the publication of the inspection report, the local authority should update its plans to address the recommendations and to take account of shortcomings identified through the inspection process. The local authority should update its plans within three months of the publication of the inspection report.

We have requested that the local authority prepare an effective practice case study on its work in relation to early intervention within the speech, language and communication service and its impact on foundation phase learners. We will publish the case study on our web site.

## Main findings

### Outcomes

Overall, pupils in Flintshire make sound progress during their time in statutory education. Generally, standards in primary schools are stronger than those in secondary schools.

Over the last three years, Estyn has inspected 24 primary schools in Flintshire, and has judged many of these as 'good' for standards. This is similar to the Wales average, whilst the proportion of primary schools judged as excellent for standards is well above the Wales average. During this time, Estyn has not placed any primary school in a statutory category following an inspection. However, pupils' use and development of Welsh and ICT skills are often noted as areas for improvement in primary school inspection reports.

Estyn has inspected four of the eleven secondary schools over the last three years. Overall standards were judged to be good in one school, adequate in two schools and unsatisfactory in the other school. Standards at the end of key stage 4 in secondary schools, based on formal qualifications, over the last three years have fluctuated. In 2018, standards are comparable with those in similar local authorities, including performance in indicators that include English or Welsh and mathematics.

Pupils who are eligible for free school meals generally perform broadly in line with the same group of pupils across Wales. The performance of pupils with special educational needs is similar to that of their counterparts nationally, and standards in the maintained special secondary school are good. The performance of other vulnerable groups of pupils has improved over the last three years. In particular the percentage of looked after children that gain a recognised qualification has increased.

Over the last three years, the proportion of Year 11 leavers known not to be in education, employment or training has remained low and at the end of 2017 is in line with the Wales average.

Outcomes from Estyn inspection reports in all school sectors show that most pupils' wellbeing is good. Pupils who need support to improve their mental and emotional health benefit from the valuable strategies that the local authority implements. These include effective support for identified pupils from school-based counsellors. The authority's analysis shows that pupils who have taken part in counselling sessions during the past three years have improved their emotional wellbeing.

Young people also have good opportunities to develop their self-esteem and social skills through the work of the Integrated Youth Provision. For example, a group of young people have taken part in a training programme to develop their leadership skills working in partnership with Glyndwr University. Following the training, these young leaders work in youth centres and at residential camps providing support for other young people. A few young leaders use their new skills to work with their local community councils to represent the young people in their local areas.

The attendance of pupils in both primary and secondary schools does not compare well with levels in similar local authorities. The attendance of pupils eligible for free school meals is weaker in Flintshire schools than that of similar pupils across Wales. In both primary and secondary schools, the percentage of pupils who are persistently absent has been above the Wales average for the last three years.

The number of permanent exclusions has increased over the last three years and is higher than the Wales average. The number of fixed-term exclusions in primary schools has reduced. However, in secondary schools, there is an increasing trend in the number of fixed-term exclusions of five days or less over the past three years. The number of fixed-term exclusions of five days or more has increased over the past three years but has reduced since the last inspection.

Young people have valuable opportunities to contribute to decisions about issues that affect them and the local authority takes good account of their views. Members of secondary school councils have been involved well in the local authority's work on the School Health Research Network. Pupils analysed the information collected from surveys about pupils' health and wellbeing to identify the concerns in their schools and produce school action plans to address these. Following this work, groups of school council members from each secondary school worked together with local authority officers to identify common issues in schools across the authority. Research officers from Cardiff University trained these pupils to help them to understand and interpret the data from the surveys effectively. This purposeful work has resulted in the development of a comprehensive local authority action plan to improve the health and wellbeing of young people in Flintshire.

## **Education services**

Under Inspection Area 2, Estyn sets local inspection questions that are relevant to each local authority. Local inspection questions focus on education services that relate to the local authority's current strategic priorities or result from information that Estyn has about education services in the local authority.

### **How well does the local authority work with schools to improve attainment across key stage 4?**

The local authority and the regional consortium (GwE) work well together to support those schools which need to improve the outcomes pupils achieve by the end of key stage 4. There is a strong working relationship between the authority's education officers, the consortium's supporting improvement advisers (SIAs) and the secondary schools, focused on improvement. This relationship is based on mutual respect, trust and understanding.

The authority, through this collaborative working, identifies clearly the needs of secondary schools. This partnership provides bespoke support that includes, in many cases, actions designed to address shortcomings in key stage 4. Subject supporting improvement advisers (SSIAs) provide helpful support for core subjects and work well with heads of department and teachers to develop their understanding of what is required to improve standards. This includes good access to professional learning opportunities and leadership training. SSIAs provide strong support for the analysis of data in individual schools, which enables teachers to know pupils' strengths and areas where they need to improve.



Senior local authority officers monitor the performance of secondary schools closely and scrutinise performance data thoroughly. They have identified specific areas for improvement accurately in key stage 4, including increasing the proportion of pupils that gain five or more grades A\*-A or equivalent. Through regular meetings with core leads from the regional consortium, they consider progress in the schools carefully, enabling them to adapt plans and provide support where required in a timely manner.

Overall, school improvement services have helped to improve outcomes in most schools at key stage 4, although around a half of secondary schools still do not perform as well as expected in many indicators.

### **How well does the local authority ensure appropriate support for schools and settings causing concern?**

Officers and elected members in Flintshire know their schools and settings well and can outline clearly the relative strengths and areas for improvement. They recognise specific issues facing individual schools causing concern and act in a timely way to put in place the most appropriate support in collaboration with GwE. Where appropriate, local authority officers raise matters of concern with their counterparts in GwE, and these issues are resolved quickly, generally resulting in more effective support.

Local authority officers and supporting improvement advisers (SIAs) from GwE collaborate to identify specific priorities for schools causing concern using a range of evidence and plan programmes of support. For example, together with subject supporting improvement advisers (SSIAs), SIAs provide helpful guidance and signpost schools and leaders to beneficial professional learning opportunities for teaching and leadership. They provide feedback regarding progress against these priorities regularly to the local authority. As a result, there have been improvements in the performance of the few primary schools and in the small number of secondary schools, identified as causing concern. This work has also resulted in a positive improvement in standards, for example in those indicators that include mathematics. Since 2017, no non-maintained setting has been identified as causing concern.

In parallel to the support of GwE, the local authority works with individual schools causing concern on other important aspects such as improving attendance and behaviour, and reducing deficit budgets. Both in schools causing concern and in schools generally, progress in these particular aspects has been more limited. Further, the precise nature of the support provided and how this work is monitored and evaluated is not always clear enough.

The local authority regularly considers the progress of schools causing concern at a suitable range of management boards. These enable useful exchanges of evidence regarding the full range of issues facing these schools and settings. As a result, at a strategic level elected members and officers are able to consider overarching improvements in the round and to make informed decisions regarding progress in these schools. The local authority has used its powers effectively in the very few schools where progress has been too slow.

Many schools causing concern have responded well to the support put in place and have made sound progress. However, in a minority of secondary schools the changes have not led to sustained improvements over time.

### **How effective is the local authority's work to improve school attendance and reduce exclusions?**

The local authority has developed helpful guidance for schools, which supports their work to improve attendance and reduce exclusions. The guidance is helping schools to understand their responsibilities as key partners for improving attendance and when and how the local authority will intervene.

The education welfare officers (EWOs) engage effectively with many secondary schools and their partner primary schools to support them with any attendance and transition issues. This also allows officers to get to know and understand the families that need support well. They also helpfully signpost parents to further beneficial support from other organisations.

In cases of very poor attenders, the Education Welfare Service (EWS) arranges strategy meetings with parents, school staff and other relevant professionals to develop agreed ways to improve the attendance of targeted individuals. These actions are successful in making incremental improvements in the attendance of some of these pupils, although the overall rate of persistent absence in primary and secondary schools has not reduced over the last three years.

The EWS works well in partnership with other agencies, both supporting their work, and involving these agencies in activities to support attendance. For example, the EWS contributes well to the work of the Early Help Hub and team around the school to support pupils. Also, staff from the Integrated Youth Service contribute purposefully in engaging individual learners at risk of disengaging with education.

The EWS uses a broad range of strategies to support improvements in attendance and, where appropriate, the local authority uses its powers to issue fixed penalty notices and prosecutions to improve the attendance of individual pupils. As a result of its broad range of strategies, the EWS has successfully supported schools to maintain low levels of unauthorised absence.

Data sharing is not carried out effectively enough within the service and, as a result, individual officers and the EWS do not have a complete understanding of the challenges they face. Although EWOs can give examples of the impact of their intervention on the attendance rate of individual pupils, evaluation of work to support attendance is not strong enough. Officers do not have sufficient understanding of the impact of their services and why overall school attendance has not improved in recent years.

The authority has identified for itself the need to reduce the rate of fixedterm and permanent exclusions in the Education and Youth Portfolio Business Plan 2019-2020. The authority has in place clear protocols and procedures to manage fixedterm and permanent exclusion. For example, there is a managed moves protocol in place, which is agreed and understood well by headteachers. Since April 2019, the authority has changed its approach so that funding transfers to the new

school with pupils involved in a managed move, addressing a local barrier to the successful implementation of managed moves.

The authority's portfolio pupil referral unit (PPRU) and the behaviour support team provide targeted support for schools and their staff for dealing with pupils' behaviour issues, through advice, outreach and training. The secondary intervention programme, a 12 week programme that works with individual learners to build their resilience and confidence, helps pupils to develop strategies to manage their own behaviour when they return to school. The PPRU maintains links with these pupils after they return to school.

### **How well do the local authority's services ensure suitable support for pupils Educated Other Than At School (EOTAS)?**

The senior manager for inclusion and progression has a detailed working knowledge of the EOTAS service and a clear vision for developing this provision for vulnerable learners. Leaders have a shared vision for a supportive inclusive education provision where all pupils are equally valued. Staff within the authority and its schools understand well their responsibilities for this and demonstrate a strong commitment to the pupils with whom they work.

Self evaluation processes within EOTAS are robust and highlight well the strengths and appropriate areas for improvement. For example, senior managers highlighted the need to appoint an additional member of staff to address a strategic leadership need within the inclusion team.

The EOTAS panel meets regularly to identify learners who may benefit from specialist support, to monitor their progress, and to oversee the provision. EOTAS managers monitor closely that pupils receiving home tuition and pupils educated in specialist placements outside the local authority receive appropriate provision.

EOTAS service managers and officers collaborate well with a wide range of partners, such as Coleg Cambria, to ensure an effective range of alternative provision for learners educated other than at school, in order to ensure that they remain engaged. Staff working for these partners adapt courses effectively to maintain learners' engagement. They provide a valuable range of full and parttime provision to ensure that learners complete their courses.

The local authority has strong links with local further education colleges and other providers.

The PPRU provides an effective range of support for pupils with a range of social, emotional and behavioural difficulties from foundation phase to key stage 4. The EOTAS provision is flexible enough to support Welsh speaking pupils who access the range of services. Developments within the PPRU, such as the foundation phase provision at Canolfan yr Enfys, have expanded the local authority's offer, and increased its capacity to assess pupils and identify the best possible provision for the individual child at an early stage. Officers plan appropriate opportunities for pupils to access the provision on a fulltime, parttime or temporary basis according to their needs and for assessment purposes.

The local authority has a clear vision for the development of the PPRU, including future capital investment. The PPRU is a flexible resource that engages with schools to provide outreach training and support. For example, leaders and staff provide valuable support programmes for pupils with behavioural difficulties in mainstream schools. There are robust procedures in place to ensure that staff monitor these pupils' progress closely.

Local authority staff liaise closely with schools and EOTAS providers to ensure that pupils return to school when appropriate. Staff at all levels within the authority work successfully to ensure that learners remain engaged in their learning. The impact of this work is reflected in the low numbers of these pupils who at 16 go on to become NEET (not in education, employment or training).

Local authority staff provide useful resources to help parents to support their children with their learning where they receive EOTAS provision.

### **How effective is the local authority's work in identifying, providing and monitoring statutory support for pupils with special educational needs?**

The local authority is committed to delivering good quality provision for pupils with special education needs. There is a clear link between the service delivery and the local authority's priority to improve 'the engagement, wellbeing and performance of vulnerable groups'. The special educational needs service is well resourced and its staff have significant expertise and experience. There is a strong sense of team working within the service and a valuable ethos of child-centred planning and provision.

The authority meets its statutory duties well. It is successful in completing statutory assessment within required timescales. A notable feature is that the authority provides extra financial resource to schools to support individual pupils whilst assessment and evidence gathering are taking place. Provision of assessment and support through the medium of Welsh is generally appropriate. Leaders ensure that parents are well informed about its services through the Parent Partnership service that is available to all parents of pupils with special educational needs. The local authority also provides comprehensive information about its support services through its website, and only a very few appeals have been made to the Special Educational Needs Tribunal Wales over time. Many pupils with special educational needs make good progress at school and move on to suitable further education, training or work.

The clear and comprehensive 'Additional Learning Needs Policy' includes helpful guidance to schools regarding the requirements of a graduated response to identifying pupil need and securing support. Moderation processes are consistent, well managed and transparent.

Service managers scrutinise outcomes of annual reviews carefully and make suitable amendments to provision. Senior leaders evaluate progress of pupils with special educational needs at the end of the foundation phase and other key stages. However, leaders' use of data and first-hand evidence to evaluate performance of the service is at an early stage of development.

There is a broad and comprehensive range of training for schools and early years settings to help them support individual pupils' needs. This includes enabling many teachers and learning support assistants to gain beneficial qualifications in delivering emotional literacy programmes and social communication interventions, and responding to attachment issues. Leaders consider emerging trends of difficulties for pupils across the authority well to provide relevant and timely training and support to school staff.

A notable feature in the local authority's work is its strong early intervention work in supporting children's speech, language and communication. For example, the Language Development Project enables well-resourced and effective universal, targeted and specialist support for younger pupils. The authority's language development assistants attend schools and work collaboratively with teachers to support individuals or small groups of pupils for fixed periods. In addition, the English as an additional language (EAL) service and the Language and Communication (CLASS) service deliver comprehensive and valuable training to teachers about early language acquisition for all pupils who have language difficulties. Initiatives such as these ensure early support for pupils and, in some cases, prevent the need for statutory assessment.

The local authority takes a lead role in several cross-authority projects. For example, managers chair regional ALN Transformation Groups and the effective Flintshire Sensory Service is now commissioned by two neighbouring authorities.

### **Leadership and management**

Senior officers and elected members share a clear vision for ensuring effective education provision in Flintshire. They communicate this vision well across the authority, throughout the department, and to stakeholders and partners. The leadership of the education service by the chief officer for education and youth is inclusive and increasingly effective.

The authority's corporate plan demonstrates well the commitment to improving education, with one of its six core priorities being a 'learning council' with 'high performing education'. This priority is reflected well and further developed in the Education and Youth Portfolio's business plan. The business plan is generally clear, and sets out well the rationale for its priorities and actions for education services including non-formal education provision.

The corporate business planning and performance monitoring cycle is used well for ongoing strategic level monitoring of performance through the use of quarterly, half-yearly and annual reports. These reports provide good opportunities to identify the impact of the business plan's objectives, progress against actions, or slippage, and emerging risks. However, the authority's evaluation of a few front line services is not as rigorous, and therefore senior leaders are unclear about the full impact of these services. Also, it is not always clear how front line services plan to contribute to the progress of strategic objectives.

The local authority's annual self-evaluation processes are informed well through the intelligence generated by the business planning reports, and by consultation with a wide range of partners including its schools. As a consequence, the local authority's self-evaluation processes provide a generally accurate and ongoing understanding of the portfolio's performance.

Managers and senior leaders use the corporate performance management framework for staff effectively. The annual appraisal process is purposeful and identifies professional learning needs and individual strengths of staff well. Individual staff objectives link clearly to corporate and portfolio plans.

Officers show a strong commitment to their own professional learning, updating their knowledge and skills regularly. They do this within their own areas of responsibility through a range of well-considered activities. This ensures that staff have the skills to undertake their professional roles.

Services within the authority work well together to deliver their education duties, through the effective use of formal programme and project management procedures. The authority has a good working relationship with external partners, such as the local further education college, the local voluntary sector organisations and GwE. Officers also engage well with a wide range of regional and national networks, enabling them to exchange information and intelligence effectively and learn from colleagues working in other local authorities.

The authority's relationship with the primary and secondary headteacher federations is well established. The chief executive, chief education officer, other senior officers and the cabinet member for education and youth meet the headteacher federations regularly. This enables the authority to share its plans with headteachers and, as a consequence, headteachers' views contribute directly to planning and schools are integral to the decision-making process.

The authority has a strong working relationship with the regional consortium, and contributes well to its management, governance and scrutiny. The local authority and GwE share information frequently for operational purposes. This creates a shared understanding of school performance and ensures that the provision of bespoke packages of support is appropriate.

In most cases, reports to cabinet and scrutiny are well set out and contain useful information to help elected members understand the key issues under review. However, in a few cases, performance information and the key implications arising from this are not analysed clearly enough to help elected members focus on the most important areas for improvement.

The authority's scrutiny arrangements were recently reviewed by the Wales Audit Office. They concluded that scrutiny is well run but needed to adapt to meet future challenges. The Education and Youth Overview and Scrutiny Committee approaches its work in a variety of ways, generally through the traditional committee meeting, but also through closed workshops, occasional task and finish groups, and scrutiny committee members' attendance at school performance review meetings with specific schools. The Scrutiny work programme is proactive and covers a wide range of appropriate issues.

The local authority's Welsh in Education Strategic Plan (WESP) sets out well its commitment to promote the Welsh language and to increase the numbers of pupils receiving Welsh-medium education across all sectors. The strategy has responded to an identified need to expand Welsh-medium provision in the Mold, Flint and Buckley areas. The Welsh Advisory Team and the Early Years Team provide effective bespoke support to develop pupils' Welsh language skills from a very early age.

Flintshire local authority discharges its duties for safeguarding in education well. Child protection and safeguarding are a high priority within the authority. The local authority provides relevant training and support to education providers, which helps all staff to know and understand their safeguarding responsibilities, including those for preventing radicalisation. Safe recruitment procedures are well managed by the human resources team and there are consistent and stringent procedures in place for dealing with any allegations against staff.

The cross-service Safeguarding Group is beginning to influence positively the work of the Flintshire pioneer schools who are developing the health and wellbeing aspect of the new curriculum. For example, they have provided schools with useful resources to support them in identifying radicalisation, potential child sexual exploitation and unhealthy relationships. In addition, they have provided helpful materials to support National Safeguarding Week, such as model lessons on county lines.

The authority plans its annual budgets carefully and in accordance with its priorities. The Education and Youth portfolio has made significant budget savings in recent years, but the authority has prioritised protecting delegated school budgets. The funding delegated to schools has increased relative to other authorities and is now only slightly below average.

Officers and elected members monitor spending levels in detail every month. There is effective control of nearly all non-delegated budgets for which the education service is responsible, but the significant and recurring pressure on the demand-led out-of-county placement budget is a significant financial risk.

Officers have an appropriately detailed understanding of why some learners are placed in educational provision outside the county and how much that provision costs. Planning to consider potentially more cost-effective local provision for certain categories of learners is at an early stage. The Early Help Hub is a good example of effective joint working between different council services and other partners in a bid to prevent the needs of learners and their families from escalating, but it is too early to evaluate the Hub's effectiveness in supporting families and therefore reducing and avoiding future cost.

Senior council officers provide effective support to the School Budget Forum, which meets regularly. The Forum makes a valuable contribution in developing and adjusting the formula used to delegate funding to schools and in improving the quality of the agreements that govern the sale of services by the authority to its schools. Despite formula adjustments, however, a majority of secondary schools carried forward deficits into the 2019-20 financial year. The authority requires those schools planning to set deficit budgets to produce an agreed recovery plan, and to obtain the approval of senior officers before they appoint staff. However, the financial position in a small number of schools has continued to deteriorate year-on-year for longer than the maximum five-year period specified in the authority's scheme for financing schools.

The council makes good use of a range of sources of capital funding to improve both the quality and efficiency of its school estate. The decision-making process surrounding school reorganisation is thorough and comprehensive, and subsequent project management is rigorous in ensuring that projects are delivered on time and to

budget. Through a well-considered combination of school closure, new build and remodelling, the maintenance backlog has fallen significantly in recent years. Almost 90% of schools are deemed to be in at least satisfactory condition. School reorganisation has also reduced surplus capacity in schools, although the proportion of surplus places remains above the national target. The Welsh Government has approved the authority's ambitious £85 million proposals for the second phase of the 21st Century Schools programme which, subject to affordability, has the potential to sustain the progress made during the first phase.



## Copies of the report

Copies of this report are available from the local authority and from the Estyn website ([www.estyn.gov.wales](http://www.estyn.gov.wales))

The report was produced in accordance with Section 38 of the Education Act 1997, the Children Act 2004 and the Learning and Skills Act 2000.

Every possible care has been taken to ensure that the information in this document is accurate at the time of going to press. Any enquiries or comments regarding this document/publication should be addressed to:

Publication Section

Estyn

Anchor Court, Keen Road

Cardiff

CF24 5JW or by email to [publications@estyn.gov.wales](mailto:publications@estyn.gov.wales)

This and other Estyn publications are available on our website: [www.estyn.gov.wales](http://www.estyn.gov.wales)

© Crown Copyright 2019: This report may be re used free of charge in any format or medium provided that it is re used accurately and not used in a misleading context. The material must be acknowledged as Crown copyright and the title of the report specified.

Publication date: 09/08/2019

This page is intentionally left blank



## CABINET

<b>Date of Meeting</b>	Tuesday, 24 <sup>th</sup> September 2019
<b>Report Subject</b>	Flintshire Food Enterprise and the Food Poverty Response
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Officer (Housing & Assets)
<b>Type of Report</b>	Strategic

### **EXECUTIVE SUMMARY**

Food poverty is best defined as *'people not having access to good fresh food by choice'* and referring to the definition 'if you feed people well, they are more likely to get out of their crisis'.

The County Council and partners – Clwyd Alyn Housing and Can Cook – previously decided to provide support to those who were most vulnerable and who did not have access to good fresh food.

During the course of the Holiday Hunger campaign positive publicity was generated and over 17,000 meals were delivered to children in our communities who otherwise might have gone in need during that holiday period. Due to the success of the 2018 campaign, this has been repeated and the response has been much bigger in 2019.

Since then the Council and its partners have been exploring a number of options which will see progress maintained through the development of a longer term and sustainable solution to food poverty.

The business model is for a new social enterprise business with the three partners having equal rights for the management and delivery of the operation. Food will be prepared in Flintshire through a number of hub locations with a main food preparation hub in the Shotton area.

### **RECOMMENDATIONS**

1.	That Cabinet endorse and support the proposal for a new Social Enterprise model which will make a significant contribution to reducing food poverty in the County.
----	--

2.	To provide delegated authority to the Chief Executive, in consultation with the Leader of the Council, to approve the business plan, contracts and legal documents.
----	---

## **REPORT DETAILS**

<b>1.00</b>	<b>BACKGROUND</b>
1.01	Food poverty is best defined as <i>'people not having access to good fresh food by choice'</i> and referring to the definition 'if you feed people well, they are more likely to get out of their crisis.
1.02	It is known that for every £1 spent on processed food 37p is added for diet related diseases that require treatment later. Current estimates indicate that as many as 1 in 4 families now require food assistance at some point and of those families most have children who are going hungry for 2/3 days a week. Moreover, hidden/stigmatised hunger is now a major problem, with 8 out of 10 people staying out of the current food bank system. It is a public health crisis that has serious implications for children's learning, wellbeing and life chances, a crisis that hinders parents' ability to alleviate the crisis, because they themselves fall hungry, their ability to make the decisions necessary to improve their ability to make decisions necessary to improve their circumstances are seriously impaired.
1.03	In direct response to the issues set out above, the Council and partners (Clwyd Alyn Housing and Can Cook) previously decided to provide support to those who were most vulnerable and did not have access to good fresh food. During the course of the that period the partnership developed a delivery plan which sought to ensure children were fed across the school holidays and other groups such as those residing in hostels, were also fed well.
1.04	During the course of the Holiday Hunger campaigns a great deal of positive publicity was generated and over 17,000 meals have been delivered to children in our Flintshire's communities who would otherwise have been at risk of going hungry during that holiday period.
1.05	The Council and its partners have been exploring a number of options which will see progress maintained through the development of a longer term and sustainable solution to food poverty. Flintshire County Council has been working with Can Cook to produce a plan.
1.06	The plan, developed in consultation with the Flintshire Food Poverty Group, would at first: <ul style="list-style-type: none"> <li>- Identify the gaps and issues within the localised food aid offer and;</li> <li>- Address those issues, by designing a local social-food-enterprise that could address some of the issues in the long term.</li> </ul>
1.07	This work, which is based on the creation of a new enterprise, would be the precursor to a wider plan for Flintshire.
<b>THE PROPOSED FOOD ENTERPRISE</b>	

1.08	<p>The proposed model of delivery is for a new social enterprise business, with the three partners, having equal rights for the management and delivery of the operation.</p> <p>The mission of the company will be to “connect everyone with good fresh food”.</p> <p>Food would be prepared in Flintshire through a number of hubs locations with a main food preparation hub in the Shotton area.</p>
1.09	<p>The model which is set out below aims to deliver the following:-</p> <ul style="list-style-type: none"> <li>• Production of good fresh meals using surplus vegetables purchased at reduced rates;</li> <li>• A provider for catering in housing associations; nurseries and workplaces which will generate a surplus which will then be redistributed to establish free/subsidised meal supply for vulnerable groups</li> <li>• To supply meals as an alternative to a “meals on wheels” model. This will directly compete with commercial sellers in this area, but will be very different in that the “community hubs” that we establish will directly benefit from the number of meals they order, this can then be utilised by the “hub” for a community purpose</li> </ul>
1.10	<p>A primary aim will be to reach and develop sustainable models for people to access good affordable fresh food, particularly linking in with work we do and services we provide such as:</p> <ul style="list-style-type: none"> <li>• Domiciliary care and linking food provision with care services</li> <li>• Developing a transition programme from food aid to food purchase for vulnerable groups, i.e. homeless families</li> <li>• To link in with services which support residents and embed support around food provision within those services</li> <li>• To use food provision as a catalyst to begin to tackle loneliness and isolation</li> </ul>
1.11	<p>The model anticipates that the partners will provide an initial investment in year 1 and 2 of £375,000 broken down as follows:-</p> <p>Clwyd Alyn - £225,000 (Year 1 £125k, Year 2 £100k)  Flintshire County Council £150,000 (Year 1 £100k, Year 2 £50k)</p>
1.12	<p>Discussions are still ongoing between the partners and a number of issues are in the process of being resolved. These include:</p> <ul style="list-style-type: none"> <li>• Legal documents and terms for the business which have been drafted and need to be agreed and signed off</li> <li>• Clear map of the external bids and the indicative prospects of these.</li> <li>• Development of an ethical employment model</li> </ul>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The proposal will create employment opportunities within Flintshire.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Discussion with prospective partners is ongoing at the moment.

<b>4.00</b>	<b>RISK MANAGEMENT</b>													
4.01	Food Poverty has been identified as a significant issue and risk to our communities and has been included within the Council Plan under the theme of 'Caring Council, Protecting People from Poverty'. Tackling food poverty is an important means of increasing equality of opportunity for all Flintshire residents.													
4.02	The model and subsequently the Enterprise has been risk assessed and this will continue to be reviewed and updated as it progresses and will include due diligence, risks, benefits and impacts.													
4.03	Under the five delivery principles of the Well-being of Future Generations Act a successful delivery of the Enterprise can have the following impacts:													
	<table border="1"> <thead> <tr> <th>Ways of Working Principle</th> <th>Impact</th> </tr> </thead> <tbody> <tr> <td>Long-term</td> <td> <ul style="list-style-type: none"> <li>Positive impact on longer term solutions to alleviate food poverty and food insecurity in Flintshire and over time across the region</li> </ul> </td> </tr> <tr> <td>Prevention</td> <td> <ul style="list-style-type: none"> <li>Services within the Enterprise model will have positive preventative impacts for people</li> </ul> </td> </tr> <tr> <td>Integration</td> <td> <ul style="list-style-type: none"> <li>The Enterprise will integrate with other support services</li> </ul> </td> </tr> <tr> <td>Collaboration</td> <td> <ul style="list-style-type: none"> <li>This model includes a collaborative approach from the outset and it is envisaged there will be more once the Enterprise is well established</li> </ul> </td> </tr> <tr> <td>Involvement</td> <td> <ul style="list-style-type: none"> <li>The Enterprise will develop community engagement arrangements</li> </ul> </td> </tr> </tbody> </table>	Ways of Working Principle	Impact	Long-term	<ul style="list-style-type: none"> <li>Positive impact on longer term solutions to alleviate food poverty and food insecurity in Flintshire and over time across the region</li> </ul>	Prevention	<ul style="list-style-type: none"> <li>Services within the Enterprise model will have positive preventative impacts for people</li> </ul>	Integration	<ul style="list-style-type: none"> <li>The Enterprise will integrate with other support services</li> </ul>	Collaboration	<ul style="list-style-type: none"> <li>This model includes a collaborative approach from the outset and it is envisaged there will be more once the Enterprise is well established</li> </ul>	Involvement	<ul style="list-style-type: none"> <li>The Enterprise will develop community engagement arrangements</li> </ul>	
Ways of Working Principle	Impact													
Long-term	<ul style="list-style-type: none"> <li>Positive impact on longer term solutions to alleviate food poverty and food insecurity in Flintshire and over time across the region</li> </ul>													
Prevention	<ul style="list-style-type: none"> <li>Services within the Enterprise model will have positive preventative impacts for people</li> </ul>													
Integration	<ul style="list-style-type: none"> <li>The Enterprise will integrate with other support services</li> </ul>													
Collaboration	<ul style="list-style-type: none"> <li>This model includes a collaborative approach from the outset and it is envisaged there will be more once the Enterprise is well established</li> </ul>													
Involvement	<ul style="list-style-type: none"> <li>The Enterprise will develop community engagement arrangements</li> </ul>													
4.04	The Enterprise will have impacts in relation to a number of the seven well-being goals of the Act – for a Wales that is prosperous; resilient; healthier; more equal; cohesive and globally responsible													

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Business Plan (This is a Part 2 item)

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Neal Cockerton  <b>Job Title:</b> Chief Officer, Housing and Assets  <b>Telephone:</b> 01352 703169  <b>E-mail:</b> <a href="mailto:neal.cockerton@flintshire.gov.uk">neal.cockerton@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p>Holiday Hunger Campaign - It has been recognised many children receiving free school meals do not eat a regular hot meal over the six weeks summer holidays due to their family being in food poverty. During the Summer of 2018 Flintshire County Council along with partners delivered a programme called “Share your lunch” which served around 18,000 hot meals to children in selected play scheme sites during the six week holiday period.</p> <p>Social Enterprise - a business with a conscience that is driven by a cause. It focuses on the impact it has on people or the environment and generates profit which it ploughs back into the community.</p>

This page is intentionally left blank





## CABINET

<b>Date of Meeting</b>	Tuesday 24 <sup>th</sup> September 2019.
<b>Report Subject</b>	Waste Strategy Review Consultation
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside
<b>Report Author</b>	Chief Officer (Streetscene And Transportation)
<b>Type of Report</b>	Strategic

### **EXECUTIVE SUMMARY**

In 2011, Flintshire County Council introduced a Managed Weekly Collection waste service (MWC), which changed waste collections in the County from a weekly, black sack and back door service to weekly recycling and food waste collections with fortnightly collections of non-recyclable waste, alternating with garden waste - with all of the various waste streams being pre-sorted by residents and collected at the kerb-side.

This change significantly improved the Council's recycling performance and due to the engagement and efforts of residents, the Council continues to perform well with the recycling performance for 2018/19 confirmed at 69.16%. This is already above the 2019/20 target of 64% with the next significant target being 70% in 2025.

The current recycling performance needs to be celebrated, but without operational and policy change, it is likely that performance will now stabilise and any future improvements in performance will become difficult to achieve. Whilst the current waste strategy does not come to an end until 2025, the target set within the document of 70% has been almost achieved and it is important that the Council starts to plan for the future, considering what more could be done to increase recycling rates still further and reduce residual waste.

This report proposes that the Council undertakes a wide ranging public consultation exercise on the future provision of the waste and recycling service to better understand residents' expectations and behaviours, and set the future direction for the service provision.

## RECOMMENDATIONS

1	That Cabinet notes the current recycling performance.
2	That Cabinet approves the commencement of a public consultation exercise on the Council's Waste Strategy and the future direction of the waste and recycling service.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE BACKGROUND TO THE CURRENT POLICY</b>															
1.01	In 2010, Welsh Government (WG) published its policy for dealing with municipal waste in Wales 'Towards Zero Waste' (TZW). This policy sets out statutory recycling targets for all Councils in Wales to meet.															
1.02	In June 2010, the Council adopted its own Municipal Waste Strategy. The strategy contained a number of key actions which were required to meet the challenging targets set out in TZW.															
1.03	In 2011, WG published its Municipal Sector Plan which was a partnering document to TZW which provided guidance to Welsh Council's in the form of a blueprint describing WG's recommended service delivery for Councils to follow.															
1.04	Working to the Council Municipal Waste Strategy, recycling performance has exceed the statutory targets, with current performance almost at the level required by 2024/25 <table border="1" data-bbox="367 1232 1372 1444"> <thead> <tr> <th>Year</th> <th>Recycling Target</th> <th>FCC's Recycling Performance</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>52%</td> <td>54.92%</td> </tr> <tr> <td>2016/17</td> <td>58%</td> <td>68.2%</td> </tr> <tr> <td>2019/20</td> <td>64%</td> <td>69% (projected)</td> </tr> <tr> <td>2024/25</td> <td>70%</td> <td></td> </tr> </tbody> </table>	Year	Recycling Target	FCC's Recycling Performance	2013/14	52%	54.92%	2016/17	58%	68.2%	2019/20	64%	69% (projected)	2024/25	70%	
Year	Recycling Target	FCC's Recycling Performance														
2013/14	52%	54.92%														
2016/17	58%	68.2%														
2019/20	64%	69% (projected)														
2024/25	70%															
1.05	<p>WG is currently reviewing its national policies with a view to revising future targets.</p> <p>This review is taking place following waste compositional analysis, which has shown that items such as cans, plastic bottles and food waste are still ending up in the residual waste bin and inevitably then in landfill or sent for incineration rather than being recycled.</p>															
1.06	<p>It is widely recognised that the impact of not recycling our waste has substantial environmental implications that must be addressed to mitigate the future impact on the planet.</p> <p>Some of the most significant effects are:</p> <ul style="list-style-type: none"> <li>The use of raw materials for the manufacture of new products destroys natural habitats and ecosystems.</li> </ul>															

	<ul style="list-style-type: none"> <li>• Increased carbon emissions from the mining, transport and manufacture of new products.</li> <li>• Increased pollution as non-recycled items enter the waste stream and pollute the natural environment. Plastic waste, specifically, has recently been highlighted as polluting our seas and oceans.</li> </ul>
1.07	In addition to the environmental impact, there is a lost financial opportunity by not recycling our waste. There is a cost for every tonne of waste, which is treated or landfilled, whilst the sale of the recycled products raises a small amount of income for the Council.
1.08	<p>With the current Municipal Waste Strategy coming to an end in 2025, and the expectation that our current performance will plateau without further changes, now is an opportunity to review the current service provision to identify how recycling performance could increase further.</p> <p>This report proposes that a public consultation is undertaken to assist the Council in identifying what changes could be made to services in order to achieve improved recycling targets.</p> <p>The consultation will consider a number of aspects, including:</p> <ul style="list-style-type: none"> <li>• Informing service users on current success</li> <li>• Informing service users what happens to collected recyclable items</li> <li>• Explaining the need for a review to be undertaken</li> <li>• Gaining information on current recycling behaviours</li> <li>• Consideration for future service change options that will maximise recycling potential are listed in <b>Appendix 1</b></li> </ul>
1.09	<p>It is proposed that the consultation will take place over a period of five weeks from 25<sup>th</sup> September 2019 until 31<sup>st</sup> October 2019.</p> <p>In order to deliver the consultation to as many key stakeholders as possible a programme has been developed, highlighting the proposed methods of communication and engagement <b>Appendix 2</b>.</p> <p>The consultation will take the form of a short Survey Monkey questionnaire, in which a number of key questions will be asked <b>Appendix 3</b>.</p>
1.10	A report detailing the outcome of the public consultation exercise will be presented to the December meeting of the Environment Overview and Scrutiny and to Cabinet to approve the next steps following completion of the consultation.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no additional resource implications for undertaking the public consultation.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Member workshops were held in June 2019 to seek views on the future provision of the collection service.
3.02	Residents through 'Survey Monkey' feedback.
3.03	Cabinet Member for Streetscene and Countryside.
3.04	Town and Community Councils – invitation for written response/comment.
3.05	Elected Members – invitation for written response/comment.
3.06	Assembly Members – invitation for written response/comment.
3.07	Members of Parliament – invitation for written response/comment.
3.08	Environment Overview and Scrutiny Committee will be asked to provide comments at their meeting in October 2019.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	A project team is in place to manage and support the consultation to ensure Countywide engagement.
4.02	An Integrated Impact Assessment has begun to assess the impact of any potential service changes.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - Service change considerations Appendix 2 - Consultation programme Appendix 3 - Consultation questions

<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	WG – Welsh Government TZW – Towards Zero Waste MWC – Managed Weekly Collections

## **APPENDIX 1**

### Options for consideration to improve recycling levels

#### **Improved education/communication with residents**

- Improve resident understanding on what can / cannot be recycled
- Improved education and engagement through schools, community and local groups
- Improved information through digital media (website, social media, my account)

#### **Undertaking stricter enforcement of what is placed in the residual waste (black) bin**

- Enforcement action when recycled material is placed in the black bin.
- Enforcement action when waste or recycled material is put in the wrong container.

#### **Changing the frequency of collection of the residual waste (black) bin**

- Reducing collection frequency for black bin collection to once every three or four weeks
- Maintain fortnightly brown bin collections (March – Mid-December)

#### **Reducing the size of the residual waste (black) bin**

- Maintaining the current frequency of collection while reducing the size of the black bin
- Maintain weekly recycling collections
- Maintain fortnightly brown bin collections (March – Mid-December)

## APPENDIX 2

### Consultation Programme

August 2019	Integrated Impact Assessment	Start IIA process
10 <sup>th</sup> September	Informal Cabinet	Inform on the launch of consultation
10 <sup>th</sup> September	Flintshire Youth Council	Discuss consultation and request support/input
16-20 <sup>th</sup> September	Connects / Libraries / Contact Centre	Pre - consultation briefing
September	Workforce briefing	Inform and request assistance with promoting consultation to service users
20 <sup>th</sup> September	Press Briefing	Inform press of content of the consultation and request support to promote through all possible avenues.
24 <sup>th</sup> September	Change exchange	Message to managers – assist with promoting consultation to service users
24 <sup>th</sup> September	Cabinet	Inform on the launch of consultation Present: Document, survey, consultation list, video,
25 <sup>th</sup> September – 31 <sup>st</sup> October	Consultation Live	Launch consultation: <ul style="list-style-type: none"> <li>• Live on Flintshire CC Website</li> <li>• Video detailing recycling operations</li> <li>• Live survey monkey questionnaire</li> <li>• Live on Infonet / workforce email</li> <li>• Live in Connects Centres / Libraries (documents on deposit)</li> <li>• Informative banner on HRCs</li> <li>• Twitter updates</li> <li>• Press release</li> <li>• Information via My Account / Your Council</li> <li>• Letter to: Members, T&amp;CC, AMs, PMs</li> <li>• Letter to School Councils / eco groups</li> <li>• Leaflet to each property (with calendar)</li> <li>• Call %age of residents to take survey</li> </ul>
25 <sup>th</sup> Sept – 31 <sup>st</sup> October	Connects Centres / Libraries	Drop in events – dates TBC Mold – Wednesday Holywell – Thursday Flint – Friday Buckley – Monday C'Quay – Tuesday Q'ferry – Wednesday

2 <sup>nd</sup> October	Twitter	Reminder on Consultation / Recycling advice
9 <sup>th</sup> October	Twitter	Reminder on Consultation / Recycling advice
10 <sup>th</sup> October	County Forum	Brief on Consultation and request participation
15 <sup>th</sup> October	EO&S committee	Present report on Consultation and request discussion / feedback
16 <sup>th</sup> October	Press Release	Reminder on Consultation
16 <sup>th</sup> October	Twitter	Reminder on Consultation / Recycling advice
23 <sup>rd</sup> October	Twitter	Reminder on Consultation / Recycling advice
31 <sup>st</sup> October	Consultation End	Close Consultation and review feedback

This page is intentionally left blank



## Appendix 3

### Introduction

Flintshire County Council is undertaking a public consultation to engage with residents on the current and future waste services. Feedback is required on how residents currently use the service provided, what restricts a person's ability to recycle and what we could do to make sure recycling performance is maximised into the future.

Please take this opportunity to complete this short questionnaire to have your say.

Please provide POST CODE:

### Consultation Questions

1. Which statement best describes how much you currently recycle?
  - I recycle everything that can be recycled
  - I recycle a lot but not everything that can be recycled
  - I recycle a little
  - I do not currently recycle, but I intend to start
  - I do not currently recycle and do not intend to start

2. How often do you use the following collection services:

Recycling (paper/card/plastic/tins/glass)

Food waste

Garden Waste

Batteries

Waste

Bulky waste

Options: Every Week/Every fortnight/Once a Month/A few times a year/Never

3. On average, how full are your containers and black bins on your collection day?

Recycling (paper/card/plastic/tins/glass)

Food waste

Garden Waste

Batteries

Waste

Options: Overflowing / Full / Half Full / Quarter Full / Virtually Empty

4. Do any of the following factors prevent you from recycling?

- It takes too much time
- I'm not sure what containers to use
- I don't have all the containers I need
- I don't know where to get containers / bags from
- I don't think it matters whether I recycle or not
- I recycle everything
- Other

5. Over the past few months, how often have you:

- Thrown recyclables in to the waste bin
- Thrown uneaten food or food that is packaged in to the waste bin
- Thrown dirty recyclables into the waste bin because of the time it would take to rinse the items
- Thrown items into the waste bin because you weren't sure if they could be recycled
- Forgotten to put recycling out as you were unsure of the collection day
- Thrown recyclable items into the waste bin because your recycling containers were full
- Thrown waste into the recycling bin because your wheelie bin is full

Options: Always / Often / Sometimes / Rarely / Never

6. Do you agree that the Council should take steps to encourage more people to recycle so less money is spent on disposal costs?

- Yes
- No

7. Do you think it is reasonable for the Council to take robust enforcement action against those who do not recycle?

- Yes
- No

8. If you recycled as much of your waste as possible with the existing weekly recycling service, could you cope with less frequent black bin collections?

- Yes
- No

9. If you recycled as much of your waste as possible with the existing weekly recycling service and you were provided with a larger black bin, would that help with reduced collection frequency?

- Yes
- No

10. If you recycled as much of your waste as possible with the existing weekly recycling service could you cope with a smaller black bin if collection of the bin remained fortnightly?

11. What concerns would you have if the container was emptied less often?

- I would have no concerns
- Odours
- Disposal of nappies
- The black bin would fill up too quickly
- The bin would be too heavy
- Increase in fly-tipping and litter
- Longer time between collection if I miss a day
- Vermin
- Flies
- Animal waste / animal bedding

12. How would you like to receive/find out about information on recycling and waste collection services?

- Leaflets
- Smartphone / apps
- Flintshires' My Account
- Council website
- E-mail
- Community events
- Online videos
- Other?

This page is intentionally left blank



## CABINET

<b>Date of Meeting</b>	Tuesday, 24 <sup>th</sup> September 2019
<b>Report Subject</b>	Year-end Council Plan Monitoring Report 2018/19
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Education
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council Plan 2018/23 was adopted by the Council in June 2018. This report presents the monitoring of progress at the end 2018/19.

This monitoring report for the 2018/19 Council Plan is a positive report, with 92% of activities being assessed as having made good progress, and 89% on track to achieve the desired outcome. Performance indicators show good progress with 70% on target, 20% are being monitored and 10% off track. Risks are also being successfully managed with the majority being assessed as moderate (64%), minor (14%) or insignificant (11%).

### Recommendations

1	Cabinet notes and endorses levels of progress, performance and risk in the Year-end Council Plan 2018/19 monitoring report.
2	Cabinet is assured by plans and actions to manage the delivery of the 2019/20 Council Plan.

## REPORT DETAILS

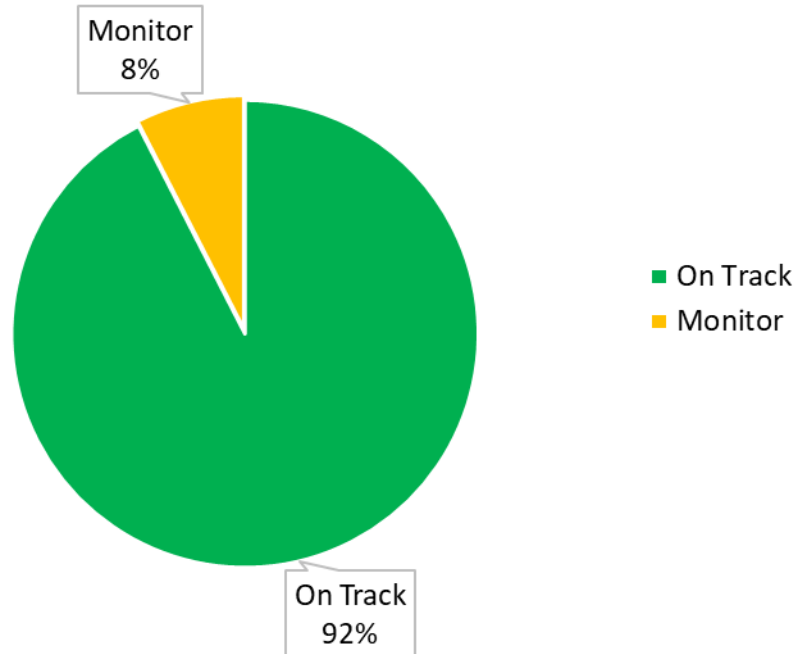
1.00	REPORT DETAIL
1.01	The Council Plan monitoring reports give an explanation of the progress that has been made toward the delivery of the impacts set out in the 2018/19 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	The twelve individual sub-priority reports have been brought together to provide a single report for Cabinet. Members have also received respective reports when circulated with Overview and Scrutiny Committee agendas.
1.03	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.04	<p><b>Monitoring our Activities</b></p> <p><u>ACTIVITIES PROGRESS</u></p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> <li>• RED: Limited Progress – delay in scheduled activity; 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, on track</li> </ul> <p><u>ACTIVITIES OUTCOME</u></p> <p>A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: -</p> <ul style="list-style-type: none"> <li>• RED: Low – lower level of confidence in the achievement of the outcome(s)</li> <li>• AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)</li> <li>• GREEN: High – full confidence in the achievement of the outcome(s)</li> </ul>

1.05

In summary our overall progress against the high level activities is: -

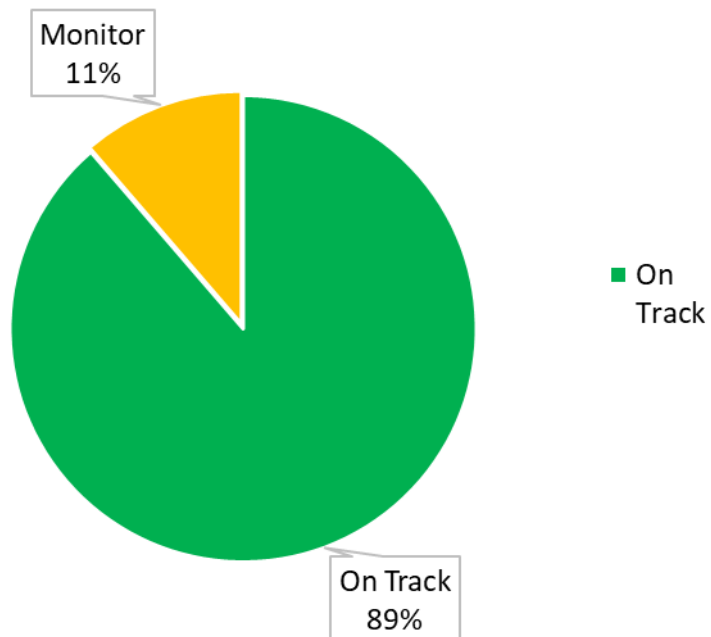
ACTIVITIES PROGRESS:

Action Progress RAG Status



ACTIVITIES OUTCOME:

Action Outcome RAG Status



No activities have been assessed as 'red' for progress or outcome.

1.06	<p><b>Monitoring our Performance</b></p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -</p> <ul style="list-style-type: none"> <li>• RED equates to a position of under-performance against target.</li> <li>• AMBER equates to a mid-position where improvement may have been made but performance has missed the target.</li> <li>• GREEN equates to a position of positive performance against target.</li> </ul>								
1.07	<p>Analysis of current levels of performance against the end of year target shows the following: -</p> <p style="text-align: center;"><b>Performance RAG Status</b></p> <table border="1"> <caption>Performance RAG Status Data</caption> <thead> <tr> <th>RAG Status</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>On Track</td> <td>70%</td> </tr> <tr> <td>Monitor</td> <td>20%</td> </tr> <tr> <td>Off Track</td> <td>10%</td> </tr> </tbody> </table>	RAG Status	Percentage	On Track	70%	Monitor	20%	Off Track	10%
RAG Status	Percentage								
On Track	70%								
Monitor	20%								
Off Track	10%								
1.08	<p>The 8 performance indicators which showed a red RAG status for overall performance against target for the year are:</p> <p><b>Priority: Supportive Council</b></p> <p><b>The numbers of additional Council homes being built through the SHARP programme</b>  Target: 99 homes; end of year performance: 57</p> <p>During 2018/19 a total of 15 council properties were completed as part of the Strategic Housing and Regeneration Programme. In the same year work commenced at sites at Llys Dewi - Penyffordd, Maes Gwern - Mold and Dobshell. Completion at these sites will provide a further 42 new council homes. There has been a delay in the start of the development at Nant y Gro, Gronant which when it commences will deliver a further 37 new council homes. This development forms part of the target of 99 for 2018/19 however it is unlikely likely to start until early in 2019/20.</p> <p><b>Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)</b>  Target: 247 days; end of year performance: 299.76</p>								



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 to deliver DFGs.

In 2017/18 DFG work had to be suspended due to budgetary constraints and as a result outstanding works have been completed within 2018/19. This impacted on the overall performance for the service. DFG performance can be explained by splitting those older cases from 2017/18 and the current year cases that have been delivered using the new framework as follows:

3 adaptations delivered in quarter 1 were 2017/18 legacy cases and averaged 393 days

4 adaptations delivered using the new framework average 230 days. This should provide an element of assurance that moving into the new financial year, once the legacy cases have been completed, performance will significantly improve.

**The number of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers**

Target: 5 care homes; end of year performance: 0

14 Care homes have achieved Bronze standard. Following a 6 month consolidation period, all 14 homes are now working towards silver standard, and the first are expected to achieve by March 2020.

**Number of people kept in hospital while waiting for social care per 1,000 population aged 75+**

Target: 1.89 per thousand people; end of year performance: 2.94

Although performance has dipped this year, the rate of delays is still better than the All Wales average of 3.5. The Council and Betsi Cadwaladr University Health Board (BCUHB) continue to work together on a case by case basis to ensure prompt discharge.

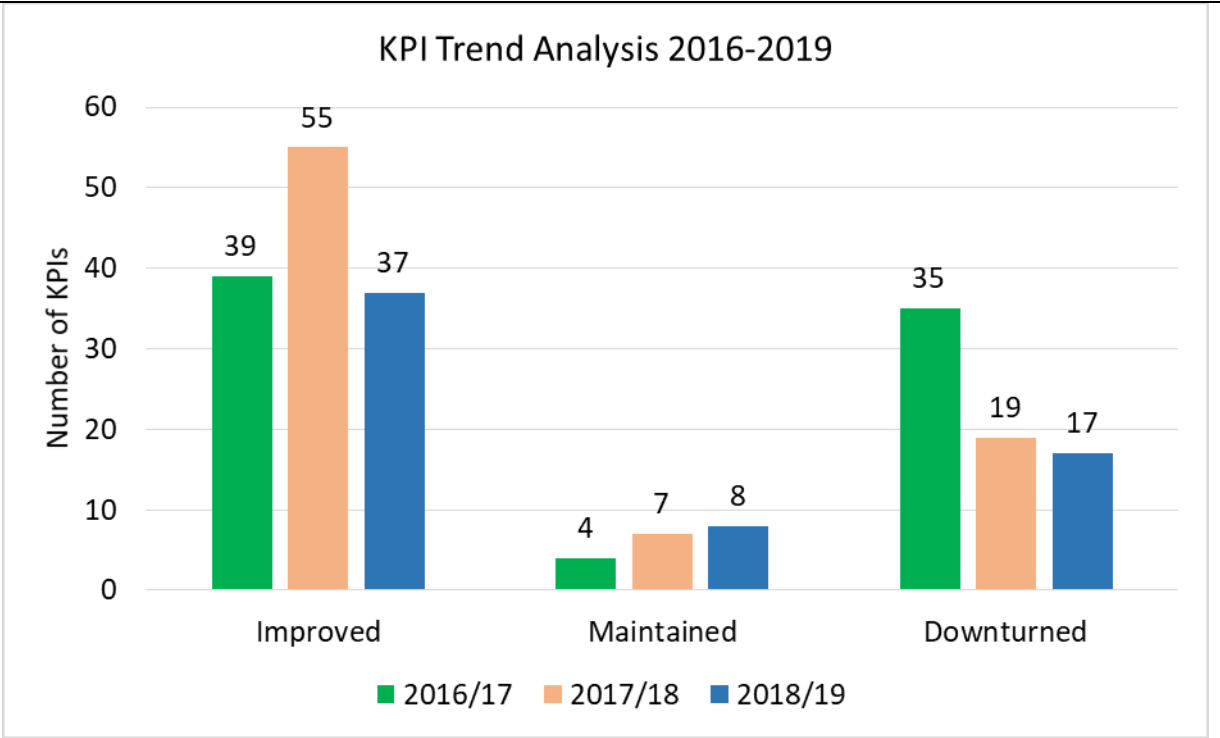
**Priority: Learning Council**

**The percentage of attendance across the portfolio PRU (Pupil Referral Unit)**

Target: 72%; end of year performance: 67.4%

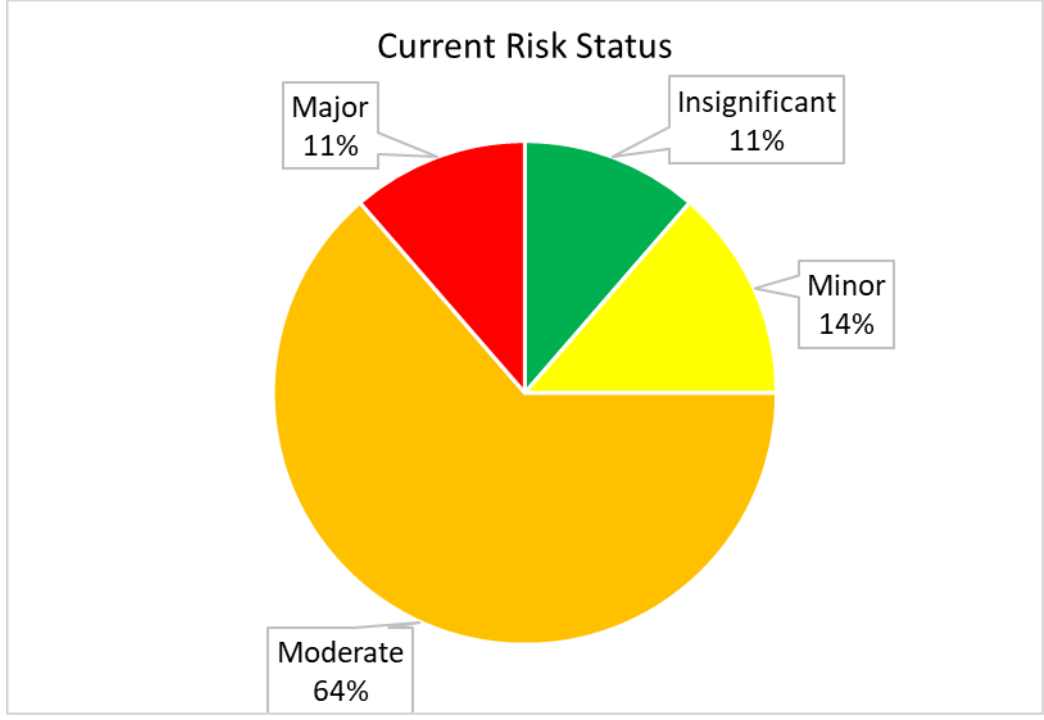
Attendance remains a priority for the PRU with a range of interventions being offered to encourage pupil engagement. The pupils attending this specialist provision are presenting with ever increasing complex needs which affects their ability to access the provision.

	<p><b>Number of new pupils engaging with the TRAC programme</b> Target: 120 pupils; end of year performance: 102</p> <p>Staffing vacancies have impacted on the ability of the TRAC team to engage with the projected numbers for 2018-19.</p> <p><b>Priority: Serving Council</b></p> <p><b>The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence</b> Target: 8.5 days; end of year performance: 10.49</p> <p>The FTE days lost for the Council during quarter four is 2.89 and based on the outcome in previous quarters, has resulted in an overall FTE days lost of 10.49 for 2018/19. This has resulted in a downturn in performance compared to the 2017/18 outturn of 8.89 days lost per FTE. However, it is important to note that the unexplained spike in absence is not confined to Flintshire based on the indicative figures provided by the majority of other Local Authorities in Wales.</p> <p><b>Percentage of eligible employees receiving an annual appraisal</b> Target: 100%; end of year performance:74.04%</p> <p>The completion figure recorded in iTrent at the end of quarter four was 74%, which has seen a downturn in performance compared to the same period last year (86%). However, as reported previously, there is often a lag in managers updating iTrent after they have conducted their appraisals. On a positive note, there has been an increase in the number of managers attending appraisal training. There has been significant management action to support the organisational discipline of the completion of appraisals to a frequency and a quality which will meet our expectations and targets in 2019/20.</p>
1.09	<p>Analysis of KPI trend over the period of three years 2016-2019 shows that we have been able to maintain performance in a higher number of KPIs during 2018/19 than in previous years. We have also reduced the amount of KPIs which have downturned over the last 3 years from 35 to 13.</p>

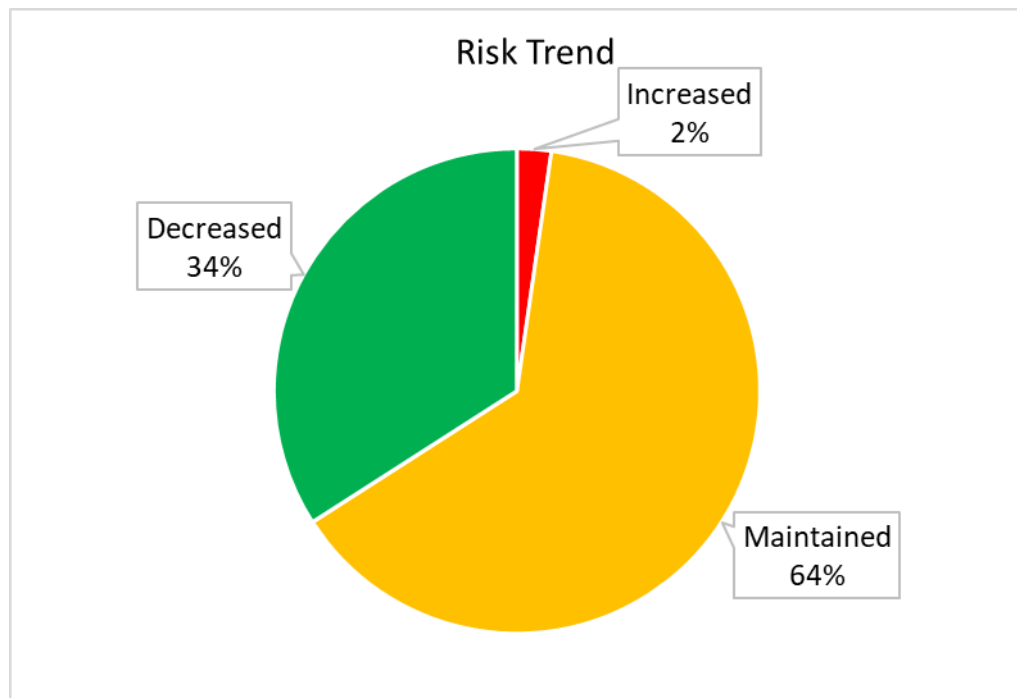


1.10 All performance indicators which show a red RAG status against target will continue to be monitored in-year. Similarly those with a downward trend will be reviewed to ascertain if performance can be improved in-year.

1.11 **Monitoring our Risks**  
 Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows:



Analysis of the current direction of travel in significance of the strategic risks identified in the Council Plan is as follows:



1.12 The 5 major (red) risks are: -

**Priority: Supportive Council**

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

Rent arrears are starting to stabilise and being brought under control, as a result of the measures introduced to tackle rent arrears through early intervention with tenants, but where necessary, also escalating cases to court quickly for those tenants who fail to engage or pay.

To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobysoft Rent Sense solution in June 2019 will allow the Rent Income service to track and monitor rent arrears much more quickly through systems that will offer predictive analytics, trend-analysis and risk profiling, meaning that officer time will not be wasted on cases that do not require contact.

The unprecedented additional work generated by the launch of UC full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears Council Tax collection rates have not been majorly impacted by the introduction of Universal Credit. In 2018/19, the Council collected 'in-year' 98.2% of council tax which resulted in Flintshire achieving the highest collection level of any Welsh local authority.

	<p><b>Risk: Demand outstrips supply for residential and nursing home care bed availability.</b></p> <p>The expansion of Marleyfield House Care Home in Buckley to support the medium term development of the nursing sector continues. The re-phasing of Integrated Care Fund (ICF) capital to fit in with the Council’s capital programme has been agreed by Welsh Government. Recommendations from Social &amp; Health Care Overview and Scrutiny Committee were that the Committee support the ICF programme and the initiatives of utilising short term funding streams to deliver against strategic and operational priorities for the council and key partners. Workstreams from the Strategic Opportunity Review are continuing and form the management controls above.</p> <p><b>Priority: Learning Council</b></p> <p><b>Risk: Limited funding to address the backlog of known repair and maintenance works in Education &amp; Youth assets.</b></p> <p>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. Additionally, in future year’s capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.</p> <p><b>Priority: Green Council</b></p> <p><b>Risk: Funding will not be secured for priority flood alleviation schemes.</b></p> <p>Since 7th January 2019, the Council has a new statutory duty as a Sustainable Drainage Approving Body (SAB). This has placed significant resource demands on the relatively small Flood and Coastal Risk Management Team to implement, resource and fund this new statutory role. In the short-term (1-2 years) the impacts of developing this new service will lessen the ability of the Team to delivery non-statutory flood alleviation schemes. Welsh Government provided the Council with £20 000 to mitigate the impacts of this new responsibility. As the Council reviews the implications of its new role as a SAB, no major schemes will be programmed to be put forward to Welsh Government’s ‘national pipeline of projects’ for delivery in 2019/20. However, additional funding for smaller more affordable local works that can be delivered through Welsh Government’s small scale scheme grant will continue to be pursued.</p> <p><b>Priority: Serving Council</b></p> <p><b>Risk: The scale of the financial challenge</b></p> <p>Council considered the final stage 3 of the budget in February and approved the setting of a balanced budget by utilising additional reserves of £0.321m (to bring the total amount funded from reserves to £2.221m) and an increase in Council Tax of 8.75%. The financial challenge will continue into 2020/21 and beyond with the Cabinet considering the financial forecast for 2020/21 to 2021/22 which is projecting an initial gap of £13.3m for 2020/21.</p>
1.13	<p>One risk through the year has increased from Amber to Red:</p> <p><b>Priority: Supportive Council</b></p>

	<p><b>Risk: Demand outstrips supply for residential and nursing home care bed availability.</b></p> <p>Latest comments for the risk can be found above in section 1.12</p>
1.14	All risks which show a red RAG status or have increased in significance will continue to be monitored in-year.

<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 appropriate 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 included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.09 and 1.10 above.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<b>Appendix 1:</b> Year-end Council Plan Monitoring Report 2018/19

<b>6.00</b>	<b>SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents</b>
6.01	<b>Council Plan 2018/19:</b> <a href="https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/COUNCIL-PLAN-2018-23-Final-English.pdf">https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/COUNCIL-PLAN-2018-23-Final-English.pdf</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
	<p><b>Council Plan:</b> 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.</p> <p><b>Risks:</b> These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use</p>

of a new and 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>							

The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.

**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 (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (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.

## **TRAC**

TRAC 11-24 Project – Using a range of interventions, a project to support young people aged 11-24 disengaging with education and at risk of becoming not in education, employment and training.





---

# Annual Performance Progress Report

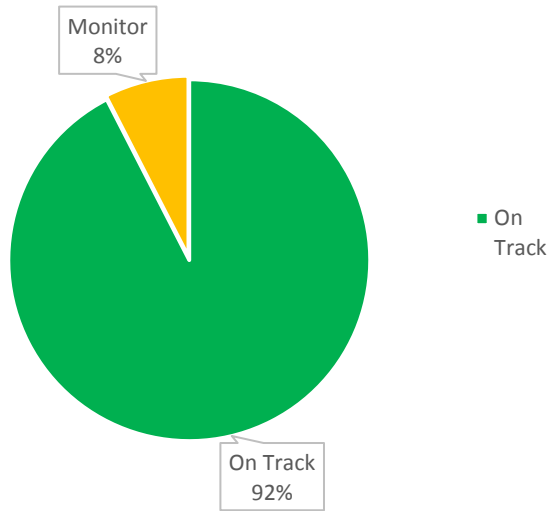
Flintshire County Council  
Page 81



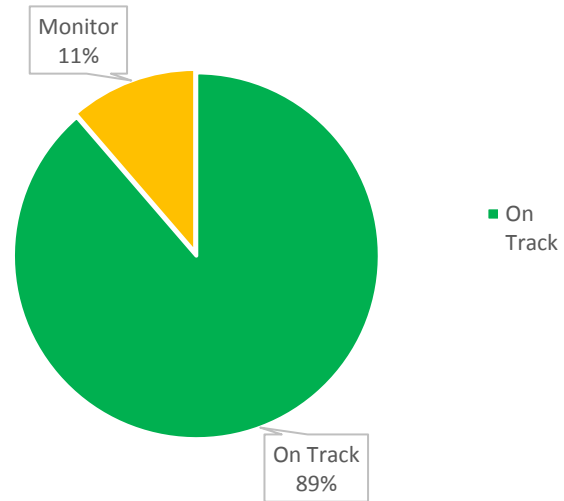
Print Date: 11-Jul-2019



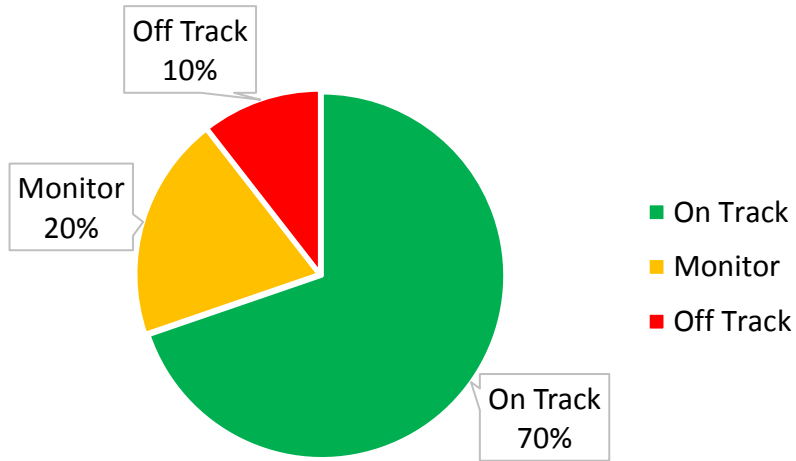
Action Progress RAG Status



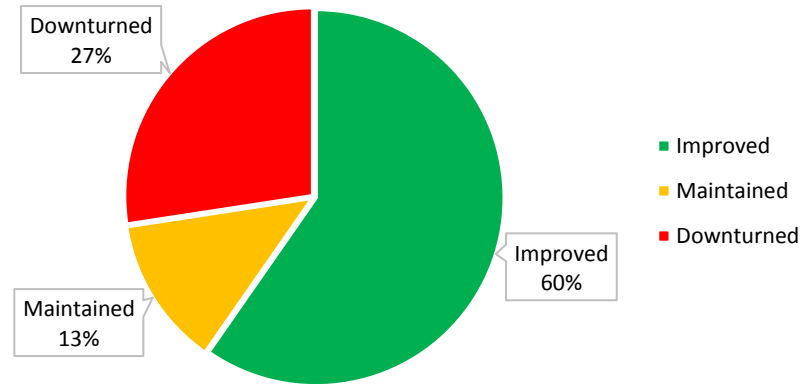
Action Outcome RAG Status

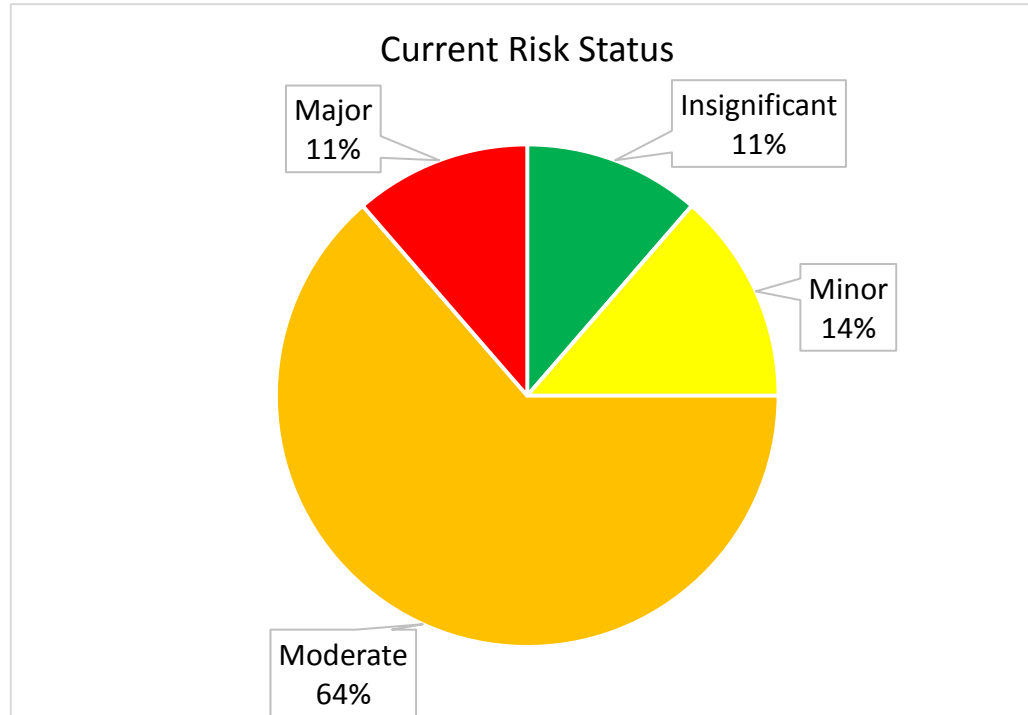


Performance RAG Status





Performance Trend 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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Work continues to deliver the Strategic Housing and Regeneration Programme. The programme has delivered 153 new Council and affordable homes at the end of March 2019. The next phase of the programme has been approved and will deliver a further 130 new Council and affordable homes across the county at Nant y Gro (Gronant), Llys Dewi (Penyffordd, Holywell), Dobshell, Maes Gwern (Mold) and Garden City (Sealand). In addition the development at Maes Gwern will deliver 22 shared equity homes. This takes the total to 305 properties out of the target of 500 by 2021. Work continues to identify suitable land within the county for further developments and early stages of consultation are underway for two schemes at Mostyn.

Last Updated: 24-Apr-2019



Page 84

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

All WHQS contracts progressed into Year 4 (2018/19) of the 6 year Capital Programme with a smooth transition into new 'external' areas of work. The Capital Programme has introduced work streams which will gradually replace the Internal work streams (kitchens and bathrooms). This will comprise of roofing works, window & door replacements along with wider community works including 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 areas. All WHQS contracts for the 2018-2019 financial year have been completed and our current expenditure and delivery key performance indicators have also been met.

Last Updated: 12-Apr-2019



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	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

1. The 2018 update builds upon the findings of the 2016 Gypsy Traveller Accommodation Assessment (GTAA) which suggests an additional household pitch need of 8 pitches over the 5 years 2018-2022 (compared with 5 over a comparable period in the 2016 GTAA) and a total of 26 pitches over the 15 year plan period 2018-2032 (28 pitches in the 2016 GTAA).
2. The Council has provided evidence of a total of 37 unauthorised encampments with a total of 156 caravans (an average of 4.2 caravans per encampment) in 2017 and in 2018 the figures were 30 encampments, 26 of which were on private land and 111 caravans (an average of 3.7 caravans). Transit activity continues to take place within Flintshire and the average encampment involves 4 caravans. Given the scale of unauthorised encampment activity, it would be recommended small-transit provision for up to 5 caravans is provided. An area of land in Flintshire has been identified which would be suitable for transit site provision but at this stage no consultation has taken place with key stakeholders. This land would be suitable for the provision of six pitches and would meet the unmet need of the GTAA.
3. Improvements to Riverside amenity blocks have been on-going during the period under review with new kitchens and doors being fitted to five blocks. An application for Capital Site Grant funding has been made to Welsh Government (WG) to improve the aesthetics on site including installation of new fencing, removal of all rubbish and updated shower blocks. We have secured £250,000 capital site funding from the WG for the above refurbishments. It is out for tender at this time and work will be completed before the end of the financial year.

Last Updated: 15-Apr-2019



Page 85

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 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 . This has resulted in 94.84% of landlords registered with Rent Smart Wales.



Last Updated: 11-Jun-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 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: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Lesley Bassett - Housing Strategy Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

To date we have rehoused 46 people from vulnerable groups into appropriate housing. We have also implemented a strategic acquisition policy which enables us to acquire units where they meet a specific need including larger families.



Last Updated: 15-Apr-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 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 the Council and from external agencies or organisations such as Citizens Advice and Job Centres. The team also provide advice and support relating 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: 09-Apr-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Progress has been managed and monitored during the year via various meetings which include the Tackling Poverty Partnership; Universal Credit Operational Board; and Universal Credit Social Landlord group. Where issues are based around the national model, there is a process in place to escalate, track progress and disseminate solutions or work around as and when received.



Last Updated: 09-Apr-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

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. The Economic Ambition Board has received confirmation of funding from UK and Welsh Governments in the region of £240m which will include skills capital projects.



Last Updated: 29-Apr-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Council is delivering the Warm Homes Fund programme in partnership with Warm Wales and Care and Repair. The programme will deliver energy efficient heating systems to a minimum of 300 households and energy advice to 3,000 properties. 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. If approved this will enable householders to access more cost-efficient heating systems. The Council is also working closely with providers for the ECO (Energy Company Obligation), Nest and Arbed funding programmes. This will maximise benefit to Flintshire from these programmes and to ensure that the programmes, although managed independently, are delivered coherently in Flintshire and that support is co-ordinated for the benefit of each individual householder.

Last Updated: 12-Apr-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The 32 bed expansion of Marleyfield Care Home is in the design phase, with a planned operational date of mid-2021.  
 Hwb Cylfe, the replacement for Glanrafon Day Centre for people with a learning disability, is now open.  
 The third Extra Care facility, Llys Raddington in Flint, opened and is fully occupied, while the Holywell new build 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'.



We are developing support materials and training for residential providers who are working towards silver and gold accreditation, and 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. A review of the domiciliary care sector in Flintshire for recruitment and retention has been completed, and we have developed a strategy to support this. Alongside this, we are in the initial phases of reviewing demand management, particularly with regard to domiciliary care.

Last Updated: 15-Apr-2019



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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>We completed a review of double handed care (2 staff attending each call), and have been finding creative solutions as an alternative to traditional domiciliary care; these solutions are efficient and cost effective, and support a culture of control &amp; self-determination, whilst freeing up domiciliary care hours to be utilised for people in critical need.</p> <p>A new 37 hour post in partnership with Flintshire Local Voluntary Council (FLVC) was recruited in the Single Point of Access to support social prescribing, linking to GPs in the community. The business case for Glan y Morfa was agreed and Welsh Government are supporting with funding from the Integrated Care Fund. The refurbishment programme has commenced. This facility will provide a step-down for people with a physical disability, who are ready for discharge but not ready to go home.</p> <p>We are setting up a Trio project, to provide small scale day time support for people who have dementia and/or feel isolated in their community. The intention is to bring together "home companions" to support each other and reduce the need for formal day or respite care.</p> <p>Last Updated: 15-Apr-2019</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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>Flintshire's Corporate Parenting Strategy: 'Looking After You' has been published. The Strategy sets out 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.</p> <p>A regional 'Meet the Provider' event took place to share local and regional placement needs.</p> <p>Last Updated: 09-Apr-2019</p>							



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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Carers' Services continue to progress and develop, adapting to the changing needs of carers when they present. Flintshire has continued to work closely and proactively with our Carers' Services reviewing our working practices and partnerships regularly via the Carers' Strategy Group. The North Wales Strategy for Carers' Services is now in place, and all North Wales Local Authorities and the Health Board are currently completing their first self-assessment. The Strategy aims to further embed the Social Services and Wellbeing (Wales) Act and create more consistency in service provision across the regions and across health and social services. Flintshire works with a number of organisations that provide a wide range of services to support carers. Our contract with Barnardos for Young Carers Services has been extended to fall into line with the other carer contracts, and all will be due for review in 2019/20.

Last Updated: 15-Apr-2019



Page 90

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 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. The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme, and Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. Examples of the work funded by ICF to support people with dementia 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. A percentage of the ICF revenue budget (£100K) has been allocated to the Flintshire Local Voluntary Council for supporting projects.



Last Updated: 15-Apr-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**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 the year, 1,246 families accessed the Hub and were provided with information and / or support, well above our target for the year of 800 families.

Last Updated: 15-Apr-2019



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 (ACE's)	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2019	100.00%	 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.

A substantial training programme commenced in December 2018 to train front line police on ACE's, what this means for their work and the families they interact with. This training is aimed at ensuring a more holistic approach to policing vulnerability and ensuring that families in need of help are identified and supported to access this.

Last Updated: 09-Apr-2019


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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**


The Corporate e-learning safeguarding package has been updated and is now available through Learning Pool. Representatives of Corporate Safeguarding Panel are in discussions with AFTA Thought (Drama Company) to develop a drama based learning programme which will be delivered to all portfolio areas in 2019/20. Corporate Safeguarding Panel now has representation from the North Wales Modern Slavery Group who attend regularly and provide a link to the activity.

Last Updated: 15-Apr-2019


## Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.1M01 The numbers of additional Council homes being built through the SHARP programme	55	57	↑	99	 RED
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Progress Comment:</b> During 2018/19 a total of 15 council properties were completed as part of the Strategic Housing and Regeneration Programme. In the same year work commenced at sites at Llys Dewi – Penyffordd, Holywell, Maes Gwern - Mold and Dobshill. Completion at these sites will provide a further 42 new council homes. There has been a delay in the start of the development at Nant y Gro, Gronant which, when it commences will deliver a further 37 new council homes. This development forms part of the target of 99 for 2018/19 however it is unlikely to start until early in 2019/20.</p> <p>Last Updated: 18-Jun-2019</p>					


Page 92


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.2M02 The numbers of additional affordable homes being built through the SHARP programme	40	61	↑	61	 GREEN
<p><b>Lead Officer:</b> Melville Evans - Senior Manager - Housing Programmes  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Progress Comment:</b> April 2018 saw the completion of the remaining 22 units at The Walks, Flint providing a total of 12 affordable units for rent through NEW Homes built through SHARP. Work has also commenced at sites at Llys Dewi – Penyffordd, Holywell, Maes Gwern - Mold and Dobshill which will deliver a further 39 affordable homes for rent plus 22 shared equity homes. There has been a delay in the start date of the development at Nant y Gro, Gronant which is due to commence early in 2019/20 and will provide a further 4 affordable homes.</p> <p>Last Updated: 07-May-2019</p>					



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.3M03 The number of additional properties managed by NEW Homes	63	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>Progress Comment:</b> NEW Homes was set up to provide housing for affordable rent to the 'squeezed middle'. The property portfolio included new build properties through the Strategic Housing and Regeneration Programme and private developers' Section 106 agreements alongside properties managed on behalf of private landlords. NEW Homes Board have agreed to remove the managed lettings offer and will no longer manage properties on behalf of private landlords. This will see an overall reduction in the number of properties managed by NEW Homes but through an ambitious development plan to be considered by the Council there will be an increase in new properties for affordable rent over the next 3 years.</p> <p>Last Updated: 07-May-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.4M04 Increasing the total number of properties managed by NEW Homes	126	120	↓	148	 AMBER
<p><b>Lead Officer:</b> Melville Evans - Senior Manager - Housing Programmes  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Progress Comment:</b> The total number of properties managed by NEW Homes at the end of March 2018 was 120. Moving forward this will reduce by 18 as the company will no longer offer its managed lettings service to private landlords. NEW Homes has prepared its business plan which includes ambitious plans to increase the number of owned properties through a range of options for consideration and approval by the Council.</p> <p>Last Updated: 01-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	80.35	94.84	↑	75	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Jenny Prendergast - Health and Safety Team Leader  <b>Progress Comment:</b> Ongoing proactive and reactive work with landlords to ensure registration and compliance with Rent Smart Wales.</p> <p>Last Updated: 24-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.2M02 The percentage of tenants protected from unsuitable living conditions	100	100	↔	100	 GREEN
<p><b>Lead Officer:</b> Andrew Farrow - Chief Officer - Planning, Environment and Economy  <b>Reporting Officer:</b> Jenny Prendergast - Health and Safety Team Leader  <b>Progress Comment:</b> All complaints about substandard housing conditions were investigated. 340 service requests dealt with during 2018/19.</p> <p>Last Updated: 24-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.1M01 The number of additional affordable units provided through the SHG Programme	N/A	122	N/A	N/A	N/A
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager  <b>Progress Comment:</b> The Social Housing Grant is funding provided by Welsh Government (WG) to the Council's Housing Association partners to deliver social housing in Flintshire to address housing need. The funding is awarded by WG on a scheme by scheme basis and therefore the projected number of housing delivered through the programme changes depending on which schemes are approved by WG. The figure 122 includes 43 General needs units, 7 Supported housing units and 72 Extra Care units (flint) which were completed within the 2018/19 SHG programme.</p> <p>Last Updated: 18-Jun-2019</p>					



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.2M02 (PAM/014) The number of new homes created as a result of bringing empty properties back into use	293	95	↓	70	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Jenny Prendergast - Health and Safety Team Leader  <b>Progress Comment:</b> 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 has continued to contribute to bringing empty properties back into use. We have a reduction in performance compared to 2017/18, this is due to the interpretation of the indicator over time. Work is ongoing to gain clarity of the indicator.</p> <p>Last Updated: 16-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.3M03 Number of affordable housing on all applicable applications for residential development	No Data	168	N/A	N/A	N/A
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Daniel McVey - Planning Officer  <b>Progress Comment:</b> Planning officers continue to assess the need for an affordable housing element on all new housing development applications and apply the relevant criteria from the Supplementary Planning Guidance Note – Local Needs and Affordable Housing</p> <p>Last Updated: 11-Jun-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	305.54	299.76	↑	247	 RED
<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Joseph Muxlow - Regeneration Programme Lead  <b>Progress Comment:</b> 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 to deliver DFGs.                      In 2017/18 DFG work had to be suspended due to budgetary constraints and as a result outstanding works have been completed within 2018/19. This has impacted on the overall performance for the service. DFG performance can be explained by splitting those older cases from 2017/18 and the current year cases that have been delivered using the new framework as follows:                      3 adaptations delivered this quarter were 2017/18 legacy cases and average 393 days                      4 adaptations delivered using the new framework average 230 days. This should provide an element of assurance that moving into the new financial year, once the legacy cases have been completed, performance will significantly improve.</p> <p>Last Updated: 12-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.2M02 The number of Flint Extra Care (Llys Raddington) units created	0	73	↑	73	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Llys Raddington opened in Spring 2018, providing 73 Extra Care units in Flint.</p> <p>Last Updated: 18-Jun-2019</p>					







KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.3M03 The number of Extra Care units provided across Flintshire	111	184	↑	184	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> 184 units currently available and in use. A further 59 units will be created with the opening of Holywell Extra Care facility</p> <p>Last Updated: 18-Jun-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	17.56	21.29	↓	20	 AMBER
<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment  <b>Progress Comment:</b> Following an improvement in department attendance and the completion of training for new team members towards the end of the year, the target of 20 days was achieved in Quarter 4. This should give reassurance moving into the new financial year.</p> <p>Last Updated: 12-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	3.42	4.73	↓	8	 GREEN
<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment  <b>Progress Comment:</b> Following an improvement in department attendance and the completion of training for new team members, the target has been achieved.</p> <p>Last Updated: 12-Apr-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	1,404,005.53	2,467,273.88	↑	1,500,000	 GREEN
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Jen Griffiths - Benefits Manager  <b>Progress Comment:</b> 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.</p> <p>Last Updated: 11-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	70.47	79.54	↑	89	 AMBER
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Jenni Griffith - Flintshire Connects Manager  <b>Progress Comment:</b> The Housing Solutions Service achieved 81.91% successful outcomes in quarter 4. The year to date percentage is 79.54%.            Whilst this is below the target set at 89% it is within the variance set. There continue to be significant challenges for homeless prevention. Welfare reform changes and the availability of suitable properties within the private rented sector has limited the options available for customers. The service is continuing to develop new and innovative working practices to assist with early intervention and prevention of homelessness.</p> <p>Last Updated: 24-Apr-2019</p>					

Page 5




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.2M02 The number of people on Universal Credit (UC) that have received personal budgeting support	487	578	↑	606	 AMBER
<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Dawn Barnes - Training Officer  <b>Progress Comment:</b> A reduction in anticipated demand (i.e. target) for this service appears to be as a result of fewer new applications for Universal. However, overall delivery of Personal Budgeting achieved 95% against its target.</p> <p>Last Updated: 09-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.3M03 The number of people on Universal Credit (UC) that have received digital support	2,162	676	↑	365	 AMBER
<p><b>Lead Officer:</b> Jen Griffiths - Benefits Manager  <b>Reporting Officer:</b> Dawn Barnes - Training Officer  <b>Progress Comment:</b> Digital Support continues to experience high demand. Support ranges from low level to more intensive on-line application completion. Support was provided to 676 Universal Credit recipients over the financial year which exceeded the target by 311. Information shows that high demand continues to be a result of repeat visitors requiring support and assistance.            We believe that the reduction in Assisted Digital Support in 2018/19 could be contributed to customers becoming more digitally confident at making claims via their own smart phones/devices. Customers will also be accessing support from 3rd party organisations etc and enhancing their understanding of the UC process.</p> <p>Last Updated: 09-Apr-2019</p>					







KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	628	456	↓	500	 AMBER
<p><b>Lead Officer:</b> Andrew Farrow - Chief Officer - Planning, Environment and Economy  <b>Reporting Officer:</b> Sharon Jones - Communities For work  <b>Progress Comment:</b> A total of 456 Clients between Communities For Work (CFW) and Communities For Work Plus (CFW+) have been registered for the programme during 2018/19. All have been assigned a mentor.</p> <p>Last Updated: 18-Jun-2019</p>					


Page 100

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.1M01 The number of people receiving advice and support to enable reductions in tariffs	547	788	↑	550	 GREEN
<p><b>Lead Officer:</b> Andrew Farrow - Chief Officer - Planning, Environment and Economy  <b>Reporting Officer:</b> Leanna Jones - Energy Projects Coordinator  <b>Progress Comment:</b> Positive upward demand for advice from the Warm Homes Fund and Healthy Homes Healthy People (HHHP). Work also continued with Arbed in Penyffordd providing advice alongside installs, as well as support to Council Housing tenants</p> <p>Last Updated: 24-Jun-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.2M02 The number of private sector homes receiving efficiency measures	196	476	↑	100	 GREEN
<p><b>Lead Officer:</b> Andrew Farrow - Chief Officer - Planning, Environment and Economy  <b>Reporting Officer:</b> Leanna Jones - Energy Projects Coordinator  <b>Progress Comment:</b> The positive performance has been as a result of a combination of Warm Homes Fund and Crisis Fund installs including boilers, heat pumps, as well as heating control and lighting upgrades, together with boilers and insulation installed to properties qualifying for Energy Company Obligation (ECO) Flex funding.</p> <p>Last Updated: 24-Jun-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.3M03 The number of Council homes receiving energy efficiency measures	105	151	↑	100	 GREEN
<p><b>Lead Officer:</b> Andrew Farrow - Chief Officer - Planning, Environment and Economy  <b>Reporting Officer:</b> Leanna Jones - Energy Projects Coordinator  <b>Progress Comment:</b> A total of 151 Council homes have received energy efficient measures. These include loft insulation, lighting upgrades and boiler/air source heat pump installs.</p> <p>Last Updated: 24-Jun-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.1M01 Number of in house locality teams working towards Bronze standard in Progress for Providers of domiciliary care	N/A	3	N/A	0.75	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> We have three in house domiciliary care providers working on the bronze standard for Progress for Providers</p> <p>Last Updated: 16-Apr-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.2M02 Number of independent sector providers working towards Bronze standard in Progress for Providers of domiciliary care	N/A	4	N/A	3	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Four independent sector providers are currently working towards Bronze accreditation.</p> <p>Last Updated: 16-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.3M03 The number of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers	0	0	↔	5	 RED
<p><b>Lead Officer:</b> Jacque Slee - Team Manager Performance  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> 14 Care homes have achieved Bronze standard. Following a 6 month consolidation period, all 14 homes are now working towards silver standard, and the first are expected to achieve by March 2020.</p> <p>Last Updated: 16-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	26	27	↑	26	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> The number of care homes in Flintshire remains static since quarter two when one independent provider reopened a home offering residential care in Flintshire.</p> <p>Last Updated: 16-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	95.3	95	↔	95	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Care home occupancy remains high and static.</p> <p>Last Updated: 16-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance 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)	N/A	100	N/A	100	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> RISCA training roll out has been completed to all relevant employees.</p> <p>Last Updated: 16-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.1M01 (PAM/028) Percentage of child assessments completed in time	92.8	94.87	↑	84	 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>Progress Comment:</b> Yearly performance shows an improvement since last year and above the All Wales Average of 88%.</p> <p>Last Updated: 24-May-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or more times	20.89	9.54	↑	10	 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>Progress Comment:</b> 9.5% of children looked after have moved more than twice. This included planned placement moves in accordance with the child's Care and Support Plan. This is a significant improvement on last year's performance.</p> <p>Last Updated: 24-May-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.3M03 Percentage of looked after children with a timely health assessment	54	70.57	↑	81	 AMBER
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Significant improvement has been made by Betsi Cadwaladr University Health Board (BCUHB) since last year, with the looked after nurse regularly attending team meetings and managing the assessment appointments.</p> <p>Last Updated: 24-May-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.1.1M01 Number of adult carers identified.	1,185	1,370	↑	900	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Many people who need care and support prefer to be cared for by someone close to them, rather than a paid carer. It is critical that we support unpaid carers, without whom many people would be unable to remain in their own homes. Carers identified are offered an assessment of their needs in their own right, as distinct from the needs of the person they care for, either with ourselves or with one of our commissioned services, according to their preference.</p> <p>Last Updated: 18-Jun-2019</p>					






KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	1.89	2.94	↓	1.89	 RED
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance  <b>Progress Comment:</b> Although performance has dipped this year, the rate of delays in Flintshire is still better than the All Wales average of 3.5. The Council and Betsi Cadwaladr University Health Board (BCUHB) continue to work together on a case by case basis to ensure prompt discharge.</p> <p>Last Updated: 18-Jun-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in "no further action".	30	18.1	↑	30	 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>Progress Comment:</b> Reasons for no further action include a change in need or circumstances, Child Protection threshold not met, or case signposted to other services.</p> <p>Last Updated: 10-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.3.2M02 The number of families receiving information and support through the Early Help Hub	684	1,286	↑	800	 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>Progress Comment:</b> The throughput of the Early Help Hub continues to be above target.</p> <p>Last Updated: 10-Apr-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance 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 Sexual Violence National Training Framework	11.59	55.78	↑	45	 GREEN
<p><b>Lead Officer:</b> Sharon Carney - Lead HR Business Partner  <b>Reporting Officer:</b> Annette Bailey - Learning and Development Officer  <b>Progress Comment:</b> Actions are in place such as face to face training and training pack for managers to ensure the delivery of the level 1 training package.</p> <p>Last Updated: 15-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	2,926	No Data	N/A	N/A	N/A
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Sian Jones - Public Protection Manager - Community and Business  <b>Progress Comment:</b> Awaiting data confirmation from North Wales Police.</p> <p>Last Updated: 07-May-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.3M03 The number of domestic abuse incidents reported to North Wales Police	2,483	No Data	N/A	N/A	N/A
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Sian Jones - Public Protection Manager - Community and Business  <b>Progress Comment:</b> Awaiting data confirmation from North Wales Police.</p> <p>Last Updated: 07-May-2019</p>					






KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.4M04 The number of incidents of sexual assaults reported to North Wales Police	443	No Data	N/A	N/A	N/A
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager <b>Reporting Officer:</b> Sian Jones - Public Protection Manager - Community and Business <b>Progress Comment</b> Awaiting data confirmation from North Wales Police.</p> <p>Last Updated: 07-May-2019</p>					

## Risks




### Strategic Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Jenni Griffith - Flintshire Connects Manager	Lesley Bassett - Housing Strategy 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> Ensure there is sufficient capacity within service to manage any potential increase.</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 Council 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. The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector, and a strategic partnership with HAWS Lettings Agency will commence in May 2019. The emergency beds provision is in place and is proving to be in demand. In addition there is an Outreach Worker in post, employed through Clwyd Alyn, who follows up on street homeless and individuals who attend the emergency bed provision.</p> <p>Last Updated: 18-Jun-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Open
<p><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.</p> <p><b>Progress Comment:</b> The position as at the end of 2018-19 is that 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 Registered Social Landlords)</li> <li>2. Informing the type, tenure and size of affordable housing provision through market led schemes.</li> </ol> <p>Last Updated: 24-Apr-2019</p>						

Page 109

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, Lesley Bassett - Housing Strategy Manager				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. 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: 24-Apr-2019</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 publicly owned land. Privately owned sites are reviewed for their potential use and purchase.</p> <p><b>Progress Comment:</b> To date the number of new Council and affordable homes completed, being built or scheduled to be built has reached 305. The target of 500 by 2021 is within reach with work underway to identify land suitable for the construction of the remaining 195 new affordable and Council homes.</p> <p>Last Updated: 05-Apr-2019</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	Yellow	↓	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 (WG) 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> The cap on borrowing within the Housing Revenue Account ended May 2019. The ending of the cap means that Flintshire will continue to invest in building Council homes.</p> <p>Last Updated: 08-Apr-2019</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	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager	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. Improvements in timeliness have been noted with the implementation of a new process.</p> <p>Last Updated: 12-Apr-2019</p>						

Page 11

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager	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> Budget monitored effectively and demand has been met for 2108/19</p> <p>Last Updated: 12-Apr-2019</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

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

**Management Controls:**  
 Focus is now more on early identification and intervention and we have increased communication across the teams and portfolios to support this work.  
 Council Tax Collection continues to be under pressure and we are currently reviewing the claims process for Council Tax Reduction to make the process easier and quicker. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely.  
 From 1st April 2019 the Council will not be funded by the Department for Works & Pensions for providing Personal Budgeting and Assisted Digital Support which will be a risk for 2019-20.  
 From April 2019, the Welfare Reform Response Team will continue to provide assistance and support to residents who are impacted by Welfare Reform.

**Progress Comment:** Work is now well underway to identify and mitigate the impacts of Universal Credit on Council Tenants and their rent accounts. Work is concentrated around early intervention which enables support to be provided to those who need it, but a harder line to be taken with those who can pay but choose not to. This provides a more realistic chance of the rent account coming back under control and out of arrears.  
 There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the Council or directly to the tenant) are made in arrears.  
 During 2018/19 focus is on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure.

Last Updated: 12-Apr-2019





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		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 Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. Referrals to wider support services remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits continue to work together to develop early intervention strategies.</p> <p>Last Updated: 03-Jul-2019</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 (UC) 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> Review of procedures is 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> Rent arrears are starting to stabilise and being brought under control, as a result of the measures introduced to tackle rent arrears through early intervention with tenants, but where necessary, also escalating cases to court quickly for those tenants who fail to engage or pay.</p> <p>To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobysoft Rent Sense solution in June 2019 will allow the Rent Income service to track and monitor rent arrears more quickly through systems that will offer predictive analytics, trend-analysis and risk profiling, meaning that officer time will not be wasted on cases that do not require contact.</p> <p>The unprecedented additional work generated by the launch of UC full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears.</p> <p>Council Tax collection rates have not been significantly impacted by the introduction of Universal Credit. In 2018/19, the Council collected 'in-year' 98.2% of Council Tax which resulted in Flintshire achieving the highest collection level of all Welsh Councils.</p> <p>Last Updated: 09-Jul-2019</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	Jenni Griffith - Flintshire Connects Manager	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: 09-Jul-2019</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</p> <p>Extending the opening hours for single point of access</p> <p>Implementing Community Resource Team</p> <p>Developing community resilience</p> <p>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>						

Page 11

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 are being 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 those with a learning disability..  
 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 House Care Home in Buckley to support the medium term development of the nursing sector continues. The re-phasing of Integrated Care Fund (ICF) capital to fit in with the Council's capital programme has been agreed by Welsh Government. Recommendations from Social & Health Care Overview and Scrutiny Committee were that the Committee support the ICF programme and the initiatives of utilising short term funding streams to deliver against strategic and operational priorities for the Council and key partners. Workstreams from the Strategic Opportunity Review are continuing and form the management controls above.

Last Updated: 15-Apr-2019

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	Red	Green	↓	Closed

**Potential Effect:** Insufficient funding to sustain medium term service delivery.

**Management Controls:** Seeking agreement from partners on allocation of funds to deliver medium term services

**Progress Comment:** 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. 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. Confirmation in principle has been received for allocation of capital funds for Marleyfield House. Following receipt of detailed correspondence from Welsh Government, the level of risk has reduced to Green and the risk will be closed.

Last Updated: 15-Apr-2019






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	Green	Green	↔	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 Activity data in place and scrutinised 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. 1,246 families were supported by the Hub this financial year. This risk is now closed.</p> <p>Last Updated: 18-Jun-2019</p>						




Page 16

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	Red	Green	↓	Closed
<p><b>Potential Effect:</b> 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.</p> <p><b>Management Controls:</b> 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.</p> <p><b>Progress Comment:</b> 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. Quarterly data is showing an increase in Safeguarding reports, and these are being addressed within timescales. Internal Audit completed a review of the service in November; this confirmed that processes are in place for the screening and triage of safeguarding referrals. The report concluded that strategy meetings are being undertaken in a timely manner. This risk has been closed.</p> <p>Last Updated: 17-May-2019</p>						



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
<p><b>Potential Effect:</b> Employees will not recognise when adults and children are at risk and will not take appropriate action.</p> <p><b>Management Controls:</b> All portfolios contribute towards a Corporate Safeguarding training budget which will be used to fund training opportunities across the Council. Safeguarding workshops are being developed in conjunction with Theatr Clwyd. Safeguarding is also included as part of the induction process. Opportunities to deliver training through e-learning are being developed. In addition, regular safeguarding news items are posted on the intranet alongside a safeguarding bulletin.</p> <p><b>Progress Comment:</b> Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. A Safeguarding e-learning module is under development to be promoted for take-up during 2019. Additional training has been made available to the Safeguarding panel, including Child Sexual Abuse awareness delivered by Stop it Now. Periodic safeguarding bulletins are published alongside regular workforce news items reminding employees to look out for the signs and how to make a report.</p> <p>Last Updated: 02-Apr-2019</p>						



Page 117

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. A Safeguarding e-learning module is now available and being implemented. All Portfolios contribute to the corporate safeguarding training budget which will fund a drama style workshop being developed by AFTA Thought. Additional awareness raising is made through the periodic safeguarding bulletins and workforce news items.</p> <p>Last Updated: 02-Apr-2019</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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> The detailed proposition document has been developed. The UK and Welsh Governments have announced funding support for the Growth Deal and further work is underway to identify which areas of work will be included and to respond to challenge sessions with UK and Welsh Governments.</p> <p>Last Updated: 12-Apr-2019</p>							
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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 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: 12-Apr-2019</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	30.00%	 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 or invest to generate increased income, and review terms on renewal or the exercising of break clauses. It is 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. A more detailed approach to each estate is required which will begin in 2019. From this there will be series of recommendations which will seek to maximise income and minimise liability.



Last Updated: 19-Jun-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A new strategic approach to town centres has been developed. This was presented and endorsed at Cabinet and Scrutiny in May 2019.



Last Updated: 18-Jun-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 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. These include Holywell and Shotton. Although resources for the programme are limited development work is underway on potential projects for inclusion. A submission has been made to the programme to support the de-pedestrianisation of Holywell High Street.

Last Updated: 12-Apr-2019

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	Completed	01-Apr-2018	31-Mar-2019	100.00%	 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: 12-Apr-2019</p>							



## 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 the 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: 29-Apr-2019</p>						

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. A review process of business development across North Wales as part of the work of the Economic Ambition Board will offer opportunities for greater collaboration.</p> <p>Last Updated: 29-Apr-2019</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: 29-Apr-2019</p>						

Page 122



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 the Council has played a leading role in the development of the new Joint Committee for North Wales. Negotiations with UK and Welsh Governments are progressing to plan.</p> <p>Last Updated: 18-Jun-2019</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	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>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.</p> <p>Teacher assessment data for learner outcomes in summer 2018 at Foundation Phase and Key Stage 2 are above the national average at the expected and higher than expected levels. Key Stage 3 data also confirms that Flintshire is performing well, matching but in many cases, exceeding national averages.</p> <p>Performance in 2018 for KS4 outcomes at GCSE level improved and the outcomes compare favourably with those achieved in 2017 and with national averages. Although performance at Level 2+ decreased by 0.3% points, given the more significant decrease in English language the outcome was not unexpected, and is still above the national average.</p> <p>Outcomes at L1 (by 0.1%) and L2 (by 3.5%) both improved and both exceed national averages. Mathematics and numeracy outcomes are both strong, above the Wales averages, and improved on 2017. 'Best of mathematics' improved and is ahead of the national average. Science continues to be a local strength, 6% ahead of national averages. The percentage of pupils achieving A*-C in Welsh First Language improved significantly as well.</p> <p>Last Updated: 16-Apr-2019</p>							

Page 123



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	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Every school (primary, secondary and special) 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 Local Authority (LA) 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 3.

Last Updated: 16-Apr-2019

Page 124

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 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 Council and its schools are prepared for the implementation in 2020.

Awareness raising sessions are underway with regards to the revised curriculum with a number of Flintshire schools taking on lead developmental roles as Pioneer Schools.



Two key draft documents have been published during this academic year, namely the code of Practice for ALN (December 2018) and the proposed curriculum and assessment model (April 2019) which includes the National Approach to Professional Learning that will support the profession to meet the challenges of the new curriculum. These documents have provided key operational detail to support planning.

An ALN Transformation Plan has been developed for the Council. This maps out the transformation programme for the period up to the implementation date of the new reforms (September 2020).

Welsh Government have initiated a period of consultation around the Code and this formed a key part of the targeted activity over the Spring Term. During the Spring Term, school-based staff and Council officers engaged in a series of information/awareness raising events to ensure they are up to date with the national reforms on the curriculum and additional learning needs. Officers have actively engaged with consultation events to ensure that the views of the Council and its schools have been communicated.

Plans are in place to build on the progress to date to ensure that schools and the Council are fully prepared for the implementation dates of the proposed reforms.

Last Updated: 12-Apr-2019

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	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Construction of the new school in Penyffordd started on site April 2018, pupils and staff will start the new academic year in their new school building (phase 1). The demolition of former school building and the remainder of external works (phase 2) will follow with the anticipated completion by November 2019 as per original schedule.

School Modernisation - Brynford and Lixwm Area Review – In June 2018, Cabinet determined not to proceed with the proposed statutory amalgamation of the two schools. Lixwm Governors are pursuing a change of designation to a Voluntary Aided (VA) school, thereafter to consult on federation with Caerwys VA school, with agreement of both governing bodies. The governor led consultation will commence in Autumn 2019, supported by the Diocesan and Council. Cabinet had underpinned its commitment to capital investment into Ysgol Brynford, this scheme is at feasibility stage currently, with construction (subject to appropriate approvals) planned for 20/21.

Federation of Nercwys VA and Nannerch VC governors following consultation was implemented 29th April 2019.

21st Century Schools Programme (Band B -2019 -2025) The Council’s Strategic Outline Programme (SOP) estimated at £85.4m, has been approved by Welsh Government (WG) in principle. April 2018, Cabinet approved two projects in this programme; Connah’s Quay High School project (Phase 2) construction is on site and will be complete in November 2019 and; the Queensferry Campus project, which includes modernisation of the County’s pupil referral provision and modernisation projects of Queensferry CP which also includes a proposed community hub, is 100% funded by WG. This campus project is currently at feasibility stage.



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 previously approved through the Council’s capital programme. The contractor started on site June 2019 with the anticipated completion date of April 2020.

The Capital project at Ysgol Castell Alun, Hope is shortly to enter contract commissioning stage. A larger investment was required to enable the Council to meet the aims of the original business case and the school aspirations.

WG Welsh Medium Grant (100% WG funded) – WG have approved the £3m business case for capital investment in the Ysgol Glanrafon Site, detailed feasibility work is nearing completion.

The Council’s repairs and maintenance programme for schools continues on an annual basis, which will be bolstered by an additional £2m windfall from WG. As stated earlier a portion will be used to improve the planned Ysgol Castell Alun project; an efficient strategic use of this windfall funding stream with the remainder being spent in the school network on a priority basis based on condition survey information.



Last Updated: 22-July-2019

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' (NEET) and support opportunities for apprenticeship and employment	Jeanette Rock - Senior Manager - Inclusion and Progression	Completed	01-Apr-2018	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Multi-agency collaboration supported the Council to achieve a reduction of 0.53% in the number of Year 11 pupils who were not in education, employment or training (NEET). Termly school-based meetings facilitated the identification of potential NEETs and the breadth and range of interventions was extended to support pupil engagement. Council services such as Resilience and the ADTRAC project will provide support to those young people who are NEET to help them to re-engage.



Last Updated: 15-Apr-2019

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 Council 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 shadowing 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: 25-Apr-2019

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	80.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**


The majority of the 2018 cohort of apprentices have secured employment either with the Council or with other employers. Our youngest apprentice was a finalist in the Public Services People Managers Association (PPMA) Apprentice of the Year 2019 and two of our second year apprentices competed alongside 38 other teams in the Young Local Authority of the Year competition. We will continue to offer development and support with CV writing, interview skills to enhance employability.


Last Updated: 18-Jun-2019


## Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.1M01 (PAM/032) Capped 9 Score	No Data	352.2	N/A	367	N/A
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Data currently not available</p> <p>Last Updated: 17-Jun-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.2M02 Capped 9 Score for pupils entitled to Free School meals	No Data	No Data	N/A	321.7	N/A
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Data currently not available</p> <p>Last Updated: 17-Jun-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.3 M03 (PAM/007) Percentage of pupil attendance in primary schools	94.8	94.8	↔	95.26	 AMBER
<p><b>Lead Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Reporting Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Progress Comment:</b> Pupil attendance at Flintshire primary schools remained the same as the previous year, with illness accounting for the majority of absences. Unauthorised absence is the second lowest value in Wales.</p> <p>Last Updated: 17-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.4 M04 (PAM/008) Percentage of pupil attendance in secondary schools	93.9	93.7	↓	94.9	 AMBER
<p><b>Lead Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Reporting Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Progress Comment:</b> Attendance in secondary schools has dropped (0.20% points). This is in line with a national trend, with illness accounting for the majority of absences.</p> <p>Last Updated: 15-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.5 M05 The percentage of attendance across the portfolio PRU (Pupil Referral Unit)	68.1	67.4	↓	72	 RED
<p><b>Lead Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Reporting Officer:</b> Tim Ford - Headteacher Plas Derwen  <b>Progress Comment:</b> Attendance remains a priority for the PRU with a range of interventions being offered to encourage pupil engagement. The pupils attending this specialist provision are presenting with ever increasing complex needs which affects their ability to access the provision.</p> <p>Last Updated: 12-Jul-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.6 M06 (PAM/033) Percentage of pupils assessed in Welsh at the end of the Foundation phase (Year 2 pupils)	6.39	No data	N/A	6.3	N/A
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Data currently not available</p> <p>Last Updated: 17-Jun-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.7M07 (PAM/034) Percentage of year 11 pupils studying Welsh (first language)	3.96	No data	N/A	3.9	N/A
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Data currently not available</p> <p>Last Updated: 17-Jun-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.8M08 (PAM/006) Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths	57	56.6	N/A	59.9	 AMBER
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Changes to WJEC grade boundaries and access to early entry opportunities impacted on performance in GCSE English Language. This also had an impact on performance at level 2+, where English is a key component of the measure. There were significant changes to grade boundaries between the summer and November 2017 examinations and those in the summer of 2018. Overall performance in 2018 generally improved and the outcomes compare favourably with those achieved in 2017 and with national averages. Performance at Level 2+ decreased by 0.3%, which given the more significant decrease in English language outcomes was not unexpected, and is still above national averages.</p> <p>Last Updated: 12-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2.1 M01 The number of schools in an Estyn statutory category of concern	3	1	↑	1	 GREEN
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> No further schools have been placed in an Estyn statutory category during this academic year. The local authority has just one school in an Estyn statutory category across all phases of Education</p> <p>Last Updated: 16-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance 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	100	N/A	100	 GREEN
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> All schools completed their initial assessment of readiness for the new curriculum by 1st October 2018</p> <p>Last Updated: 29-Jul-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.3.2 M02 Percentage of 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	83	N/A	100	 AMBER
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Four schools were identifying outstanding red indicators and work will continue on these aspects during the summer term. A small number of schools had yet to update their status at the end of the spring term. A full update will be available when schools return in September.</p> <p>Last Updated: 19-Jun-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.5.1 M01 (PAM/009) Percentage of year 11 leavers not in education, training, or employment.	1.7	1.17	↑	1.1	 AMBER
<p><b>Lead Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Reporting Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Progress Comment:</b> The ongoing effective multi-agency work has supported a positive reduction in the number of Year 11 pupils who went on to become NEET after leaving school.</p> <p>Last Updated: 15-Jul-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.5.2 M02 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	51	59	↑	53	 GREEN
<p><b>Lead Officer:</b> James Warr - Operations Manager  <b>Reporting Officer:</b> Louisa Greenly - Performance Management &amp; Information Officer  <b>Progress Comment:</b> Education remains a key priority for the service as it is seen as a strong factor in offending and re-offending and this measure looks at those young people undertaking 16 hours or more of education, training and/or employment. This age group is challenging, 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. 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 &amp; safety, construction skills, first aid, and other skills that build up a credible CV.</p> <p>Last Updated: 12-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.5.3 M03 The percentage of year 13 learners who complete level three courses in Maths within Flintshire Schools	19	25	↑	29	 AMBER
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Performance improved from 19% in 2017 for this indicator although still below our target of 29%. The percentage of learners entered for a qualification in Further mathematics increased slightly from 4.5% to 4.9%</p> <p>Last Updated: 17-Jun-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.5.4 M04 The percentage of year 13 learners who complete level three courses in Science within Flintshire Schools	No Data	19.4	N/A	18	 GREEN
<p><b>Lead Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Reporting Officer:</b> Vicky Barlow - Senior Manager - School Improvement Systems  <b>Progress Comment:</b> Percentage is the average across entries for Biology, Physics and Chemistry. The percentage of year 13 learners who completed a level 3 course in Chemistry was 23.8%. Biology and Physics were 17% and 17.2% respectively.</p> <p>Last Updated: 17-Jun-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.6.1 M01 Number of new pupils engaging with the TRAC programme	No Data	102	N/A	120	 RED
<p><b>Lead Officer:</b> Ann Roberts - Senior Manager - Integrated Youth Provision  <b>Reporting Officer:</b> Jeanette Rock - Senior Manager - Inclusion and Progression  <b>Progress Comment:</b> Staffing vacancies have impacted on the ability of the TRAC team to engage with the projected numbers for 2018-19.</p> <p>Last Updated: 15-Apr-2019</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.2.1.1 M01 The percentage of apprentices that complete the programme with a positive outcome	No Data	98	N/A	100	 GREEN
<p><b>Lead Officer:</b> Sharon Carney - Lead HR Business Partner  <b>Reporting Officer:</b> Annette Bailey - Learning and Development Officer  <b>Progress Comment:</b> Positive outcome refers to the completion of the programme and securing employment either with Flintshire or another employer. Currently at 98%.</p> <p>Last Updated: 17-May-2019</p>					

## 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	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Yellow		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 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: 16-Apr-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Yellow		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> The number of schools in statutory categories has reduced. We do not have any issues with schools failing to engage with GwE in relation to their support priorities. Flintshire has one of the highest take ups on the professional development programme around middle leadership and National Professional Qualification for Headship securing leaders for the future – whilst secondary Headteachers have reported anecdotally that staff don't want to take the roles on in schools in some subjects, there is no school where a lack of capacity, particularly in core subjects is putting the school's performance at risk.</p> <p>Last Updated: 16-Apr-2019</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	Vicky Barlow - Senior Manager - School Improvement Systems				Open
<p><b>Potential Effect:</b> Schools and the Council 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.</p> <p><b>Management Controls:</b> 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 Council Officers ahead of the implementation of the Bill.</p> <p><b>Progress Comment:</b> The Bill received Royal Assent in January 2018 and became the Additional Learning Needs and Education Tribunal (Wales) Act 2018. The implementation date has been revised to September 2020, with 2019 being the publication date for the draft Code of Practice. 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. The audit tool has been completed and this highlighted the need for a Lead officer to be allocated within the Council. This action has been completed, supported by access to Welsh Government Transformation Funding. A Transition Action Plan for Flintshire will now be developed to ensure that a comprehensive transformation programme is developed in conjunction with the regional plan for North Wales. The draft Code of Practice has now been published. Officers are in the process of reading the document and identifying the implications for schools and the Council. These will be collated and shared via Committee reports.</p> <p>Welsh Government (WG) commenced a period of consultation following the publication of the draft Code linked to the ALN Act. Officers engaged a range of stakeholders to inform their response to ensure that WG were fully appraised of the concerns associated with the implementation of the Act. Officers have also engaged in legal briefings to broaden their understanding of the duties imposed by the Act and finance documents are being prepared to identify the financial pressures associated with implementation. This will support a better understanding of the level of risk. The final Code will however, not be published until December 2019 and projections will need to be revised at that point.</p> <p>Last Updated: 12-Apr-2019</p>						

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	Vicky Barlow - Senior Manager - School Improvement Systems	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> 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.</p> <p><b>Management Controls:</b> 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 &amp; Maths (STEM) topics and enterprise.</p> <p><b>Progress Comment:</b> 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.</p> <p>Last Updated: 16-Apr-2019</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainability of funding streams	Vicky Barlow - Senior Manager - School Improvement Systems	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Amber	↓	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:                      A lack of clarity about the funding of the Teachers' Pay Award for 2019-20 remains. Through RSG and the Teachers Pay Grant from Welsh Government the schools budget is funded for 1% of the impact of the pay award implemented in September 2018. The balance of 1.2% of the pay award is a cost pressure which will have to be absorbed by schools. A further significant pressure is the Teachers' Pay Award from September 2019 which unless national funding is made available will be an additional cost pressure which will need to be absorbed by schools.                      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 make them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.</p> <p>Last Updated: 01-Jul-2019</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	Vicky Barlow - Senior Manager - School Improvement Systems				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 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: 15-Apr-2019</p>						



Page 137

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	Vicky Barlow - Senior Manager - School Improvement Systems				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. Additionally, in future year's capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.</p> <p>Last Updated: 15-Apr-2019</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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>A Government Environment and Sustainable Delivery (ESD) Grant of £115,518 for the year has enabled completion of projects of the Flintshire Greenspace Strategy. Community engagement through arts which encourage access and enjoyment of our natural environment and delivery of the Well-being goals. Key projects include footpath improvements and arts events involving local children and community groups. All projects have actively encouraged community involvement and have been supported fully by volunteers who have contributed significantly to the success of the projects.</p> <p>Volunteers have contributed to the evidence base for the submission of the first six month funding report and claim to Welsh Government. Planned projects will ensure that funding is on track and will be delivered in full within the year. This is particularly important given the change to a competitive funding environment for 2019/20 for the new Enabling Natural Resources and Wellbeing of Wales grant that may impact on available funding to deliver our very successful programme of activities.</p> <p>The ESD grant is fully committed and delivered. The grant has now closed and been replaced by Enabling Nature Grant in which we were unsuccessful in attracting any funding for 19/20.</p> <p>Last Updated: 15-Apr-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost.	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**



Delivery of Phase 2 of the renewable energy action plan (10 year adopted plan in 2015)

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. Further feasibility will be completed. Potential sites for hydro power have been assessed with Wepre Brook prioritised. A detailed design has been completed and planning permission applied for.

Assessment completed by Coed Cymru/Forestry Officer which indicated potential for biomass crops on the agricultural estate in Sealand as well utilising waste wood and timber from public and private woodlands. More detailed feasibility is needed.

Last Updated: 05-Sep-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**



Year End performance of 68.39% has been achieved through education and awareness programmes to promote recycling and the introduction of side waste enforcement. The side waste enforcement started in March, with a three stage approach with awareness letters and stickers issued and 2 Fixed Penalty Notices.

The new Household Recycling Centre (HRC) at Rockcliffe, Oakenholt opened, offering a modern site with no steps. There are currently over 30 opportunities to recycle across all 5 HRC's. The profile of the service has been raised through attendance of events and shows in the County and an increased presence on social media.

Training for workforce has improved their health & safety and environmental awareness.

New fleet has been introduced in the service, providing efficiencies in both the capacity of the vehicle and the fuel economy and emissions.



Last Updated: 29-Jan-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 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 Council to undertake Detailed Assessments or declare an Air Quality Management Area (AQMA). Consequently there are no requirements for an 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. Councils have an ongoing requirement to review their policies to ensure that concentrations remain below the required levels.



Last Updated: 12-Apr-2019

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	60.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

Following informal consultation with the North Wales Conservation Officers Group and Cadw at the end of 2018 there was general support for the Built Conservation Strategy. Formal public and stakeholder consultation should have followed and was planned to be completed by March 31st 2019. The consultation hasn't happened due to a team member leaving and not being replaced which has put pressure on the one remaining conservation officer who also had to prioritise closing down the Flint Townscape Heritage Initiative (THI) by the end of the financial year.

Last Updated: 24-Jun-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Funding awarded for 2018-2019 following successful bids and all schemes underway and on track: -

**1. Local Transport Fund:**

- a) Active Travel Scheme Design – (i)Mold to Broughton - Route appraisal complete, several elements of preliminary and detail design complete. (ii)Flint Coastal Path Design Project - Complete
- b) Access to Employment Opportunities Deeside Industrial Park (Metro) – Scheme complete
- c) Deeside Industrial Park – Second Avenue - active travel and bus infrastructure - Scheme complete
- d) A548 DIP Parkway Junction - partial signalisation – Scheme complete with positive feedback received

**2. Local Transport Network Fund** - Flintshire Bus Alliance & Quality Bus Partnership Scheme – Complete

**3. Safe Routes in Communities**

- a) Broughton Primary School, Broughton Hall Road – Scheme complete
- b) Mountain Lane County Primary School, Knowle Lane, Buckley – Scheme complete



**4. Road Safety (Capital & Revenue)**



- a) Connah’s Quay Priority Routes – Scheme complete
- b) Ewloe – Broughton Route treatment Scheme – Scheme complete
- c) Pass Plus Cymru – 28 Candidates completed training
- d) Kerbcraft – Child pedestrian training delivered in variety of schools – 412 pupils trained in year
- e) Older Drivers – 7 candidates completed driving assessment
- f) Cycle training – National Standards Cycle Training Delivered in schools – 1,056 pupils trained in year

**5. Active Travel Fund**

- a) Deeside Industrial Park - Active travel and bus infrastructure on Parkway, DIP Zone 2 - Complete
- b) Holywell Town Centre - Phase 1 Construction of Active Travel path Greenfield Valley – Phase one complete

Last Updated: 22-Jun-2019

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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>Highways asset management schemes are underway as follows:</p> <ul style="list-style-type: none"> <li>• The Resurfacing programme has been completed at 26 different locations, which were included in the 2018/19 programme of work</li> <li>• All Surface Dressing Schemes have been completed.</li> <li>• Area Coordinators continue to carry out schedule highways safety inspection to provide condition surveys to inform next years preventative maintenance programmes. Preparation is underway to finalise next year's (19/20) corrective and preventative maintenance schemes.</li> </ul> <p>Last Updated: 15-Apr-2019</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	Ceri Hansom - Integrated Transport Unit Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Bus Network review is now complete. There are now 10 Local Travel Arrangements in place as follows:

CT1 – Caergwrle - Hope - Higher Kinnerton - Broughton

CT3 – Northop Hall - Connah's Quay

CT6 – Cymau - Broughton

LT1 – Holywell – Lixwm – Rhes Y Cae

LT2 – Holywell – Caerwys

LT3 – Holywell to Greenfield

LT4 – Buckley

LT5 – Penyfford to Buckley



LT6 - Penyfford to Broughton Retail Park

LT7 – Mold - Treuddyn - Caergwrle - Hope

Work has now been carried out to review the local travel arrangements in place and where arrangements are not well utilised and patronage is significantly low, recommendations for alternative provision such as Demand Responsive Transport have been put forward.

Last Updated: 25-July-2019

Page 113


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	Completed	01-Apr-2017	31-Mar-2019	100.00%	 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 the 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) was 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 for mandatory training for operators, drivers, and passenger assistants.

Last Updated: 29-Jun-2019


## Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	89.35	89.34	↔	90	 GREEN
<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> More vehicles have been replaced during the period to meet the Euro 6 standard. This continual replacement of older Euro 4 &amp; 5 vehicles will continue.</p> <p>Last Updated: 16-Aug-2019</p>					


Page 14

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	10,799	6,025	↓	6,000	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Darell Jones - Operations Manager (North and Streetlighting)  <b>Progress Comment:</b> Streetscene have replaced 6,025 LED lanterns to date, with the remaining to be replaced during 2019/20. The remaining lanterns will be replaced in the coming months as locations become available due to traffic requirements and as traffic control measures allow. The program has been a huge success and has met the aims in which we set out to achieve.</p> <p>Last Updated: 25-Jul-2019</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.3M03 Reduce our carbon footprint across our Council buildings (non housing)	34.48%	36.98%	↑	10%	 GREEN

**Lead Officer:** Sadie Waterhouse - Energy Conservation Engineer  
**Reporting Officer:** Sadie Waterhouse - Energy Conservation Engineer  
**Progress Comment:** Please note this reduction is for a full year 2018-2019. The data is NOT weather corrected due to 2018-19 being warmer than the base year.  
Carbon emission reductions by fuel:  
- Electricity: 8.92%  
- Gas: 9.04%  
- Oil: 8.39%  
- LPG: 9.00%  
This has been achieved through:  
- 2018-2019 was warmer throughout the Summer and early Autumn leading to a delay in heating systems being switched on.  
- Upgrades of lighting systems to LED in a number of schools and offices such as Ty Dewi Sant, Wepre Park Visitors Centre, Ysgol Terrig, Mynydd Isa Juniors etc.  
- Installation of a battery storage system at Abermorddu Primary School to trial the technology and its effectiveness.  
- Ongoing asset rationalisation and community asset transfers.  
- Good housekeeping practices such as monitoring heating settings and ensuring heating and hot water systems not left switched on during holidays.  
- Primary school environmental education/behaviour change programme focussing on climate change, energy usage, resource use and biodiversity.  
The Council has made a cumulative 51.51% reduction in non-domestic energy related carbon emissions since 2009/10 against a 2007/08 baseline.  
Last Updated: 07-May-2019


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	69.12	70.23	↑	66	 GREEN

**Lead Officer:** Lynne Fensome - Management and Support Manager  
**Reporting Officer:** Gabrielle Povey - Recycling and Compliance Officer  
**Progress Comment:** Continued improvement at Household Recycling Centre (HRC) sites since the opening of the new site at Oakenholt and the closure of the smaller sites at Flint and Connah's Quay. Household Recycling Centres (HRC) all working well with meet and greet being reinforced at site.  
Training has continued to ensure staff on site are aware of the environmental compliance and why recycling targets are in place.  
Side waste enforcement continues, with the three stage programme of education and awareness, reminder and final notice with Fixed Penalty Notice as final stage.  
Last Updated: 29-Jul-2019





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	77.52	77.37	↔	76	
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager <b>Reporting Officer:</b> Gabrielle Povey - Recycling and Compliance Officer <b>Progress Comment:</b> Continue improvement at HRC since the opening of the new site at Oakenholt and the closure of the smaller sites at Flint and Connah's Quay. Training has continued to ensure staff on site are aware of the environmental compliance and why recycling targets are in place.</p> <p>Last Updated: 18-Jan-2019</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.1.1M01 The number of projects and services delivered through national grant funded schemes	6	19	↑	6	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Lee Shone - Road Safety Officer  <b>Progress Comment:</b> All projects and services delivered during financial year.</p> <p>Local Transport Fund - Funded Schemes:</p> <ol style="list-style-type: none"> <li>1 - Access to Employment Opportunities – Deeside Industrial Park (DIP)</li> <li>2 - B5129 Bus corridor &amp; Deeside Quality Partnership Scheme</li> <li>3 - Active Travel Scheme Design</li> <li>4 - Deeside Industrial Park – Active Travel Fund (ATF)</li> <li>5 - Holywell Town Walking &amp; Cycling Link - ATF</li> <li>6 - Deeside Industrial Park - Second Avenue</li> <li>7 - A548 / Parkway Junction</li> <li>8 - Cycling Link Deeside Industrial Park</li> <li>9 - Broughton to Saltney Cycle Way Provision</li> <li>10 - B5129 - Proposed Bus Priority Measures &amp; Transport Infrastructure.</li> </ol> <p>Road Safety Grant</p> <ol style="list-style-type: none"> <li>1- Connah’s Quay Priority Routes</li> <li>2 - B5125 Ewloe to Broughton Route Treatment</li> </ol> <p>Safer Routes in the Community</p> <ol style="list-style-type: none"> <li>1 - Broughton Primary School</li> <li>2 - Mountain Lane Primary School</li> </ol> <p>Road Safety Revenue</p> <ol style="list-style-type: none"> <li>1 - Young Drivers</li> <li>2- National Standards Cycle Training</li> <li>3- Older Driver Development Programme</li> <li>4 - Child Pedestrian Skills Training</li> <li>5 - Motorcycle Training</li> </ol> <p>Last Updated: 25-July-2019</p>					





KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.1M01 (PAM/020) Percentage of A roads in overall poor condition	1.3	1.65	↓	1.8	 GREEN
<p><b>Lead Officer:</b> Barry Wilkinson - Highways Networks Manager  <b>Reporting Officer:</b> Sam Tulley - Road Space Manager  <b>Progress Comment:</b> Scanner Surveys of road conditions took place in October 2018. These results show a deterioration of the network overall from the previous year.</p> <p>Last Updated: 25-July-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.2M02 (PAM/021) Percentage of B roads in overall poor condition	1.1	1.39	↓	2	 GREEN
<p><b>Lead Officer:</b> Barry Wilkinson - Highways Networks Manager  <b>Reporting Officer:</b> Sam Tulley - Road Space Manager  <b>Progress Comment:</b> Scanner Surveys of road conditions took place in October 2018. These results show a deterioration of the network overall from the previous year.</p> <p>Last Updated: 25-July-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.3M03 (PAM/022) Percentage of C roads in overall poor condition	5.3	5.76	↓	6	 GREEN
<p><b>Lead Officer:</b> Barry Wilkinson - Highways Networks Manager  <b>Reporting Officer:</b> Sam Tulley - Road Space Manager  <b>Progress Comment:</b> Scanner Surveys of road conditions took place in October 2018. These results show a deterioration of the network overall from the previous year.</p> <p>Last Updated: 25-July-2019</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	17.59	90.57	↑	90	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Sam Tulley - Road Space Manager  <b>Progress Comment:</b> Every time a Utility company (such as Welsh Water, BT or Scottish Power) carries out roadworks on the public highway, their subsequent repairs to the road are guaranteed by the Utility Company for 2 years. We are required to inspect at least 10% of all of these repairs before the end of the guarantee period, but we inspect more than required to promote best practice and avoid future maintenance costs. Any defects identified with the Utility Company's repairs are reported back to the Utility Company to prevent the Council being burdened with the future repair costs.</p> <p>Last Updated: 15-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.3.1M01 The number of sustainable area based transport schemes developed against plan	4	10	↑	4	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Ceri Hansom - Integrated Transport Unit Manager  <b>Progress Comment:</b> There are now 10 Local Travel Arrangements in place as follows            CT1 – Caergwrle - Hope - Higher Kinnerton - Broughton            CT3 – Northop Hall - Connah's Quay            CT6 – Cymau - Broughton            LT1 – Holywell – Lixwm – Rhes Y –Cae            LT2 – Holywell – Caerwys            LT3 – Holywell to Greenfield            LT4 – Buckley            LT5 – Penyfford to Buckley            LT6 - Penyfford to Broughton Retail Park            LT7 – Mold - Treuddyn - Caergwrle - Hope            Work has been carried out to review the local travel arrangements in place and where arrangements are not well utilised and patronage is significantly low, recommendations for alternative provision such as Demand Responsive Transport have been put forward.</p> <p>Last Updated: 22-Jul-2019</p>					



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant for school transport	86.95	97.9	↑	90	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Ceri Hansom - Integrated Transport Unit Manager  <b>Progress Comment:</b> 326 routes (school, adult social care, local bus routes and college) have been through a compliant tendering exercise. There are 7 emergency routes which need to be procured.</p> <p>Last Updated: 25-July-2019</p>					

Page 150

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	75.68	97.3	↑	90	 GREEN
<p><b>Lead Officer:</b> Lynne Fensome - Management and Support Manager  <b>Reporting Officer:</b> Ceri Hansom - Integrated Transport Unit Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 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.</p> <p>Last Updated: 25-July-2019</p>					



## Risks

### Strategic Risks

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>The new 'Enabling Natural Resources and Well-being of Wales' grant (ENRaW) was launched by WG and officers submitted an application. The Council was not awarded any grant funding following this application.. Officers will seek alternative funding sources for 2019/20.</p> <p>Last Updated: 11-Jun-2019</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 Waterhouse - Energy Conservation Engineer	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open

**Potential Effect:** Failure to meet Carbon Reduction target  
**Management Controls:** Continue to review the availability of sites  
**Progress Comment:** 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 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. Further feasibility will be completed. Potential sites for hydro power have been assessed with Wepre Brook prioritised. A detailed design has been completed and planning permission applied for. Work is ongoing with Welsh Government to review and research methods of increasing the economic viability of renewable energy schemes. Increasing the income from energy sales or self supplying Council stock can negate possible increases in grid connection costs.

Last Updated: 11-Jun-2019

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:** Since 7th January 2019, the Council has a new statutory duty as a Sustainable Drainage Approving Body (SAB). This has placed significant resource demands on the relatively small Flood and Coastal Risk Management Team to implement, resource and fund this new statutory role. In the short-term (1-2 years) the impacts of developing this new service will lessen the ability of the Team to delivery non-statutory flood alleviation schemes. Welsh Government provided the Council with £20,000 to mitigate the impacts of this new responsibility. As the Council reviews the implications of its new role as a SAB, no major schemes will be programmed to be put forward to Welsh Government's 'national pipeline of projects' for delivery in 2019/20. However, additional funding for smaller more affordable local works that can be delivered through Welsh Government's small scale scheme grant will continue to be pursued.

Last Updated: 01-Jul-2019






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
<p><b>Potential Effect:</b> Deterioration of the condition of highways in Flintshire</p> <p><b>Management Controls:</b> 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.</p> <p><b>Progress Comment:</b> The monies made available for Highway infrastructure maintenance programmes have been 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, which would need to be &gt;£2.7m per annum. Streetscene &amp; Transportation ensure that the available funding is allocated appropriately, and ensure best value for the expenditure to maintain the highway network. Highways asset management schemes have been completed as follows: Resurfacing - 26 different locations completed The carriageway surface dressing programme is complete and 9 different locations were included in the 2018/19 programme of work. Condition surveys are undertaken and reviewed annually to produce the annual resurfacing programme for financial year 2019/20. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.</p> <p>Last Updated: 24-Apr-2019</p>						

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	Amber	Amber	↔	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> The bus subsidy is now complete with 10 Local Travel arrangements in place. A review of the local travel arrangements is now taking place and alternative solutions have been recommended where utilisation and patronage on arrangements is particularly low. This will allow the routes to be sustainable going forward.</p> <p>Last Updated: 22-July-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience of transport providers	Ceri Hansom - Integrated Transport Unit Manager	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> <p>Last Updated: 22-July-2019</p>						

Page 154



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
<p><b>Potential Effect:</b> Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance Increase in insurance claims</p> <p><b>Management Controls:</b> Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.</p> <p><b>Progress Comment:</b> Pothole repairs have been undertaken throughout the County to ensure that the Highway Network is in a safe condition for the travelling public. The previous increase in risk has been mitigated by a number of schemes of works that have been undertaken to improve the condition of the carriageway overall. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair. Planned Maintenance Works have been completed as follows: 26 Resurfacing completed 9 Surface Dressing sites have been completed Reactive Work to remove defects from the carriageway continue. 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 and county policy.</p> <p>Last Updated: 24-Apr-2019</p>						





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	Yellow	Yellow	↔	Open
<p><b>Potential Effect:</b> i) Planned programme of community transport hubs not delivered. ii) Decreased passenger numbers on bus services. iii) Increase in individual car usage</p> <p><b>Management Controls:</b> Realistic deliverable programme for 2018/19 of 5 Community Transport Hubs that have been supported by the local communities and Town and Community Councils</p> <p><b>Progress Comment:</b> Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses included in all new transport routes awarded (except local bus). The community benefit clause gives Flintshire the benefit of non-chargeable transport services from qualifying taxi/bus operators. A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.</p> <p>Last Updated: 22-July-2019</p>						



## 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	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            There are estimated to be around 40 Social Enterprises operating across Flintshire. 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, with a number of very positive examples of social enterprises winning business awards in Flintshire in recent months in categories also open to private sector companies. Social enterprise is thriving in Flintshire and, linked to the community resilience priority within Flintshire's Wellbeing Plan, will continue to be supported to grow. Ambitions for the future include building on private sector links, as trialled with Galliford Try, and linking into social value opportunities to provide proactive support to social enterprises to work with their communities.</p> <p>Last Updated: 17-Apr-2019</p>							

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.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The framework to support and enable Social Enterprises (SE) in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. A first networking event between social enterprise and private sector businesses was held in November 2018 to begin to identify opportunities for partnership working and cross-business support. Eighteen arrangements were identified from the first meeting. 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 Alternative Delivery Models, 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. The social value framework which is being developed under the banner of Community Resilience will provide an opportunity to access additional resource and investment to support SEs to tackle key issues and provide vital support in communities across Flintshire. This could be in many forms including funding, mentoring, pro bono work and supply of materials.</p> <p>Last Updated: 17-Apr-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A Community Benefits Working Group has been established in the Council to develop an approach for the ongoing management of community benefits (social value) which is both cost effective and sustainable. A report was submitted to Chief Officers in January 2019 submitting options for the ongoing management and growth of an approach, and evaluating the potential return on investment from different options. This report has been informed by consultation with partners, who unanimously agreed during discussions that development of a robust approach has potential to deliver significant return for Flintshire if it is designed and progressed properly. It has been agreed that a Social Value Officer will be recruited to manage this agenda and work is underway to define a framework of Public Services Board, corporate and community priorities which will underpin investment by contractors. In this way, we can maximise the impact that social value can have in supporting delivery of agreed priorities for the benefit of our communities. Work is also underway to procure a system to underpin the management of social value to ensure we can be transparent and fully evaluate the impact we are having. This will be developed more in 2019/20.

Last Updated: 18-Jun-2019

Page 157

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	80.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**

Social Value Strategy developed and approved with specific social objectives enabling 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 any further 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 have been 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 Voluntary Sector Compact group a review of third sector core funding arrangements is underway to maximise opportunities and contribution of the sector.



Last Updated: 16-Aug 2019






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	75.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            Much progress has been made during 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 was held in November in Cardiff and was recognised at County Council in January. Many community projects to commemorate the Centenary of WW1 have been supported and promoted. Grants have been applied and awarded for 2 specific partnership projects; one in Talacre and one in Connah's Quay. Work is underway to plan for the 75th D Day celebrations in June. The Annual Report has been published. The partnership Covenant group has been split into two parts; i) Strategic and ii) networking across partners.</p> <p>Last Updated: 01-Apr-2019</p>							


Page 159

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	75.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            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 May, 4 of the 5 priorities were tracked as making good progress. It has been agreed that the Economy priority would be paused for revisiting later as most of the in-year activities are regionally led under the work on the Growth Deal.</p> <p>Last Updated: 18-Jun-2019</p>							





## Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.1M01 Number of assets sustained through the CAT programme	33	78	↑	33	 GREEN
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Yvonne Stacey - Property Technical Administrator  <b>Progress Comment:</b> : The total number of assets in the CAT programme is 78. The breakdown of this is, 52 CAT's are at Business Case Development Stage, 13 CAT's are at the Legal Stage (not completed) and 13 having been legally completed. A total of 172 CAT's have dropped since the start of the programme, naturally or due to complications. Some of these have not been progressed by groups through the various activity stages, or groups have withdrawn from the process. This can be that they initially express their interest and during the process decide they do not want to take on the liability, or simply drop out as they decide that they do not want to take the process further.</p> <p>Last Updated: 02-May-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.3.1M01 Percentage of contracts over £25,000 that include Community benefit clauses	No Data	26.68	N/A	20	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Lee Evans - Procurement Systems Officer and Data Analyst  <b>Progress Comment:</b> Q1 - 5 of the 6 contracts awarded. Q2 - 8 of the 15 contracts awarded. Q3 1 of the 3 Contracts awarded and Q4 -3 of the 12 contracts awarded</p> <p>Last Updated: 30-Apr-2019</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance 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	N/A	4	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Cher Lewney - Digital Customer &amp; Community Resilience Programme Manager  <b>Progress Comment:</b> 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.</p> <p>Last Updated: 26-Oct-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.5.1M01 Percentage of key Council activities from the Flintshire Well-Being Plan delivered	No Data	100	N/A	95	 GREEN
<p><b>Lead Officer:</b> Colin Everett - Chief Executive  <b>Reporting Officer:</b> Karen Armstrong - Corporate Business and Communications Executive Officer  <b>Progress Comment:</b> 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 July, all actions had been progressed in accordance with the Delivery Plan. The Annual Report for the Well-being Plan summarises the achievements made during the year.</p> <p>Last Updated: 16 – Aug 2019</p>					



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.2M02 (PAM/017) Number of visits to leisure centres per 1000 population	7,159.79	7,732.26	↑	7,492.15	 GREEN
<p><b>Lead Officer:</b> Colin Everett - Chief Executive  <b>Reporting Officer:</b> Paul Jones - Business Improvement &amp; Performance Manager  <b>Progress Comment:</b> Aura's total figure excludes participation figures for two sites, Connah's Quay Swimming Pool and Holywell Leisure Centre, both community asset transfers, which were managed by Flintshire County Council pre-30 May 2016 and pre-1 April 2017 respectively. Both sites combined were previously responsible for over 300,000 visits per year. Aura's Business Plan for 2018/19 included a target to increase participation by 5% (or 7,492.15 per 1,000 pop.). Aura achieved an increase in participation of 8.37%.</p> <p>Last Updated: 15-May-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.3M03 The amount of grant funding successfully awarded to support local Flintshire Schemes (£) as part of the Armed Forces Covenant	No Data	67,368	N/A	10,000	 GREEN
<p><b>Lead Officer:</b> Karen Armstrong - Corporate Business and Communications Executive Officer  <b>Reporting Officer:</b> Fiona Mocko - Strategic Policies Advisor  <b>Progress Comment:</b> There have been three additional submissions for grants which have been successful, resulting in grants of £42,000 for Flintshire projects. These include grants for Connah's Quay High School and Ysgol Maes Garmon and a grant for an external organisation based in Flintshire who will be providing services for Veterans.</p> <p>Last Updated: 02-Apr-2019</p>					



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.4M04 Number of Council policies revised to take account of the Armed Forces Covenant	2	4	↑	2	
<p><b>Lead Officer:</b> Karen Armstrong - Corporate Business and Communications Executive Officer <b>Reporting Officer:</b> Fiona Mocko - Strategic Policies Advisor <b>Progress Comment:</b> The Armed Forces Reserves policy has been reviewed and updated to include Cadet Forces Adult Volunteers, allowing employees who are volunteers with Cadet Forces additional time off for their annual training with the Ministry of Defence. Human Resources are now capturing information on the number of Veterans who apply for and obtain posts within the Council.</p> <p>Last Updated: 02-Apr-2019</p>					

## 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: 17-Apr-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new Alternative Delivery Models (ADM's) face	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	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 at least annually 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 plans have been delivered. Second year business plans are currently underway.</p> <p>Last Updated: 01-Jul-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise Alternative Delivery Models (ADM's)	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	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 2019/20 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show funding levels for organisations moving forward into 2019/20 are sustainable.</p> <p>Last Updated: 02-Jul-2019</p>						

Page 4 of 4

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. The emerging social value policy will enable us to place greater emphasis on the importance of third sector bodies thereby increasing their chances of winning contracts.</p> <p><b>Progress Comment:</b> The recently approved social value policy will enable the Council to place greater importance on the third sector when awarding contracts which will help the sector to secure work. It is possible to ring fence contracts to third sector providers and the Council will identify opportunities where this is appropriate for forthcoming procurement exercises.</p> <p>Last Updated: 02-Jul-2019</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	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<b>Potential Effect:</b> <b>Management Controls:</b> Open book accounting by key social enterprises with the Council and where issues identified cooperative work to resolve these. <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.  Last Updated: 02-Jul-2019						





## 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	70.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>                      A revised medium term forecast for the next three years (2020/21 – 2022/23) was reported to Cabinet in April 2019 which gave a detailed indication of the known pressures at this time. The Council will be working on the strategy to meet the financial challenge with regard to the gap for 2020/21 throughout the Summer and an update on progress will be reported to Cabinet in July 2019. The forecast will be subject to regular revision due to the number of uncertainties including the level of funding for local government in future budget settlements and increases in demand led pressures.</p> <p>Last Updated: 01-Jul-2019</p>							



Page 166

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	80.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      We have made significant progress in delivering the key priority areas of the People Strategy. The draft Health and Wellbeing strategy provides for workplace wellbeing champions, encourages healthy eating, physical activity and seeks to support economic well-being, all of which will support our commitment to creating a working environment which is both safe and fosters the best possible health and wellbeing for all our employees. The 2019 apprenticeship programme was launched during national apprenticeship week in conjunction with our partner, Coleg Cambria. Recruitment for 23 placements covering 9 disciplines commenced in April 2019. A total of 84 candidates were shortlisted to attend for interview over two days on 28th and 29th May 2019, with second stage interviews to follow. Local agreement on a new pay model was reached in March 2019. The new pay model was developed to deliver the second year (2019) of the two year National Joint Council (NJC) pay agreement (2018/19-2019/20), and changes made as part of the maintenance of the Single Status Agreement (2014). The new pay model has passed the tests of being legal, equitable and affordable.</p> <p>Last Updated: 18-Jun-2019</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	30.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The Digital Strategy sets out our commitment to modernise and digitise services, with an emphasis on Digital Customer capabilities and the ability for customers to shift channels to self-serve and access information online. Good progress has been made in reviewing the relationship between Digital Strategy, IT Business Plan and wider operational capacity to drive forward changes. A single combined digital programme plan has been created as the baseline for delivery and this has identified the essential works which need to be resourced prior to resources being allocated to change projects. Good progress continues to be made to co-locate Housing and Streetscene Contact Centres to Ty Dewi Sant, Ewloe and this work runs in parallel with the development of the Customer Account which has been launched on the Council's website. The Customer Account enables residents to view information about their waste and recycling collection, ward Member information, planning applications, requests for service submitted online. For those residents who hold a tenancy with us, they will be able to view repairs and rent statements in 2019/20 as the account is extended.</p> <p>Last Updated: 18-Jun-2019</p>							

Page 107

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	40.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            Asset rationalisation planning is moving to County Hall, Mold Campus master planning phase, with work now required to specify and procure specific planning advisers to develop the wider site areas of the Campus. Rationalisation work in terms of our corporate estate has been focused on the delivery of Ty Dewi Sant which paves the way for the demolition of phases 3 and 4 of County Hall. The Council continues to review its current estate and delivery of its rationalisation plans. These plans are wide ranging and deal with the managed disposal of its agricultural estate to sitting tenants where they have expressed a wish to do so, to the rationalisation and intensification of use of our office buildings. The most recent piece of activity relates to the main County Hall complex phases 1 to 4 and the exploration of a wider campus use study.</p> <p>Last Updated: 19-Jun-2019</p>							





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	83.00%	GREEN	GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            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 2018. 24 out of the 29 commitments within the Code have been actioned.</p> <p>Last Updated: 23-Jun-2019</p>							


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	Completed	01-Apr-2018	31-Mar-2019	100.00%	GREEN	GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            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 (PSN) compliance standards. This process began in November 2018 and an action plan is now in place to resolve outstanding issues ready submission to PSN. The PSN accreditation is now in place and will expire in May 2020. Our security policies are having a final review to ensure they meet both PSN and Cyber Essentials. As part of a Welsh Government initiative, the Council will also be embarking on Cyber Essentials Plus accreditation which will add an additional layer of assurance to security measures in place. Whilst the accreditation is unlikely to be in place until 2020, the preparatory work has started which will serve to improve the processes already in place. All work scheduled for 2018/19 is now complete and the same action will appear in next year's plan with associated regular updates.</p> <p>Last Updated: 23-Apr-2019</p>							


Page 10 of 10




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	Completed	01-Apr-2018	31-Mar-2019	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>An 'in-year' collection rate of 98.23% (98.2% rounded) was achieved for Council Tax in 2018/19. This outturn maintains exactly the same collection level as 2017/18 following Council Tax charges increased by 6.71%.</p> <p>The impacts of Universal Credit were starting to show in 2018/19 as some householders fail to claim Council Tax Reduction, despite advice and support. It is anticipated the collection rate of 98.23% will, as a minimum, be in the top-quartile of Wales. The service was £15k short of getting to 98.3% and no Council in Wales has ever gone beyond 98.3%. During 2018/19 a performance indicator was introduced for Corporate Debt with the objective of reducing outstanding debt levels over 60 days by 4.5%. The final outturn during 2018/19 saw aged debt 60+ days fall by 12.36%, equating to a reduction in debt levels by £323,000. To support the recovery process, 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. This system is working well and excellent progress is being made.</p> <p>Last Updated: 09-Apr-2019</p>							


## Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	7,970,000	5,405,000	↓	5,511,000	 AMBER
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Corporate Accounting and Systems  <b>Progress Comment:</b> The actual efficiencies achieved as at the M12 Revenue Budget Monitoring Report is £5,405,000</p> <p>Last Updated: 16-Jul-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	95	98	↑	95	 GREEN
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Corporate Accounting and Systems  <b>Progress Comment:</b> As per the Revenue Monitoring Month 12 report it is confirmed that 98% of efficiencies have been achieved</p> <p>Last Updated: 16-Jul-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.3M03 The percentage variance between the revenue budget out-turn and the budget set	0.04	0.2	↓	0.5	 GREEN
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Corporate Accounting and Systems  <b>Progress Comment:</b> At Month 12 revenue budget monitoring out-turn is £0.608m against a total budget of £264.328m. This is final outturn.</p> <p>Last Updated: 16-Jul-2019</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) Council employees lost due to sickness absence	8.8	10.49	↓	8.5	 RED
<p><b>Lead Officer:</b> Sharon Carney - Lead HR Business Partner  <b>Reporting Officer:</b> Andrew Adams - Business Information and Compliance Adviser  <b>Progress Comment:</b> The FTE days lost for the Council during quarter four is 2.89 and based on the outcome in previous quarters, has resulted in an overall FTE days lost of 10.49 for 2018/19. This has resulted in a downturn in performance compared to the 2017/18 outturn of 8.89 days lost per FTE. However, it is important to note that the unexplained spike in absence is not confined to Flintshire based on the indicative figures provided by the majority of other Local Authorities in Wales.</p> <p>Last Updated: 18-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	86.34	74.04	↓	100	 RED
<p><b>Lead Officer:</b> Sharon Carney - Lead HR Business Partner  <b>Reporting Officer:</b> Andrew Adams - Business Information and Compliance Adviser  <b>Progress Comment:</b> The completion figure recorded in iTrent at the end of quarter four was 74%, which has seen a downturn in performance compared to the same period last year (86%). However, as reported previously, there is often a lag in managers updating iTrent after they have conducted their appraisals. On a positive note, there has been an increase in the number of managers attending appraisal training. There has been significant management action to support the organisational discipline of the completion of appraisals to a frequency and a quality which will meet our expectations and targets in 2019/20.</p> <p>Last Updated: 18-Apr-2019</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.1M01 The number of e-forms submitted	No Data	62,920	N/A	0	N/A
<p><b>Lead Officer:</b> Rebecca Jones - Customer Services and Registration Manager  <b>Reporting Officer:</b> Rebecca Jones - Customer Services and Registration Manager  <b>Progress Comment:</b> A high volume of online transactions were undertaken in quarter 4 and includes website and mobile app enquiries. The Garden Waste collection service went live in February and a high majority of applications were made via the Council's website.</p> <p>Last Updated: 02-May-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.2M02 Number of online payments received	No Data	30,446	N/A	0	N/A
<p><b>Lead Officer:</b> Rebecca Jones - Customer Services and Registration Manager  <b>Reporting Officer:</b> Rebecca Jones - Customer Services and Registration Manager  <b>Progress Comment:</b> 30,446 online payments were made during 2018/19. The total value of these transactions is £4,653,797.78 and the highest volume of transactions refer to Revenue services (Council Tax, Rent, Bailiffs).</p> <p>Last Updated: 02-May-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.4.1M01 The percentage of major capital projects which are completed on time	100	100	↔	100	 GREEN
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Ian Edwards - Senior Quantity Surveyor  <b>Progress Comment:</b> 3 projects over £150k value have been completed on time this year</p> <p>Last Updated: 09-Apr-2019</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.4.2M02 The percentage of major capital projects which are completed within budget	100	100	↔	0	 GREEN
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Housing and Assets  <b>Reporting Officer:</b> Ian Edwards - Senior Quantity Surveyor  <b>Progress Comment:</b> 3 projects over £150k value have been completed on budget this year</p> <p>Last Updated: 09-Apr-2019</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.5.1M01 Reduce the value of aged debt (debt over 60 days)	No Data	12.36	N/A	4.5	 GREEN
<p><b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance  <b>Reporting Officer:</b> David Barnes - Manager - Revenues  <b>Progress Comment:</b> During 2018/19 a performance indicator was introduced for Corporate Debt with the objective of reducing outstanding debt levels over 60 days by 4.5%. The final outturn during 2018/19 saw aged debt 60+ days fall by 12.36%, equating to a reduction in debt levels by £323,000. The introduction of a new direct debit system in Q1 of 2019/20, coupled with the introduction of a more robust escalation process for disputed debt, should help to reduce debt levels even further during 2019/20.</p> <p>Last Updated: 31-May-2019</p>					

31/05/2019



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.5.2M02 Maximise the collection of Council Tax	98.2	98.23	↑	98.3	 AMBER
<p><b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance  <b>Reporting Officer:</b> David Barnes - Manager - Revenues  <b>Progress Comment:</b> An 'in-year' collection rate of 98.23% (98.2% rounded) was achieved in 2018/19. This outturn maintains exactly the same collection level as 2017/18 which is an achievement in its own right since Council Tax charges increased by 6.71% and the impacts of UC were starting to show in 2018/19 as some householders fail to claim Council Tax Reduction Scheme (CTRS), despite advice and support.  It is anticipated the collection rate of 98.23% will be in the top-quartile of Wales as a minimum. The service was £15k short of getting to 98.3% and no Council in Wales has ever gone beyond 98.3%.</p> <p>Last Updated: 08-Apr-2019</p>					

## Risks

### Strategic Risks

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> Council considered the final stage 3 of the budget in February and approved the setting of a balanced budget by utilising additional reserves of £0.321m (to bring the total amount funded from reserves to £2.221m) and an increase in Council Tax of 8.75%. The financial challenge will continue into 2020/21 and beyond with the Cabinet considering the financial forecast for 2020/21 to 2021/22 which is projecting an initial gap of £13.3m for 2020/21.</p>						
Last Updated: 28-Jun-2019						

Page 175

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> A detailed programme of works has been developed including all the Council's aspirations. This has served to further highlight the very limited levels of resource available to achieve the aims within the current proposed timetable. Many of the projects are needed to support current service delivery and further work is being undertaken on how to find resource to support more transformational projects.</p>						
Last Updated: 02-Jul-2019						

This page is intentionally left blank





## CABINET

<b>Date of Meeting</b>	Tuesday, 24 <sup>th</sup> September 2019
<b>Report Subject</b>	Revenue Budget Monitoring 2019/20 (Month 4)
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

This monthly report provides the first detailed revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account for the new financial year and presents the position, based on actual income and expenditure, as at Month 4. The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

The format of the report has been changed to emphasise the key areas affecting the Council, emerging risks to the financial position and to reinforce links with the Medium Term Financial Strategy (MTFS).

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 £2.983m – a reduction of £0.118m from the deficit figure of £3.101m - reported in the Interim Revenue Budget Monitoring July, 2019
- A projected contingency reserve balance as at 31 March 2020 of £1.886m

#### **Housing Revenue Account**

- Net in-year revenue expenditure forecast to be £0.081m higher than budget
- A projected closing balance as at 31 March 2020 of £1.242m

Both the Council and WLGA continue to campaign and lobby Welsh Government for specific additional national funding for high demand - high cost services. The increasing demands on out of county /Children's Services care continue to provide significant challenges.

## RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 <sup>st</sup> March 2020.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).
3	To agree a budget virement within Social Services to realign the budget to meet current service needs (paragraph 1.07).

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MONTH 4 POSITION</b>																																																												
1.01	<p><b>Council Fund Projected Position</b></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 £2.983m</li> <li>A projected contingency reserve balance as at 31 March 2020 of £1.886m</li> </ul>																																																												
1.02	<p><b>Table 1. Projected Position by Portfolio</b></p> <p>The table below shows the projected position by portfolio:</p> <table border="1"> <thead> <tr> <th>Portfolio/Service Area</th> <th>Approved Budget</th> <th>Projected Outturn</th> <th>In-Year Over / (Under) spend</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>65.978</td> <td>65.978</td> <td>0.000</td> </tr> <tr> <td>Out of County Placements</td> <td>9.033</td> <td>11.027</td> <td>1.994</td> </tr> <tr> <td>Education &amp; Youth</td> <td>8.535</td> <td>8.404</td> <td>(0.131)</td> </tr> <tr> <td>Schools</td> <td>91.946</td> <td>91.946</td> <td>0.000</td> </tr> <tr> <td>Streetscene &amp; Transportation</td> <td>30.547</td> <td>32.114</td> <td>1.567</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>5.929</td> <td>5.994</td> <td>0.065</td> </tr> <tr> <td>People &amp; Resources</td> <td>4.464</td> <td>4.502</td> <td>0.038</td> </tr> <tr> <td>Governance</td> <td>9.007</td> <td>9.146</td> <td>0.139</td> </tr> <tr> <td>Strategic Programmes</td> <td>3.860</td> <td>3.860</td> <td>0.000</td> </tr> <tr> <td>Housing &amp; Assets</td> <td>15.711</td> <td>15.666</td> <td>(0.045)</td> </tr> <tr> <td>Chief Executive</td> <td>2.842</td> <td>2.678</td> <td>(0.164)</td> </tr> <tr> <td>Central &amp; Corporate Finance</td> <td>23.498</td> <td>23.019</td> <td>(0.479)</td> </tr> <tr> <td><b>Total</b></td> <td><b>271.350</b></td> <td><b>274.333</b></td> <td><b>2.983</b></td> </tr> </tbody> </table>	Portfolio/Service Area	Approved Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	Social Services	65.978	65.978	0.000	Out of County Placements	9.033	11.027	1.994	Education & Youth	8.535	8.404	(0.131)	Schools	91.946	91.946	0.000	Streetscene & Transportation	30.547	32.114	1.567	Planning & Environment	5.929	5.994	0.065	People & Resources	4.464	4.502	0.038	Governance	9.007	9.146	0.139	Strategic Programmes	3.860	3.860	0.000	Housing & Assets	15.711	15.666	(0.045)	Chief Executive	2.842	2.678	(0.164)	Central & Corporate Finance	23.498	23.019	(0.479)	<b>Total</b>	<b>271.350</b>	<b>274.333</b>	<b>2.983</b>
Portfolio/Service Area	Approved Budget	Projected Outturn	In-Year Over / (Under) spend																																																										
	£m	£m	£m																																																										
Social Services	65.978	65.978	0.000																																																										
Out of County Placements	9.033	11.027	1.994																																																										
Education & Youth	8.535	8.404	(0.131)																																																										
Schools	91.946	91.946	0.000																																																										
Streetscene & Transportation	30.547	32.114	1.567																																																										
Planning & Environment	5.929	5.994	0.065																																																										
People & Resources	4.464	4.502	0.038																																																										
Governance	9.007	9.146	0.139																																																										
Strategic Programmes	3.860	3.860	0.000																																																										
Housing & Assets	15.711	15.666	(0.045)																																																										
Chief Executive	2.842	2.678	(0.164)																																																										
Central & Corporate Finance	23.498	23.019	(0.479)																																																										
<b>Total</b>	<b>271.350</b>	<b>274.333</b>	<b>2.983</b>																																																										

1.03	The reasons for the projected variances are summarised within Appendix 1 which shows the detail of all variances over £0.050m and a summary of minor variances for each portfolio. This provides the overall position for each portfolio and the overall position for the Council Fund.
1.04	<p>Following a review of the format of the Revenue Budget monitoring report some enhancements have been made which will aim to highlight the following key information for Members:</p> <ul style="list-style-type: none"> <li>• The key major variances to bring to the attention of Cabinet</li> <li>• The tracking of in year financial risks</li> <li>• Potential MTFS Impact of the current in year monitoring position</li> </ul>
	<b>Major Variances to highlight this Month</b>
1.05	<p><b>Out of County Placements</b></p> <p>At this early stage in the financial year, there is a projected overspend of £1.994m for the provision of Out of County Placements.</p> <p>The Council included an additional amount of £1.655m in the 2019/20 budget to reflect the number of clients and care packages at that particular time. However, in the early part of 2019/20 there has been an increase in the number of high cost placements.</p> <p>This has created a projected overspend of £1.571m in Social Services Children’s Services and a projected overspend of £0.423m within Education &amp; Youth Inclusion Services. This is based on current clients and their assessed need.</p> <p>This projection includes externally provided placement costs for over 150 children, some of which lie within Flintshire’s geographic boundary. There is the potential for this to impact on future years which includes clients in both Social Services Children’s Services and Education and Youth Inclusion Services. This is based on current clients and packages and is subject to variation during the year.</p> <p>A Report on ‘Improving the in-house offer for Out of County Placements for Children’ taken to the Joint Education &amp; Youth and Social &amp; Health Care OS Committee in July, 2019 outlined the Council’s strategy and commitment in ensuring safe, high quality, support for Children’s Services.</p> <p>As requested by Corporate Resources Overview and Scrutiny Committee a separate report will be considered on the key issues and latest position at the meeting on 19 September.</p>
1.06	<p><b>Street Scene and Transportation</b></p> <p>Transportation and Logistics - £1.286m Overspend</p> <p>The pressure in school transport costs are as a result of several factors:-</p> <ul style="list-style-type: none"> <li>- The effect of non-statutory school transport arrangements and ongoing transport policy anomalies;</li> </ul>

	<ul style="list-style-type: none"> <li>- An increase in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in-County and for Out of County placements, along with increases in the number of school escorts to accompany SEN pupils and in the number of single occupancy routes;</li> <li>- Transporting enrolment cohort to Connahs Quay High School and placing duplicate vehicles on public bus services as a response to non-eligible pupil displacement;</li> <li>- An increase in number of school days for 2019/20</li> </ul> <p>Work is in hand to try to contain this figure within original cost pressure range which had an estimated ceiling of £0.930m. As requested by Corporate Resources Overview and Scrutiny Committee a separate report will be considered on the key issues and latest position at the meeting on 19 September.</p> <p>Service Delivery – £0.100m Overspend</p> <p>Following the extreme weather event during June 2019, the service has incurred additional revenue pressures from responding and resolving flooding issues across the County. The network damage was widespread and included road foundations being undermined, particularly on roads adjacent to water courses, and road surfaces being lifted by inspection covers, due to the pressure created by the sheer volume of water within the drainage system. The costs include the additional staffing costs towards responding and repairing the highway along with costs of plant and materials. A claim to Welsh Government has been submitted for these additional costs, which is currently awaiting confirmation on eligibility and award of funding.</p>
1.07	<p><b>Social Services</b></p> <p>The overall position for Social Services is projecting a balanced outturn</p> <p>There are however some significant variances both adverse and favourable that underpin this position due to overspends within Children’s Services and net underspends within Adults Services.</p> <p>All details of variances are provided in Appendix 1 and consideration has been given to potential realignment of budgets within the Portfolio to address changes in service delivery.</p> <p>It is recommended that an amount of £0.250m is transferred within Adults Services from Resources &amp; Regulated Services, which is underspending due to decreases in high cost placements, to the Mental Health Residential Service which is experiencing higher than expected demand for services.</p>
1.08	<p><b>Central &amp; Corporate Finance</b></p> <p>Pension; £0.697m underspend</p> <p>There was a significant underspend on the pension contribution account in 2018/19 with £0.600m contributing towards the 2019/20 budget. Early analysis suggests that there is a further efficiency in year.</p>

	<p>There are various factors affecting the position including the financial impact of the transfer of various services being less than anticipated and the recovery of a higher level of contribution to the deficit due to the increased pay award. The position is under review as part of the current work on the 2020/21 budget.</p> <p>Income Target; £0.163m un-achieved</p> <p>The Council is continuing to review its fees and charges and to investigate new sources of income. A report to Cabinet in July recommended a process for the annual review of fees and charges with the aim of achieving full cost recovery wherever possible. It is likely that the position will improve in year and this will be reported on in a later monitoring report.</p>
1.09	<p><b>Tracking of In-Year Risks and Emerging Issues</b></p> <p>At the time of setting the Budget for 2019/20 a number of significant risks were identified and an update is provided below.</p>
1.10	<p><b>Out of County Placements</b></p> <p>A key risk identified at the time of setting the 2019/20 budget was the general rising costs of social care and the upward trend in the number of cases of Out of County placements across Wales. 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 impact of the current pressures on Out of County Placements are being considered as part of the Councils latest forecast for 2020/21.</p>
1.11	<p><b>School Transport</b></p> <p>Managing the increasing demand into future years in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in-County and for Out of County placements, along with further potential increases in the number of school escorts to accompany SEN pupils and the number of single occupancy routes;</p>
1.12	<p><b>Achievement of Planned In-Year Efficiencies</b></p> <p>The 2019/20 budget contains £6.939m of specific efficiencies which are tracked and monitored. In 2018/19 the level of efficiency achievement was 98% which was an improvement on the 94% achieved during the previous year. The Council aims to achieve a 95% rate in 2019/20 as reflected in the MTFs KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2019/20 shows that £6.217m or 90% of the efficiencies will be achieved.</p> <p>However when taking into account the decision of Cabinet to re-phase the efficiency from the Aura Subsidy this changes the achievement rate to 91%.</p>

	<p>The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2020/21 budget. Further details on the current status on efficiencies can be seen in Appendix 2 with the overall impact in relation to any impact for 2020/21 being reviewed as part of the ongoing work on the MTFs.</p>																								
1.13	<p><b>Income</b></p> <p>The Council introduced its Income Strategy in late 2017. A target of £0.163m 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 with a number of potential opportunities being considered as part of business planning and annual review.</p>																								
1.14	<p><b>Recycling Income</b></p> <p>The market rate for income received from recycling plastic, paper and card are extremely volatile and can fluctuate rapidly. Recycling income has reduced over recent years and there is always a risk that the market rates may reduce further.</p>																								
1.15	<p><b>Schools Pressures</b></p> <p>In recent years there has been considerable pressure on secondary school budgets. 7 out of 11 secondary schools in Flintshire carried forward deficits into 2019/20 and a summary is provided below. Schools are required to submit a licensed deficit application to the Council and this is reviewed by the Chief Officer, Education &amp; Youth and the Section 151 Officer.</p> <table border="1"> <thead> <tr> <th>School</th> <th>Deficit Balance brought forward</th> <th>% of budget</th> </tr> </thead> <tbody> <tr> <td>Connah's Quay High School</td> <td>-34,477</td> <td>-0.8%</td> </tr> <tr> <td>St. Richard Gwyn</td> <td>-508,276</td> <td>-16.2%</td> </tr> <tr> <td>Ysgol Treffynnon</td> <td>-646,173</td> <td>-29.5%</td> </tr> <tr> <td>Castell Alun High School</td> <td>-8,674</td> <td>-0.2%</td> </tr> <tr> <td>Ysgol Maes Garmon</td> <td>-173,177</td> <td>-6.7%</td> </tr> <tr> <td>Argoed High School</td> <td>-56,000</td> <td>-2.2%</td> </tr> <tr> <td>St. David's High School</td> <td>-452,609</td> <td>-23.9%</td> </tr> </tbody> </table> <p>This position is being reviewed by the Council on a school by school basis due to concerns about the deteriorating position. The issue has also been highlighted by Estyn as a specific recommendation in its recent inspection report.</p>	School	Deficit Balance brought forward	% of budget	Connah's Quay High School	-34,477	-0.8%	St. Richard Gwyn	-508,276	-16.2%	Ysgol Treffynnon	-646,173	-29.5%	Castell Alun High School	-8,674	-0.2%	Ysgol Maes Garmon	-173,177	-6.7%	Argoed High School	-56,000	-2.2%	St. David's High School	-452,609	-23.9%
School	Deficit Balance brought forward	% of budget																							
Connah's Quay High School	-34,477	-0.8%																							
St. Richard Gwyn	-508,276	-16.2%																							
Ysgol Treffynnon	-646,173	-29.5%																							
Castell Alun High School	-8,674	-0.2%																							
Ysgol Maes Garmon	-173,177	-6.7%																							
Argoed High School	-56,000	-2.2%																							
St. David's High School	-452,609	-23.9%																							
1.16	<p><b>Other In-Year Issues</b></p> <p><b>Inflation</b></p> <p>Included within the 2019/20 budget are provision for Non Standard Inflation fuel (£0.034m), Energy (£0.329m) and NDR/Price (£0.204m). As in previous years, these amounts are held centrally until later in the year when actual cost pressures are known. It is currently assumed that all of these</p>																								

	<p>allocations will be required in 2019/20 but this will be kept under review throughout the financial year.</p> <p>In previous years, the Council has had to make a payment associated with the Carbon Reduction Scheme. This scheme has now ended and the impact of this is likely to result in higher energy charges for the Council. The funding associated with this has now been added to the central inflation budget and will be allocated according to need</p>
1.17	<p><b>MTFS Impact</b></p> <p>Cabinet considered the latest projection for the MTFS in April which showed a budget gap of £13.3m.</p> <p>The gap included pressures for the following services which are currently under review in view of the emerging in year position:</p> <ul style="list-style-type: none"> <li>• Out of County Placements – Current projection of £1.994m with a pressure of £1.156m already included for 20/21</li> <li>• School Transport - currently projecting an overspend of £1.286m in 2019/20 - £0.700m assumed in the forecast (reducing due to non-statutory school transport arrangements and ongoing transport policy anomalies being removed from July 2020).</li> </ul> <p><b>Further Risks for MTFS</b></p> <p>Any efficiencies not achievable by 20/21 will need to be included as a further pressure together with the impact on any grant funding that does not continue into 20/21.</p> <p>All Portfolios consider their financial position, the risks within their service and the impacts on the Medium Term on a monthly basis as part of their Portfolio Management Team meetings.</p>
1.18	<p><b>Reserves and Balances</b></p> <p>Un-earmarked Reserves</p> <p>The 2018/19 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2019 (above the base level of £5.769m) of £8.252m.</p> <p>As approved in the 2019/20 budget an amount of £2.221m was utilised as part of the strategy to balance the budget. In addition an amount of £0.062m was approved to operate a Sustainable Drainage System (SuDS) Approving Body (SAB), £1.000m for investment in change and an amount of £0.100m for the ongoing resourcing of the Victim Contact Team within Social Services.</p>
1.19	<p>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 £1.886m as detailed in Appendix 3.</p>

1.20	<b>Earmarked Reserves</b>  A summary of earmarked reserves as at 1 April 2019 and an estimate of projected balances as at the end of the financial year will be included in the month 5 report.
1.21	<b>Housing Revenue Account</b>  The 2018/19 Outturn Report to Cabinet on 16 July 2019 showed an un-earmarked closing balance at the end of 2018/19 of £1.165m and a closing balance of earmarked reserves of £1.056m.
1.22	The 2019/20 budget for the HRA is £36.239m which includes a movement of £0.158m to reserves.
1.23	The monitoring for the HRA is projecting in year expenditure to be £0.081m greater than budget and a closing un-earmarked balance as at 31 March 2020 of £1.242m, which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.24	The budget contribution towards capital expenditure (CERA) is £13.717m.

<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 1.09 to 1.15.

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



6.00	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Corporate Resources OSC Revenue Budget Monitoring 2019/20 Month 4 Report – 19<sup>th</sup> September:-</p> <p><a href="http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?Clid=141&amp;Mid=4501&amp;Ver=4&amp;LLL=0">http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?Clid=141&amp;Mid=4501&amp;Ver=4&amp;LLL=0</a></p> <p><b>Contact Officer:</b> Dave Ledsham (Finance Manager)  <b>Telephone:</b> 01352 704503  <b>E-mail:</b> <a href="mailto:dave.ledsham@flintshire.gov.uk">dave.ledsham@flintshire.gov.uk</a></p>

7.00	<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. When referring to income the actual income achieved exceeds the budget.</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</p>

position or projected, for example projected to the end of the month or financial year.

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

**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.

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
<b>Social Services</b>					
<b>Older People</b>					
Localities	18.780	18.087	-0.693	Residential and Nursing Care is projecting a £0.456m underspend due to fluctuation in demand for residential and nursing care placements and increases in capital limits. Staff budgets are underspending within Intake/First Contact and Localities Teams, not all staff are currently paid top of grade and there are also in-year savings due to short term vacancies.	ICF Grant funding is used to fund residential care to reduce the amount of time people spend in hospital. If this funding is fully spent during the year slippage on the residential care budget is required to continue minimising hospital stays.
Reablement Services	0.544	0.418	-0.127	This service is expected to underspend due to in-year savings from vacancies.	
Resources & Regulated Services	6.672	7.308	0.636	Council provided residential care is £0.420m overspent due to relief and agency cover. Relief and agency staff are required to maintain the mandatory level of staff within the residential homes, however the amount of budget to fund this is low and does not contain contingencies for sickness absences. There are also pressures from buildings expenditure such as repairs and maintenance.	
Minor Variances	0.851	0.861	0.010		
<b>Adults of Working Age</b>					
Resources & Regulated Services	24.240	23.559	-0.680	This is due to a combination of a decrease in high cost placements at the end of 2018/19 with the subsequent full year financial impact showing in 2019/20 and inflation provision for care provider fee increases not automatically passing to all providers and in some cases are only considered upon request.	This service area is subject to changes in demand for services. There are always a number of potential service users which may require services in the future. Although these service users are known to us at this time the most appropriate care package has not yet been determined and full costs associated for their care cannot yet be estimated and included within this month's financial projections. There is also potential for providers to request increases in their fees and the Council is currently negotiating with a specialist provider over a proposed uplift for 2019/20. A virement amount for £0.250m has been requested to be transferred to the Mental Health service.
Transition & Disability Services	0.784	0.676	-0.108	This service is expected to underspend due to not all staff at top of grade and one off in-year vacancy savings.	
Residential Placements	1.241	1.603	0.362	The overspend is because of the number of residential placements currently funded.	This service is a demand led service and can be volatile. A budget virement for £0.250m from Disability Services is requested.
Professional Support	0.823	0.739	-0.084	Salary underspends due to staff not being top of scale and vacancy savings.	
Minor Variances	2.942	2.930	-0.013		
<b>Children's Services</b>					
Family Placement	2.564	2.872	0.309	The overspend is due to current demands on the service from the number of fostering placements, which in some cases avoid making an Out of County placement. The main pressure areas are payments for foster care, foster agencies and special guardianship payments.	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Family Support	0.371	0.484	0.113	This is due to the number of court directed contact sessions which require support workers to attend. Sessional workers were historically used, however the need to use sessional workers has increased to a point whereby, under employment regulations, sessional workers are required to be issued fixed term contracts.	Some parts of this service are being reviewed with a view to making it more cost efficient.
Legal & Third Party	0.178	0.485	0.307	Legal costs are overspent due to the number of cases going through the courts and the use of external legal professionals. Direct payments have recently seen an increase in demand.	
Professional Support	5.176	5.403	0.227	To support adequate levels of child protection the established staffing structure needs to be maintained at the required standard as much as possible. Vacancies are therefore minimised and challenges to recruitment leads to the use of agency staff, this leads to an increase in costs as agency rate is higher than non-agency staff. The use of agency staff is monitored and kept to a minimum as much as possible but it is not possible to avoid altogether.	
Minor Variances	1.125	1.131	0.007		
<b>Safeguarding &amp; Commissioning</b>					
Charging Policy income	-2.733	-2.916	-0.183	Charging policy income is expected to exceed the budgeted amount due to increases in the non-residential care maximum weekly charge cap and an increase to the base number of service users. who contribute to their care.	
Business Support Service	1.238	1.132	-0.106	There are a number of short term vacancy savings and some posts currently occupied by staff who are not at top of grade.	
Safeguarding Unit	0.926	0.847	-0.079	The underspend is due to a number of short term vacancy savings and some posts currently occupied by staff who are not top of grade.	
Management & Support	-1.929	-1.736	0.193	There is a shortfall from the assumed proportion of grant allocations announced by Welsh Government which were included within the 2019/20 budget. The total shortfall across the three grants is £0.283m, although some of this is partly mitigated by one off refunds from the Regional Collaboration Unit	
Vacancy Management	-0.080	-0.235	-0.155	Short term vacancy savings transferred from across the portfolio, offset by the inflation adjustment resulting from the implementation of the new pay model.	
Minor Variances	2.266	2.328	0.062		
<b>Total Social Services (excl Out of County)</b>	<b>65.978</b>	<b>65.978</b>	<b>-0.001</b>		
<b>Out of County</b>					
Children's Services	5.288	6.859	1.571	The overspend is influenced by a significant increase in the number of placements and the full year impacts of new placements which emerged during 2018/19.	A threefold approach to mitigation by :- 1) - direct action e.g Commissioning Practice 2) Expenditure controls within the same service or portfolio 3) After exhaustion of 1 and 2, consider how to effect corporate level mitigation
Education & Youth	3.745	4.168	0.423	The overspend is influenced by a significant increase in the number of placements and the full year impacts of new placements which emerged during 2018/19.	A threefold approach to mitigation by :- 1) - direct action e.g Commissioning Practice 2) Expenditure controls within the same service or portfolio 3) After exhaustion of 1 and 2, consider how to effect corporate level mitigation
<b>Total Out of County</b>	<b>9.033</b>	<b>11.027</b>	<b>1.994</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
<b>Education &amp; Youth</b>					
Inclusion & Progression	4.084	4.078	-0.006		
Integrated Youth Provision	1.295	1.295	-0.000		
School Improvement Systems	1.716	1.615	-0.102	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. A further influence is the full year impact of the cessation from January 2019 of minimum of 5 children payments for playgroups.	
Business Change & Support	0.433	0.434	0.001		
School Planning & Provision	0.702	0.680	-0.023		
Archives	0.305	0.303	-0.002		
Holding Accounts	0.000	0.000	0.000		
Minor Variances	0.000	0.000	0.000		
<b>Total Education &amp; Youth</b>	<b>8.535</b>	<b>8.404</b>	<b>-0.132</b>		
<b>Schools</b>	<b>91.946</b>	<b>91.946</b>	<b>-0.000</b>		
<b>Streetscene &amp; Transportation</b>					
Service Delivery	8.536	8.637	0.100	Following the extreme weather event during June 2019, the service has incurred additional revenue pressures from responding and resolving flooding issues across the County. The network damage was widespread and included road foundations being undermined, particularly on roads adjacent to water courses, and road surfaces being lifted by inspection covers, due to the pressure created by the sheer volume of water within the drainage system. The costs include the additional staffing costs towards responding and repairing the highway along with costs of plant and materials. A claim to Welsh Government has been submitted for these additional costs, which is currently awaiting confirmation on eligibility and award of funding. Potential total cost up to £0.180m. The flooding has also impacted the capital programme creating an additional pressure of £0.350m for highway repairs.	Awaiting outcome of the claim to Welsh Government.
Highways Network	8.360	8.362	0.002		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Transportation	8.598	9.884	1.286	The pressure in school transport costs are as a result of several factors across the service. Effect of non-statutory school transport arrangements and delay in implementing policy on removing historic transport anomalies. Increase in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in County and out of County placements, along with an increase in number of school escorts to accompany SEN pupils and growth in number of single occupancy routes. Transporting enrolment cohort to Connahs Quay High School and placing duplicate vehicles on public bus services as a response to non-eligible pupil displacement. There is also an increase in number of school days in 2019-20. The Transportation service are attempting to mitigate the £1.238m variance figure to the lower range previously provided of £0.930m. Increased transport provision to Social Services of £0.048m. The Transportation service are looking to mitigate this pressure through a route optimisation exercise.	The Transportation Service are attempting to mitigate some of the pressure.
Regulatory Services	5.053	5.232	0.179	Car Park income. The pressure is based on the average shortfall in income against monthly projections for each town following the first full ten months of implementation (received in 2018/19) of the increased tariff charges. A large section of car parking at Flint Retail Park has now been closed for development which may result in an increase in car parking income. The waste strategy service may have a slightly improved position of up to £0.100m, pending confirmation on award of grant funding from Welsh Government for the North Wales Residual Waste Treatment Project.	Keep car park income closely monitored.
<b>Total Streetscene &amp; Transportation</b>	<b>30.547</b>	<b>32.114</b>	<b>1.568</b>		
<b>Planning, Environment &amp; Economy</b>					
Business	1.588	1.656	0.068	Extension of two EHO contracts has been agreed due to increasing service pressures and demands	
Access	1.339	1.392	0.053	Grant Income Target not realised due to cessation of Single Revenue Grant in March, 2019 of £0.027m. Service Review within Rights of Way team resulting in an increase in staff costs across 4 posts of £0.026m.	In-year vacancy savings across the Portfolio will be utilised to assist in mitigating increased staff costs from service reviews.
Management & Strategy	1.391	1.347	-0.044	Staffing related Business Planning Efficiencies yet to be achieved fully pending all Service Review outcomes within the Portfolio. These are currently more than mitigated by vacancy savings in Planning Policy, Land Drainage and Admin services	Vacancy savings across the Portfolio will be utilised to assist in mitigating the unachieved efficiencies in the short term.
Minor Variances	1.611	1.598	-0.013		
<b>Total Planning &amp; Environment</b>	<b>5.929</b>	<b>5.994</b>	<b>0.064</b>		
<b>People &amp; Resources</b>					
HR & OD	2.375	2.405	0.031		
Corporate Finance	2.089	2.097	0.007		
<b>Total People &amp; Resources</b>	<b>4.464</b>	<b>4.502</b>	<b>0.038</b>		
<b>Governance</b>					

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Legal Services	0.725	0.892	0.167	Overspend as a result of employing 3 locums covering absence to ensure continuing client service delivery in the area of child protection £0.090m Unachievable efficiency target £0.090m mitigated by fee income and commitment challenge within the service by £0.013m	Absence Monitoring and monitor income generation
Democratic Services	2.068	2.039	-0.029		
Internal Audit	0.464	0.441	-0.023		
Procurement	0.320	0.295	-0.025		
ICT	4.687	4.710	0.023		
Customer Services	0.543	0.572	0.029	Service review completed and new structure in place	
Revenues	0.200	0.197	-0.002		
<b>Total Governance</b>	<b>9.007</b>	<b>9.146</b>	<b>0.139</b>		
<b>Strategic Programmes</b>					
Leisure	3.860	3.861	0.000		
<b>Total Strategic Programmes</b>	<b>3.860</b>	<b>3.861</b>	<b>0.000</b>		
<b>Housing &amp; Assets</b>					
Enterprise Centres	-0.218	-0.163	0.055	Shortfall of income recovered from Rents and Service charges	Possible mitigation from £52k remaining in reserve relating to Flintshire Enterprise
Agricultural Estates	-0.213	-0.163	0.050	Shortfall of income recovered from Rents	
CPM & Design Services	0.675	0.602	-0.073	Surplus of income recovered via Service Level Agreements (SLAs)	
Industrial Units	-1.329	-1.247	0.082	Shortfall of income recovered from Rents and Service charges	Possible mitigation from £70k remaining in Rent income shortfall reserve
Benefits	11.570	11.296	-0.274	Projected underspend on the Council Tax Reduction Scheme (CTRS).	
Minor Variances	5.225	5.340	0.115		
<b>Total Housing &amp; Assets</b>	<b>15.711</b>	<b>15.666</b>	<b>-0.045</b>		
<b>Chief Executive's</b>	<b>2.842</b>	<b>2.678</b>	<b>-0.163</b>	Vacant Posts	
<b>Central &amp; Corporate Finance</b>	<b>23.498</b>	<b>23.019</b>	<b>-0.480</b>	Early analysis indicates a significant underspend on the pension contribution account in 2019/20. The main factor affecting the position is due to the financial impact of the transfer of various services being less than anticipated, together with the recovery of a higher level of contribution to the deficit due to the increased pay award. The underspend is mitigated by a £0.163m shortfall in the Income Budget due to income generation not yet achieving the required target.	The position is under review as part of the current work on the 2020/21 budget.
<b>Grand Total</b>	<b>271.350</b>	<b>274.333</b>	<b>2.983</b>		

This page is intentionally left blank



2019/20 Efficiencies Outturn Tracker

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Confidence in Achievement of Efficiency - Based on (see below) R = High Assumption A = Medium Assumption G = Figures Confirmed	Reason for variation	Mitigating Action if Amber or Red
		2019/20 £m	2019/20 £m	2019/20 £m				
<b>Portfolio</b>								
<b>Corporate</b>								
Minimum Revenue Provision	Change in accounting Policy for MRP	Liz Thomas	1.400	1.400	0.000	C	G	N/A
New Income Targets* (See below for further breakdown)	Additional Income Target 19/20	All	0.100	0.000	(0.100)	O	A	See income analysis below
	Corporate Financing Efficiency for Pensions/Auto Enrolment & 17/18 Inflation	Gary Ferguson	1.144	1.144	0.000	C	G	N/A
Management of Workforce and Inflation cost pressures	Essential Car User Allowance/Travel/AVC	Sara Dulson/Sharon Carney	0.250	0.150	(0.100)	O	A	To be confirmed
Workforce Terms and Conditions								Agreed re-profiling of subsidy reduction
ADM Subsidies		Rachael Corbelli	0.400	0.285	(0.115)	C	G	£0.256m achieved to date though further efficiencies from CO post (Oct-March) may be achieved pending confirmation of resourcing
			0.250	0.256	0.006	C	G	
Reduction in Corporate Management Costs		Joanne Pierce					G	
HRA/Council Fund Recharges		Rachael Corbelli	0.158	0.158	0.000	O	G	
Newsletter & Promotions		Karen Armstrong	0.029	0.029	0.000	O	G	
Workforce Reduction		Karen Armstrong	0.015	0.015	0.000	O	G	
IT Infrastructure		Gareth Owen	0.097	0.097	0.000	O	G	
Democratic Services		Gareth Owen	0.009	0.009	0.000	O	G	
<b>Total Corporate Services</b>			<b>3.852</b>	<b>3.543</b>	<b>(0.309)</b>			
<b>Social Services</b>								
Domiciliary Care Charging Cap		Neil Ayling	0.264	0.264	0.000	O	G	
Business Systems Mobiles and Hardware			0.005	0.005	0.000	O	G	
Older Peoples Day Services			0.020	0.020	0.000	O	G	
Reduction in Voids			0.025	0.025	0.000	O	G	
Regional Efficiency			0.020	0.020	0.000	O	G	
Strategic Use of Grants			0.170	0.170	0.000	O	G	
Telecare			0.010	0.010	0.000	O	G	
Deferral of Recruitment			0.050	0.050	0.000	O	G	
Social Care Additional Funding			1.410	1.303	(0.107)	C	G	Grant allocation of £1.303m advised by WLGA
Children's Services Additional Funding			0.110	0.000	(0.110)	O	A	Grant allocated to National Adoption Service arrangement with WCBC as lead - funding being fully spent on new staff
Regional Allocation Health and Social Care			0.705	0.639	(0.066)	O	G	ICF funding £0.639m for Children's Services Edge of Care and complex needs
<b>Total Social Services</b>			<b>2.789</b>	<b>2.506</b>	<b>(0.283)</b>			
<b>Education &amp; Youth</b>								
Integrated Youth Provision			0.014	0.014	0.000	O	G	
School Planning and Provision			0.005	0.005	0.000	O	G	
School Improvement Systems			0.058	0.058	0.000	O	G	
Gwe Efficiency			0.006	0.006	0.000	O	G	
<b>Total Education &amp; Youth</b>			<b>0.083</b>	<b>0.083</b>	<b>0.000</b>			
<b>Housing &amp; Assets</b>								
Housing Solutions; Reduction to temporary accommodation		Jenny Griffiths	0.030	0.000	(0.030)	O	G	Delay to reviewing processes
Housing Programmes; Reductions in bond applications		Mel Evans	0.005	0.005	0.000	O	G	
<b>Total Housing &amp; Assets</b>			<b>0.035</b>	<b>0.005</b>	<b>(0.030)</b>			
<b>Streetscene &amp; Transportation</b>								
School Transport		Anthony Stanford	0.100	0.000	(0.100)	C	R	Decision not to review historic transport anomalies in year.
Review Security Arrangements in depot		Katie Wilby	0.005	0.005	0.000	O	G	
<b>Total Streetscene &amp; Transportation</b>			<b>0.105</b>	<b>0.005</b>	<b>(0.100)</b>			
<b>Planning, Environment &amp; Economy</b>								
Service Review - Trading Standards		Sian Jones	0.035	0.035	0.000	O	G	
Supplies and Services review		Lynne Fensome	0.005	0.005	0.000	O	G	
Regeneration review of spending		Niall Waller	0.023	0.023	0.000	O	A	
Greenfield Valley Management Fee (10% £68k)		Tom Woodall	0.007	0.007	0.000	O	G	
Minerals & Waste shared service		Gary Nancarrow	0.005	0.005	0.000	O	A	

Total Planning, Environment & Economy	0.075	0.075	0.000			
Total 2019/20 Budget Efficiencies	6.939	6.217	(0.722)			

Less Previously agreed Decision	Agreed Re-profiling of Subsidy - AURA	(0.115)	0.115			
Revised 2019/20 Budget Efficiencies		6.824	6.217	(0.607)		

	%	£
Total 2019/20 Budget Efficiencies	100	6.939
Total Projected 2019/20 Budget Efficiencies Underachieved	-10	(0.722)
Total Projected 2019/20 Budget Efficiencies Achieved	90	6.217
Total 2019/20 Budget Efficiencies (Less Previously agreed Decisions)	100	6.824
Total Projected 2019/20 Budget Efficiencies Underachieved	-9	(0.607)
Total Projected 2019/20 Budget Efficiencies Achieved	91	6.217

* New Income Targets		£m
Income Target Efficiency from Previous Years		(0.207)
Income Efficiency 19/20		(0.100)
Total Income Efficiency		(0.307)

	Efficiency	Amount Achieved	(Under)/Over Achievement
	2019/20	2019/20	2019/20
	£m	£m	£m
<b>19/20 New Income Efficiencies from Business Planning</b>			
<b>Corporate</b>			
Graphics Income	(0.005)	(0.005)	0.000
Management Recharge	(0.016)	(0.016)	0.000
<b>Social Services</b>			
Integrated Services	(0.010)	(0.010)	0.000
Workforce Development Income	(0.005)	(0.005)	0.000
<b>Streetscene</b>			
Income from external works within fleet services	(0.010)	(0.010)	0.000
Garden Waste Charges	(0.050)	(0.050)	0.000
<b>Planning, Environment &amp; Economy</b>			
Planning Fee Income	(0.025)	(0.025)	0.000
Countryside & Conservation / Wepre Park Charges & Additional Tree Income	(0.005)	(0.005)	0.000
Countryside & Conservation / Wepre Park Review of Spending	(0.006)	(0.006)	0.000
<b>Total 19/20 Income Efficiency</b>	<b>(0.132)</b>	<b>(0.132)</b>	<b>0.000</b>
<b>Total Balance Remaining</b>	<b>(0.175)</b>		

**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2019	14.021	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		8.252
Less – amount committed as part of balancing 2019/20 budget		(2.221)
Less – amount approved to operate a Sustainable Drainage System (SuDS) Approving Body (SAB)		(0.062)
Less – amount approved for investment in change		(1.000)
Less – allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less – projected outturn overspend		2.983
<b>Total Contingency Reserve available for use</b>		<b>1.886</b>

This page is intentionally left blank

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

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account</b>					
Income	(36.239)	(36.045)	0.194	There is a projected pressure of £0.194m on income. Of this pressure, £0.132m relates to loss of rental income on void properties and £0.060m relates to loss of income on garages which are not tenanted. The remaining £0.002m relates to other minor variances.	Further savings within the HRA will be sought to offset this pressure in year.
Capital Financing - Loan Charges	8.380	8.380			
Estate Management	1.701	1.683	(0.018)	Additional expenditure of £0.051m is anticipated during the year in respect of the purchase of software. Salaries efficiency arising from vacancy savings and grant recharges of £0.079m. Other minor variances of £0.010m.	
Landlord Service Costs	1.466	1.469	0.003	Minor variances.	
Repairs & Maintenance	8.530	8.530	(0.000)		
Management & Support Services	2.442	2.343	(0.099)	It is anticipated that savings of £0.099m will be achieved in Management and Support costs. This will be achieved through salary savings.	
Capital Expenditure From Revenue (CERA)	13.717	13.717			
HRA Projects	(0.155)	(0.154)	0.001	Minor variances.	
Contribution To / (From) Reserves	0.158	0.077	(0.081)	Reduction in contribution to reserves of £0.080m to offset additional expenditure across the HRA.	
<b>Total Housing Revenue Account</b>	<b>0.000</b>	<b>(0.000)</b>	<b>(0.000)</b>		

This page is intentionally left blank



## CABINET

<b>Date of Meeting</b>	Tuesday, 24 <sup>th</sup> September 2019
<b>Report Subject</b>	Capital Programme Monitoring 2019/20 (Month 4)
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report By</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### **EXECUTIVE SUMMARY**

The report summarises changes made to the Capital Programme 2019/20 since it was set in February 2019 to the end of Month 4 (July 2019), along with expenditure to date and projected outturn.

The Capital Programme has seen a net increase of £27.844m during the period. This is comprised of:-

- Net increases in the programme of £15.914m (Council Fund (CF) £15.390m, Housing Revenue Account (HRA) £0.524m);
- Introduction of Carry Forward from 2018/19 of £11.930m (CF £11.930m, HRA £0.000m)

Actual expenditure was £15.106m.

The Capital Programme Monitoring 2018/19 final outturn position, for the 3 year budget set in February 2018 ending in 2020/21, reflected a deficit of £1.187m.

The combined current deficit position of the Capital Programme, for the 3 year budget set in February 2019 ending in 2021/22 is £1.230m. This is in advance of any additional capital receipts or other funding being generated in year.

## RECOMMENDATIONS

1	Cabinet are requested to approve the overall report.
2	Cabinet are requested to approve the carry forward adjustments set out in 1.16.
3	Cabinet are requested to approve the funding of schemes from the current 'headroom', re-profiling of the Disability Discrimination Act (DDA) budget and if required, funding for flooding impact on the Highway Network as set out in 1.17.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MONTH 4 CAPITAL PROGRAMME MONITORING POSITION- 2019/20</b>
	<b>Background</b>
1.01	The Council approved a Council Fund (CF) capital programme of £27.751m and a Housing Revenue Account (HRA) capital programme of £34.208m for 2019/20 at its meeting of 19 <sup>th</sup> February, 2019.
1.02	For presentational purposes the capital programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is ring fenced and can only be used for HRA purposes.
	<b>Changes since Budget approval</b>
1.03	Table 1 below sets out how the programme has changed during 2019/20. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-



**Table 1**

<b>REVISED PROGRAMME</b>	<b>Original Budget 2019/20</b>	<b>Carry Forward from 2018/19</b>	<b>Changes - This Period</b>	<b>Revised Budget 2019/20</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
People & Resources	0.250	0.203	0.000	0.453
Governance	1.057	0.199	0.000	1.256
Education & Youth	9.943	4.336	0.585	14.864
Social Care	1.001	3.084	6.150	10.235
Planning, Environment & Economy	0.000	0.661	0.100	0.761
Streetscene & Transportation	0.600	1.403	8.337	10.340
Strategic Programmes	0.700	0.424	0.027	1.151
Housing & Assets	14.200	1.620	0.191	16.011
<b>Council Fund Total</b>	<b>27.751</b>	<b>11.930</b>	<b>15.390</b>	<b>55.071</b>
<b>HRA Total</b>	<b>34.208</b>	<b>0.000</b>	<b>0.524</b>	<b>34.732</b>
<b>Programme Total</b>	<b>61.959</b>	<b>11.930</b>	<b>15.914</b>	<b>89.803</b>

**Carry Forward from 2018/19**

1.04

Carry forward sums from 2018/19 to 2019/20, totalling £11.930m (CF £11.930m, HRA £0.000m), were approved as a result of the quarterly monitoring reports presented to Cabinet during 2018/19.

**Changes during this period**

1.05

Funding changes during this period have resulted in a net increase in the programme total of £15.914m (CF £15.390m, HRA £0.524m). A summary of the changes, detailing major items, is shown in Table 2 below:-

**Table 2**

<b>CHANGES DURING THIS PERIOD</b>		
	<b>Para</b>	<b>£m</b>
<b><u>COUNCIL FUND</u></b>		
<b>Increases</b>		
Local Transport / Active Travel / Safe Routes Grant	1.06	7.203
Children's Services Grants	1.07	6.150
Highways	1.08	0.954
Educational Grants	1.09	0.585
Waste Services	1.10	0.180
Other Aggregate Increases		0.318
		<b>15.390</b>
<b>Decreases</b>		
Other Aggregate Decreases		0.000
		<b>0.000</b>
<b>Total</b>		<b>15.390</b>
<b><u>HRA</u></b>		
<b>Increases</b>		
Other Aggregate Increases	1.11	0.524
		<b>0.524</b>
<b>Decreases</b>		
Other Aggregate Decreases		0.000
		<b>0.000</b>
<b>Total</b>		<b>0.524</b>

1.06 It is usual in the early part of the financial year to receive notification of funding allocations that were not available at budget setting time. This is the case with the Local Transport, Active Travel and Safe Routes grants from Welsh Government (WG). These grants will provide a range of transportation schemes across the County, including cycling links and construction of a Park & Ride on the Deeside Industrial Park.

1.07 Award of funding received from WG for the Childcare Offer Capital Grant, £5.390m and Flying Start Capital Funding, £0.760m. The purpose of the Childcare funding is to enable the Council to support or provide sufficient childcare places to meet demand generated by the Childcare Offer. This provides 3-4 year olds with 30 hours of funded early education and childcare per week. The Flying Start grant will enable the Council to build, develop and refurbish suitable premises from which Flying Start services can be delivered, which provides support services to children under 3 years old and their families.

1.08	Introduction of Highways Maintenance Grant funding from WG of £0.954m which will support the Councils core funding allocation of £0.600m for the Highway Asset Management Plan which is invested to maintain current network performance where required.
1.09	Voluntary Aided (VA) Schools Grant Funding awarded from WG for works at Richard Gwyn Catholic High School, £0.434m and St Ethelwolds Primary School, £0.151m.
1.10	WG grant awarded of £0.180m in relation to the development of waste transfer depot facilities and equipment to deliver operational efficiencies and improved management of residual waste and recyclates going to the residual waste treatment plant.
1.11	Introduction of budget in the Strategic Housing and Regeneration Programme (SHARP) to accommodate schemes rolled over from 2018/19 to match expenditure.
	<b>Capital Expenditure compared to Budget</b>
1.12	Expenditure as at Month 4, across the whole of the capital programme was £15.106m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 16.82% of the budget has been spent (CF 16.13%, HRA 17.91%). Corresponding figures for Month 4 2018/19 were 17.97% (CF 16.08%, HRA 20.18%).
1.13	The table also shows a projected underspend (pending carry forward and other adjustments) of £0.057m on the Council Fund and a break even position on the HRA.

**Table 3**

EXPENDITURE	Revised Budget	Outturn Expenditure	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m	£m
People & Resources	0.453	0.00	0.00	0.453	0.000
Governance	1.256	0.001	0.09	1.256	0.000
Education & Youth	14.864	3.223	21.68	15.064	0.200
Social Care	10.235	1.305	12.75	10.235	0.000
Planning, Environment & Economy	0.761	0.062	8.15	0.771	0.010
Streetscene & Transportation	10.340	1.996	19.30	10.193	(0.147)
Strategic Programmes	1.151	0.745	64.73	1.031	(0.120)
Housing & Assets	16.011	1.553	9.70	16.011	0.000
<b>Council Fund Total</b>	<b>55.071</b>	<b>8.885</b>	<b>16.13</b>	<b>55.014</b>	<b>(0.057)</b>
Disabled Adaptations	1.082	0.290	26.80	1.082	0.000
Energy Schemes	0.639	0.061	9.55	0.639	0.000
Major Works	1.871	0.749	40.03	1.871	0.000
Accelerated Programmes	0.728	0.111	15.25	0.728	0.000
WHQS Improvements	18.624	3.513	18.86	18.624	0.000
SHARP Programme	11.788	1.497	12.70	11.788	0.000
<b>Housing Revenue Account Total</b>	<b>34.732</b>	<b>6.221</b>	<b>17.91</b>	<b>34.732</b>	<b>0.000</b>
<b>Programme Total</b>	<b>89.803</b>	<b>15.106</b>	<b>16.82</b>	<b>89.746</b>	<b>(0.057)</b>

1.14 Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget. In addition, where carry forward into 2020/21 has been identified, this is also included in the narrative.

1.15 **Carry Forward into 2020/21**  
During the quarter carry forward of £0.617m (all CF) has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works and/or retention payments in 2020/21.

1.16 Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-

**Table 4**

<b>CARRY FORWARD INTO 2020/21</b>		<b>Month 4 £m</b>
Streetscene & Transportation		0.497
Strategic Programmes		0.120
<b>Council Fund</b>		<b>0.617</b>
<b>TOTAL</b>		<b>0.617</b>

**Additional Allocations**

1.17 Additional allocations have been identified in the programme in this quarter as follows:

- Arosfa Extension - £0.085m. Arosfa is a short term care facility supporting children and young people who have a physical or learning disability. The facility is regularly oversubscribed meaning short term care has to be purchased out of county at additional cost. The revised extension and refurbishment costs of this existing scheme estimate a £0.085m shortfall in the funding allocated to complete the scheme. Development to proceed is required as soon as possible as this will generate revenue savings by reducing the costs of Out of County placements, and provide additional, higher quality short term care closer to home for our clients.
- Flint High School ATP Surface Replacement - £0.040m. Cost of replacing ATP surface, was more than the original estimate approved (£0.130m) in the capital programme.

Both can be funded from within the current 'headroom' provision, leaving a remaining balance of £0.305m.

Disability Discrimination Act (DDA) Adaptations Programme Projects

This is a statutory requirement on Local Authorities to complete adaptations. In recent years this budget has been sufficient. There is a pressure of £0.200m on DDA Projects due to the size of the schemes in 2019/20. It is proposed to underwrite this by taking £0.200m from the 2020/21 school building works allocation.

Flooding impact on Highway Network, June 2019

A pressure of £0.350m has been identified within the Streetscene & Transportation portfolio's Highways Asset Management Plan. Reconstruction of the Highway Network was necessary to keep transportation routes open as a result of damage created from flooding across the County in June, following an extreme weather event. The network damage was widespread and included road foundations being undermined, particularly on roads adjacent to water courses, and road surfaces being lifted by inspection covers, due to the pressure created by the sheer volume of water within the drainage system.

A grant funding request has been submitted to Welsh Government to mitigate the pressure, which is awaiting confirmation on eligibility and outcome of award of funding.

If not successful, the shortfall in funding for the capital programme for 2019/20 – 2021/22 will increase from £1.230m to £1.580m

**Savings**

1.18 No savings have been identified in the programme in this quarter.

**Funding of 2019/20 Approved Schemes**

1.19 The position at Month 4 is summarised in Table 5 below:-

**Table 5**

<b>FUNDING OF APPROVED SCHEMES - OUTTURN</b>		
	<b>£m</b>	<b>£m</b>
Capital Receipts Available as at 31/03/19		(13.633)
Carry Forward to 2019/20 - Approved	11.930	
Assumed in 2019/20 - 2021/22 Budget	2.562	14.492
		<b>0.859</b>
<b>Increases</b>		
Shortfall in 2019/20 to 2021/22 Budget	0.374	0.374
<b>Decreases</b>		
Actual In year receipts	(0.003)	(0.003)
<b>Funding - (Available)/Shortfall</b>		<b>1.230</b>

1.20 The final outturn funding deficit from 2018/19 – 2020/21 was £1.187m.

	<p>In addition, schemes put forward for the years 2019/20 - 2021/22 showed a potential shortfall in funding of £0.374m. The supporting detail can be found in the report 'Development of 2019/20 - 2021/22 Capital Programme' which was presented to Council on 19<sup>th</sup> February 2019.</p> <p>Combined, there is currently a funding shortfall of £1.230m over the 3 year period, prior to the realisation of additional capital receipts and/or other funding sources.</p>																																												
1.21	<p><b>Investment in County Towns</b></p> <p>At its meeting on 12<sup>th</sup> December 2017, the Council approved a Notice of Motion relating to the reporting of investment in county towns. The extent and format of the reporting was agreed at the Corporate Resources Overview and Scrutiny Committee on 14<sup>th</sup> June 2018.</p>																																												
1.22	<p>Table 6 below shows a summary of the 2018/19 actual expenditure, the 2019/20 revised budget and budgets for future years as approved by Council at its meeting of 19<sup>th</sup> February, 2019. Further detail can be found in Appendix C, including details of the 2019/20 spend to Month 4.</p> <p><b>Table 6</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="4" style="text-align: center;"><b>INVESTMENT IN COUNTY TOWNS</b></th> </tr> <tr> <th></th> <th style="text-align: center;"><b>2018/19 Actual £m</b></th> <th style="text-align: center;"><b>2019/20 Revised Budget £m</b></th> <th style="text-align: center;"><b>2020 - 2022 Budget £m</b></th> </tr> </thead> <tbody> <tr> <td>Buckley / Penyffordd</td> <td style="text-align: center;">3.485</td> <td style="text-align: center;">3.658</td> <td style="text-align: center;">1.381</td> </tr> <tr> <td>Connah's Quay / Shotton</td> <td style="text-align: center;">10.903</td> <td style="text-align: center;">4.528</td> <td style="text-align: center;">0.000</td> </tr> <tr> <td>Flint / Bagillt</td> <td style="text-align: center;">2.209</td> <td style="text-align: center;">1.911</td> <td style="text-align: center;">0.000</td> </tr> <tr> <td>Holywell / Caerwys / Mostyn</td> <td style="text-align: center;">3.905</td> <td style="text-align: center;">2.420</td> <td style="text-align: center;">0.000</td> </tr> <tr> <td>Mold / Treuddyn / Cilcain</td> <td style="text-align: center;">1.897</td> <td style="text-align: center;">1.546</td> <td style="text-align: center;">0.500</td> </tr> <tr> <td>Queensferry / Hawarden / Sealand</td> <td style="text-align: center;">5.661</td> <td style="text-align: center;">6.561</td> <td style="text-align: center;">0.000</td> </tr> <tr> <td>Saltney / Broughton / Hope</td> <td style="text-align: center;">0.548</td> <td style="text-align: center;">7.382</td> <td style="text-align: center;">0.207</td> </tr> <tr> <td>Unallocated / To Be Confirmed</td> <td style="text-align: center;">3.202</td> <td style="text-align: center;">12.831</td> <td style="text-align: center;">23.695</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: center;"><b>31.810</b></td> <td style="text-align: center;"><b>40.837</b></td> <td style="text-align: center;"><b>25.783</b></td> </tr> </tbody> </table>	<b>INVESTMENT IN COUNTY TOWNS</b>					<b>2018/19 Actual £m</b>	<b>2019/20 Revised Budget £m</b>	<b>2020 - 2022 Budget £m</b>	Buckley / Penyffordd	3.485	3.658	1.381	Connah's Quay / Shotton	10.903	4.528	0.000	Flint / Bagillt	2.209	1.911	0.000	Holywell / Caerwys / Mostyn	3.905	2.420	0.000	Mold / Treuddyn / Cilcain	1.897	1.546	0.500	Queensferry / Hawarden / Sealand	5.661	6.561	0.000	Saltney / Broughton / Hope	0.548	7.382	0.207	Unallocated / To Be Confirmed	3.202	12.831	23.695	<b>Total</b>	<b>31.810</b>	<b>40.837</b>	<b>25.783</b>
<b>INVESTMENT IN COUNTY TOWNS</b>																																													
	<b>2018/19 Actual £m</b>	<b>2019/20 Revised Budget £m</b>	<b>2020 - 2022 Budget £m</b>																																										
Buckley / Penyffordd	3.485	3.658	1.381																																										
Connah's Quay / Shotton	10.903	4.528	0.000																																										
Flint / Bagillt	2.209	1.911	0.000																																										
Holywell / Caerwys / Mostyn	3.905	2.420	0.000																																										
Mold / Treuddyn / Cilcain	1.897	1.546	0.500																																										
Queensferry / Hawarden / Sealand	5.661	6.561	0.000																																										
Saltney / Broughton / Hope	0.548	7.382	0.207																																										
Unallocated / To Be Confirmed	3.202	12.831	23.695																																										
<b>Total</b>	<b>31.810</b>	<b>40.837</b>	<b>25.783</b>																																										
1.23	<p>The inclusion of actuals for 2018/19 and approved schemes for future years allows a slightly fuller picture of investment plans. However, expenditure which has occurred in years' prior to 2018/19 has not be included, and the expenditure and budgets reported should be considered in that context.</p>																																												
1.24	<p>There are two significant factors which increase allocations to particular areas, which are homes developed under SHARP, and new or remodelled schools. The impact of these can be seen in the detail shown in Appendix C.</p>																																												

1.25	Some expenditure cannot yet be allocated to specific towns as schemes are not yet fully developed or are generic in nature and not easily identifiable to one of the seven areas. As such schemes are identified the expenditure will be allocated to the relevant area.																											
1.26	Information on the split between internal and external funding can be found in Appendix C.																											
1.27	<p>In addition to the information contained in Appendix C, there is also considerable capital expenditure on the HRA Welsh Housing Quality Standard (WHQS), which was originally outside the scope of this analysis. A summary is provided in Table 7 below, albeit using a slightly different catchment area basis.</p> <p><b>Table 7</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3" style="text-align: left;"><b>WHQS Programme</b></th> </tr> <tr> <th></th> <th style="text-align: center;"><b>2018/19 Actual £m</b></th> <th style="text-align: center;"><b>2019/20 Budget £m</b></th> </tr> </thead> <tbody> <tr> <td>Holywell</td> <td style="text-align: center;">0.800</td> <td style="text-align: center;">2.400</td> </tr> <tr> <td>Flint</td> <td style="text-align: center;">3.040</td> <td style="text-align: center;">2.100</td> </tr> <tr> <td>Deeside &amp; Saltney</td> <td style="text-align: center;">4.400</td> <td style="text-align: center;">0.300</td> </tr> <tr> <td>Buckley</td> <td style="text-align: center;">2.400</td> <td style="text-align: center;">0.300</td> </tr> <tr> <td>Mold</td> <td style="text-align: center;">1.230</td> <td style="text-align: center;">7.200</td> </tr> <tr> <td>Connah's Quay &amp; Shotton</td> <td style="text-align: center;">1.740</td> <td style="text-align: center;">0.300</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: center;"><b>13.610</b></td> <td style="text-align: center;"><b>12.600</b></td> </tr> </tbody> </table>	<b>WHQS Programme</b>				<b>2018/19 Actual £m</b>	<b>2019/20 Budget £m</b>	Holywell	0.800	2.400	Flint	3.040	2.100	Deeside & Saltney	4.400	0.300	Buckley	2.400	0.300	Mold	1.230	7.200	Connah's Quay & Shotton	1.740	0.300	<b>Total</b>	<b>13.610</b>	<b>12.600</b>
<b>WHQS Programme</b>																												
	<b>2018/19 Actual £m</b>	<b>2019/20 Budget £m</b>																										
Holywell	0.800	2.400																										
Flint	3.040	2.100																										
Deeside & Saltney	4.400	0.300																										
Buckley	2.400	0.300																										
Mold	1.230	7.200																										
Connah's Quay & Shotton	1.740	0.300																										
<b>Total</b>	<b>13.610</b>	<b>12.600</b>																										

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
-------------	------------------------------

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

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

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
-------------	---

3.01	No consultation is required as a direct result of this report.
------	--

<b>4.00</b>	<b>RISK MANAGEMENT</b>
-------------	------------------------

4.01	At this stage in the financial year and given the size and complexity of schemes within the programme, it is considered that the level of spend against budget is appropriate and poses no risk or negative impact for the Council e.g. loss of external funding.
------	---



	<p>If the grant funding bid is not successful in relation to the works on the Highway Network as a result of flooding in June 19, the funding shortfall over the 3 year Capital Programme will increase from £1.230m to £1.580m.</p> <p>The Council has developed a prudent policy of allocating its own capital receipts to fund capital projects only when receipts are actually received rather than when it is anticipated the receipt will be received, and this position continues to be the case. In recent years, much of the Council's investment programme has been funded from capital receipts. Whilst the Council's ability to generate significant capital receipts is getting harder the Council is in the process of negotiating a number of capital receipts and will wherever possible seek to identify assets for sale (as appropriate) which will address the funding shortfall in the current 3 year capital programme. There is risk relating to such receipts due to their size and complexity. The timing of these receipts are also subject to market forces outside of the Council's control. In line with current policy no allowance has been made for these receipts in reporting the Council's capital funding position.</p> <p>When shortfalls in the Capital Programme are approved the funding is kept flexible. Options include a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of schemes can be considered. Capital budgets and funding options will be closely monitored and considered throughout the year.</p>
--	---

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Capital Programme - Changes during 2019/20
5.02	Appendix B: Variances
5.03	Appendix C: Investment in Towns

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Capital Programme monitoring papers 2019/20.</p> <p><b>Contact Officer:</b> Chris Taylor Principal Accountant</p> <p><b>Telephone:</b> 01352 703309</p> <p><b>E-Mail:</b> <a href="mailto:christopher.taylor@flintshire.gov.uk">christopher.taylor@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Budget Re-profiling:</b> Capital schemes are very dynamic and a number of factors can influence their timing and funding. Budget re-profiling assures that the correct resources are available in the correct accounting period to finance the actual level of expenditure.

**Capital Expenditure:** Expenditure on the acquisition of **non-current assets** or expenditure which extends the useful life of an existing asset

**Capital Programme:** The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.

**Capital Receipts:** Receipts (in excess of £10,000) realised from the disposal of assets.

**Carry Forward:** Carry forward occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is carried forward to meet the delayed, contractually committed expenditure.

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

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

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

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

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

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

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

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

**Unsupported (Prudential) Borrowing:** Borrowing administered under the Prudential Code, whereby Authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows Authorities to take out loans in response to overall cash flow forecasts and

	other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.
--	---

This page is intentionally left blank

**APPENDIX A**

**CAPITAL PROGRAMME - CHANGES DURING 2019/20**

	<b>Original Budget 2019/20</b>	<b>Carry Forward from 2018/19</b>	<b>Changes (Current)</b>	<b>Revised Budget 2019/20</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Council Fund :</b>				
<b>People &amp; Resources</b>				
Headroom	0.250	0.180	0.000	0.430
Corporate Finance - H & S	0.000	0.023	0.000	0.023
	<b>0.250</b>	<b>0.203</b>	<b>0.000</b>	<b>0.453</b>
<b>Governance</b>				
Information Technology	1.057	0.199	0.000	1.256
	<b>1.057</b>	<b>0.199</b>	<b>0.000</b>	<b>1.256</b>
<b>Education &amp; Youth</b>				
Education - General	0.500	2.434	0.585	3.519
Primary Schools	1.241	0.944	0.000	2.185
Schools Modernisation	3.952	0.000	0.000	3.952
Secondary Schools	4.000	0.708	0.000	4.708
Special Education	0.250	0.250	0.000	0.500
	<b>9.943</b>	<b>4.336</b>	<b>0.585</b>	<b>14.864</b>
<b>Social Care</b>				
Services to Older People	1.001	0.290	1.738	3.029
Learning Disability	0.000	2.729	(1.738)	0.991
Children's Services	0.000	0.065	6.150	6.215
	<b>1.001</b>	<b>3.084</b>	<b>6.150</b>	<b>10.235</b>
<b>Planning, Environment &amp; Economy</b>				
Closed Landfill Sites	0.000	0.250	0.000	0.250
Engineering	0.000	0.361	0.062	0.423
Energy Services	0.000	0.000	0.018	0.018
Ranger Services	0.000	0.050	0.000	0.050
Townscape Heritage Initiatives	0.000	0.000	0.013	0.013
Urban/Rural Regeneration	0.000	0.000	0.007	0.007
	<b>0.000</b>	<b>0.661</b>	<b>0.100</b>	<b>0.761</b>
<b>Streetscene &amp; Transportation</b>				
Waste - CCP Grant	0.000	0.000	0.180	0.180
Waste - Other	0.000	0.497	0.000	0.497
Highways	0.600	0.560	0.954	2.114
Local Transport Grant	0.000	0.000	7.203	7.203
Solar Farms	0.000	0.346	0.000	0.346
	<b>0.600</b>	<b>1.403</b>	<b>8.337</b>	<b>10.340</b>

	<b>Original Budget 2019/20</b>	<b>Carry Forward from 2018/19</b>	<b>Changes (Current)</b>	<b>Revised Budget 2019/20</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Strategic Programmes</b>				
Leisure Centres	0.000	0.020	0.060	0.080
Play Areas	0.200	0.140	(0.033)	0.307
Libraries	0.000	0.106	0.000	0.106
Theatr Clwyd	0.500	0.158	0.000	0.658
	<b>0.700</b>	<b>0.424</b>	<b>0.027</b>	<b>1.151</b>
<b>Housing &amp; Assets</b>				
Administrative Buildings	2.500	0.034	0.000	2.534
Community Asset Transfers	0.000	0.734	0.000	0.734
Affordable Housing	10.000	0.000	0.000	10.000
Private Sector Renewal/Improv't	1.700	0.852	0.191	2.743
	<b>14.200</b>	<b>1.620</b>	<b>0.191</b>	<b>16.011</b>
<b>Housing Revenue Account :</b>				
Disabled Adaptations	1.082	0.000	0.000	1.082
Energy Schemes	0.639	0.000	0.000	0.639
Major Works	1.871	0.000	0.000	1.871
Accelerated Programmes	0.728	0.000	0.000	0.728
WHQS Improvements	18.624	0.000	0.000	18.624
SHARP Programme	11.264	0.000	0.524	11.788
	<b>34.208</b>	<b>0.000</b>	<b>0.524</b>	<b>34.732</b>
<b>Totals :</b>				
<b>Council Fund</b>	27.751	11.930	15.390	55.071
<b>Housing Revenue Account</b>	34.208	0.000	0.524	34.732
<b>Grand Total</b>	<b>61.959</b>	<b>11.930</b>	<b>15.914</b>	<b>89.803</b>

## PEOPLE &amp; RESOURCES

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Headroom	0.430	0.000	0.430	0.000	0	0.000		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Corporate Finance - Health & Safety	0.023	0.000	0.023	0.000	0	0.000		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
<b>Total</b>	<b>0.453</b>	<b>0.000</b>	<b>0.453</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

## GOVERNANCE

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	1.256	0.001	1.256	0.000	0	0.000			
<b>Total</b>	<b>1.256</b>	<b>0.001</b>	<b>1.256</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## EDUCATION &amp; YOUTH

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	3.519	0.078	3.519	0.000	0	0.000			
Primary Schools	2.185	0.196	2.185	0.000	0	0.000			
Schools Modernisation	3.952	2.789	3.952	0.000	0	0.000			
Secondary Schools	4.708	0.109	4.708	0.000	0	0.000			
Special Education	0.500	0.052	0.700	0.200	40	0.000	£0.200m shortfall on DDA Projects due to significant adaptations on a number of schemes in 2019/20.	It is proposed that the shortfall will be reimbursed from the 2020/21 DDA Budget Allocation.	Request for Cabinet approval found in the main body of the report.
<b>Total</b>	<b>14.864</b>	<b>3.223</b>	<b>15.064</b>	<b>0.200</b>	<b>1</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn



## SOCIAL CARE

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Services to Older People	3.029	0.311	3.029	0.000	0	0.000			
Learning Disability	0.991	0.991	0.991	0.000	0	0.000			
Children's Services	6.215	0.004	6.215	0.000	0	0.000	2 year grant. Spend will be spread over 2019/20 and 2020/21. Budget to be amended in M6 to reflect split over the two years.	The Grant will be carried forward into 2020/21	
<b>Total</b>	<b>10.235</b>	<b>1.305</b>	<b>10.235</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## PLANNING, ENVIRONMENT &amp; ECONOMY

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0.000	0.250	0.000	0	0.000			
Engineering	0.423	0.001	0.423	0.000	0	0.000			
Energy Services	0.018	0.008	0.018	0.000	0	0.000			
Ranger Services	0.050	0.023	0.050	0.000	0	0.000			
Townscape Heritage Initiatives	0.013	0.014	0.014	0.001	8	0.000			Funding to be introduced to match expenditure
Urban / Rural Regeneration	0.007	0.016	0.016	0.009	129	0.000	Refurbishment to shop front.		CERA funding will be introduced to cover total expenditure
<b>Total</b>	<b>0.761</b>	<b>0.062</b>	<b>0.771</b>	<b>0.010</b>	<b>1</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## TRANSPORT &amp; STREETSCENE

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services	0.677	0.000	0.180	(0.497)	(73)	0.000	Expenditure on transfer station development now taking place in the 2020/21 financial year.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.497m</b> to 2020/21	Dependent on intended projects progressing in 2020/21 by both Denbighshire and Conwy Councils
Highways	2.114	0.057	2.464	0.350	17	0.000	Following the extreme weather event during June 2019, the service has incurred pressures from resolving flooding issues across the County, impacted the capital programme and creating an additional pressures of £0.350m for highway repairs.	Pressure created in the capital programme of <b>£0.350m</b> . Will require additional funding.	A grant funding request has been submitted to Welsh Government to mitigate the pressure, which is awaiting confirmation on eligibility and outcome of award of funding.
Local Transport Grant	7.203	1.938	7.203	0.000	0	0.000			
Solar Farms	0.346	0.000	0.346	0.000	0	0.000			
<b>Total</b>	<b>10.340</b>	<b>1.996</b>	<b>10.193</b>	<b>(0.147)</b>	<b>(1)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## STRATEGIC PROGRAMMES

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	0.080	0.040	0.080	0.000	0	0.000			
Play Areas	0.307	0.143	0.207	(0.100)	(33)	0.000	Year 3 capital allocation for Bailey Hill Project	<b>Carry Forward</b> - Request approval to move funding of <b>£0.100m</b> to 2020/21	S106 and Match Funded schemes, money drawn down when scheme is completed. £0.100m as the Bailey Hill project is not due to be completed until 2020/21.
Libraries	0.106	0.000	0.106	0.000	0	0.000			
Cymru Theatr Cymru	0.658	0.562	0.638	(0.020)	(3)	0.000	Delay in purchasing equipment until 2020/21	<b>Carry Forward</b> - Request approval to move funding of <b>£0.020m</b> funding to 2020/21	
<b>Total</b>	<b>1.151</b>	<b>0.745</b>	<b>1.031</b>	<b>(0.120)</b>	<b>(10)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## HOUSING &amp; ASSETS

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	2.534	0.115	2.534	0.000	0	0.000			
Community Asset Transfers	0.734	0.014	0.734	0.000	0	0.000			
Affordable Housing	10.000	0.832	10.000	0.000	0	0.000			
Private Sector Renewal/Improvement	2.743	0.592	2.743	0.000	0	0.000			DFG spend is customer driven and volatile
<b>Total</b>	<b>16.011</b>	<b>1.553</b>	<b>16.011</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## HOUSING REVENUE ACCOUNT

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Disabled Adaptations	1.082	0.290	1.082	0.000	0	0.000			
Energy Services	0.639	0.061	0.639	0.000	0	0.000			
Major Works	1.871	0.749	1.871	0.000	0	0.000			
Accelerated Programmes	0.728	0.111	0.728	0.000	0	0.000			
WHS Improvements	18.624	3.513	18.624	0.000	0	0.000			
SHARP	11.788	1.497	11.788	0.000	0	0.000			
<b>Total</b>	<b>34.732</b>	<b>6.221</b>	<b>34.732</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## SUMMARY

## Capital Budget Monitoring 2019/20 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
People & Resources	0.453	0.000	0.453	0.000	0	0.000			
Governance	1.256	0.001	1.256	0.000	0	0.000			
Education & Youth	14.864	3.223	15.064	0.200	1	0.000			
Social Care	10.235	1.305	10.235	0.000	0	0.000			
Planning, Environment & Economy	0.761	0.062	0.771	0.010	1	0.000			
Transport & Streetscene	10.340	1.996	10.193	(0.147)	(1)	0.000			
Strategic Programmes	1.151	0.745	1.031	(0.120)	(10)	0.000			
Housing & Assets	16.011	1.553	16.011	0.000	0	0.000			
<b>Sub Total - Council Fund</b>	<b>55.071</b>	<b>8.885</b>	<b>55.014</b>	<b>(0.057)</b>	<b>(0)</b>	<b>0.000</b>			
Housing Revenue Account	34.732	6.221	34.732	0.000	0	0.000			
<b>Total</b>	<b>89.803</b>	<b>15.106</b>	<b>89.746</b>	<b>(0.057)</b>	<b>(0)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

This page is intentionally left blank



INVESTMENT IN COUNTY TOWNS - 2018/19 ACTUAL SPEND

APPENDIX C

TOWN FUNDING	18/19 ACTUAL £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS					
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000			
<b>EXPENDITURE</b>																							
<b>HOUSING - HRA</b>																							
SHARP	4,233	11	94	1,360	320	69		2,083	24	272										3,795	438	4,233	
<b>EDUCATION &amp; YOUTH</b>																							
<b>21C Schools:-</b>																							
CQ High School	8,818			3,709	5,109																3,709	5,109	8,818
Holywell High School	399							399													399		399
Penyffordd Amalgamation	2,355		2,355																			2,355	2,355
<b>School Extension &amp; Remodelling:-</b>																							
Ysgol Glan Aber	196					28	168														28	168	196
Castell Alun	50													50								50	50
<b>SOCIAL CARE</b>																							
LD Day Care Facility	2,902											960	1,942								960	1,942	2,902
Marleyfield EPH	73	73																			73		73
<b>STREETSCENE &amp; TRANSPORTION</b>																							
<b>Highways Asset Management Plan:-</b>																							
Bridges	20			20																	20		20
Street Lighting	1,479																					1,479	1,479
Highway Maintenance	2,966	462	221	127	60	440	210	461	221	259	124	158	75	100	48						2,007	959	2,966
Transport Grant	5,789	61	205		198		115	20	697		75		2,345		350						81	5,708	5,789
<b>DEVELOPMENT / REGENERATION</b>																							
Townscape Heritage Initiative	230						230																230
<b>LEISURE - AURA</b>																							
Leisure Centres	2,186	3				949				1,167		67									2,186		2,186
Synthetic Sports Pitches	113											113									113		113
	<b>31,809</b>	<b>610</b>	<b>2,875</b>	<b>5,216</b>	<b>5,687</b>	<b>1,486</b>	<b>722</b>	<b>2,963</b>	<b>942</b>	<b>1,698</b>	<b>199</b>	<b>1,299</b>	<b>4,362</b>	<b>100</b>	<b>448</b>					<b>3,202</b>	<b>13,372</b>	<b>18,437</b>	<b>31,809</b>

AREA TOTAL

3,485

10,903

2,209

3,905

1,897

5,661

548

3,202

INVESTMENT IN COUNTY TOWNS - 2019/20 REVISED BUDGET

APPENDIX C (Cont)

TOWN FUNDING	REVISED BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000		
<b>EXPENDITURE</b>																						
<b>HOUSING - HRA</b>																						
SHARP	10,000																10,000			10,000	10,000	
<b>EDUCATION &amp; YOUTH</b>																						
<b>21C Schools:-</b>																						
CQ High School	3,952			3,952																3,952	3,952	
<b>School Extension &amp; Remodelling:-</b>																						
Bagillt Ysgol Glan Aber	977					977														977	977	
Flint Saint Richard Gwyn	434						434														434	
Shotton St Ethelwolds	151				151																151	
Hope Castell Alun	6,230												4,550	1,680						4,550	1,680	
<b>SOCIAL CARE</b>																						
LD Day Care Facility	787											787								787	787	
Marleyfield EPH	3,008	3,008																		3,008	0	
<b>Child Care offer Grant:-</b>	4,890				375		500		2,000		955				450						4,890	
Small Grant Scheme	500		610														500				500	
<b>STREET SCENE &amp; TRANSPORTION</b>																						
Highways Asset Management Plan:-																						
Electricity	50			50																50	50	
Highways Maintenance	2,064	40																		1,110	954	
Transport Grant	7,203						420					5,774		702		1,070	954	307		7,203	7,203	
<b>STRATEGIC PROGRAMMES</b>																						
Theatre Clwyd - Redevelopment	591									591										591	591	
	40,837	3,048	610	4,002	526	977	934		2,420	591	955	787	5,774	4,550	2,832	11,070	1,761			25,025	15,812	40,837
<b>AREA TOTAL</b>			3,658		4,528		1,911		2,420		1,546		6,561		7,382		12,831					

TOWN FUNDING	ACTUAL TO DATE £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000		
<b>EXPENDITURE</b>																						
<b>HOUSING - HRA</b>																						
SHARP	1,497	1,272		1						37		187								1,497	1,497	
<b>EDUCATION &amp; YOUTH</b>																						
<b>21C Schools:-</b>																						
CQ High School	1,585			1,507	78															1,507	78	1,585
Penyffordd CP	1,184			1,184																1,184		1,184
<b>School Extension &amp; Remodelling:-</b>																						
Bagillt Ysgol Glan Aber	132			132																132		132
Flint Saint Richard Gwyn																						
<b>SOCIAL CARE</b>																						
LD Day Care Facility	991											991								991		991
Marleyfield EPH	225		225																		225	225
<b>STREETSCENE &amp; TRANSPORTION</b>																						
<b>Highways Asset Management Plan:-</b>																						
Bridges																						
Highways maintenance	7																			7		7
Transport Grant	1,880		1		4							1,936		5						1,946		1,946
<b>STRATEGIC PROGRAMMES</b>																						
Theatre Clwyd - Redevelopment	557									557										557		557
	8,058	1,272	226	2,824	82				0	594	0	1,178	1,936		5		7			5,868	2,256	8,124
<b>AREA TOTAL</b>			1,498	2,906					0	594		3,114		5		7						

Page 227

INVESTMENT IN COUNTY TOWNS - 2020- 2022 BUDGET

APPENDIX C (Cont)

TOWN FUNDING	FUTURE BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
<b>EXPENDITURE</b>																					
<b>HOUSING - HRA</b>																					
SHARP	12,430																12,430		12,430		12,430
<b>EDUCATION &amp; YOUTH</b>																					
21C Schools:-	8,190																				8,190
CQ High School																					8,190
Castell Alun	207													207							207
<b>SOCIAL CARE</b>																					
Marleyfield Residential Home	1,381	1,381																			1,381
<b>STREETSCENE &amp; TRANSPORTION</b>																					
Highways Asset Management Plan:-	1,200																1,200				1,200
Transport Grant	1,603																				1,603
<b>STRATEGIC PROGRAMMES</b>																					
Theatre Clwyd - Redevelopment	500									500											500
<b>LEISURE - AURA</b>																					
Synthetic Sports Pitches	272																				272
	25,783	1,381								500				207			13,902	9,793			15,990
<b>AREA TOTAL</b>			1,381							500				207			23,695				



## CABINET

<b>Date of Meeting</b>	Tuesday, 24 <sup>th</sup> September 2019
<b>Report Subject</b>	Treasury Management Annual Report 2018/19
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The report presents the draft Treasury Management Annual Report 2018/19 for recommendation for approval to Council (attached as Appendix 1).

As required by the Council's Financial Procedure Rules, the Annual Report was reviewed by Audit Committee on 10<sup>th</sup> July 2019 and will be presented to Council on 22<sup>nd</sup> October 2019 subject to Cabinet recommendation for approval.

### RECOMMENDATIONS

1	<p>Members approve and recommend to Council the draft documents listed below:</p> <ul style="list-style-type: none"> <li>• The Draft Treasury Management Annual Report 2018/19</li> <li>• The Draft Mid-Year Report 2018/19</li> </ul>
---	--

## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE ANNUAL REPORT</b>
1.01	On 20 <sup>th</sup> February 2018, the Council approved the Treasury Management Strategy 2018/19, following the recommendation of the Cabinet and consideration by the Audit Committee.
1.02	The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for execution and administration of treasury management decisions to the Corporate Finance Manager, who acts in accordance with the Council's Treasury Management Policy Statement, Strategy and Practices.
1.03	The Council has nominated Audit Committee to be responsible for ensuring effective scrutiny of Treasury Management Strategy and Policies.
	<b><u>CONSIDERATIONS</u></b>
1.04	The draft Annual Treasury Management Report 2018/19 is attached as Appendix 1. As required by the Council's Financial Procedure Rules, this Annual Report was reviewed by Audit Committee on 10 <sup>th</sup> July 2019 and will also be reported to Council on 22 <sup>nd</sup> October 2019.
	<b><u>Summary of Key Points</u></b>
1.05	The UK Bank Rate began the year at 0.50% with a rise in August to 0.75% where it has since stayed. Short term money market rates also remained at very low levels which continued to have a significant impact on investment income. Section 2 of the report provides a full economic and interest rate review of 2018/19.
1.06	The Council had a sustained borrowing requirement and during the year opportunities arose to secure long term borrowing at low rates when PWLB rates fell, loans totalling £17.53m were taken out in December 2018 following discussion with our treasury management advisors, Arlingclose.
1.07	Options for debt rescheduling were explored in conjunction with Arlingclose. The premium charged for early repayment of PWLB debt remained relatively expensive for the loans in the Council's portfolio and therefore unattractive for debt rescheduling activity. No rescheduling activity was undertaken as a consequence. Section 3 provides more information on borrowing and debt management during the year.
1.08	The treasury function operated within the limits detailed in the Treasury Management Strategy 2018/19.
1.09	For completeness the Treasury Management Mid-Year Report for 2018/19 is also attached as Appendix 2 for approval. The report was reviewed by Audit Committee on the 21 <sup>st</sup> of November 2018 and is recommended for approval by Cabinet.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Financial implications are addressed in the report; no other resource implications directly as a result of this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Arlingclose Ltd, being the Council's treasury management advisors.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Risk Management directly addressed within the report and appendices including identification of risks and measures to mitigate likelihood and impact of risks identified.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<ol style="list-style-type: none"> <li>1. Draft Treasury Management Annual Report 2018/19</li> <li>2. Draft Treasury Management Mid-Year Report 2018/19</li> </ol>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Liz Thomas – Strategic Finance Manager  <b>Telephone:</b> 01352 702289  <b>E-mail:</b> <a href="mailto:liz.thomas@flintshire.gov.uk">liz.thomas@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Authorised Limit:</b> A statutory limit that sets the maximum level of external debt for the Council.</p> <p><b>Balances and Reserves:</b> Accumulated sums that are held, either for specific future costs or commitments (known as earmarked) or generally held to meet unforeseen or emergency expenditure.</p> <p><b>Bank Rate:</b> The official interest rate set by the Bank of England's Monetary Policy Committee and what is generally termed at the "base rate".</p> <p><b>Basis Point:</b> A unit of measure used in finance to describe the percentage change in the value or rate of a financial instrument. One basis point is equivalent to 0.01% (1/100th of a percent). In most cases, it refers to changes in interest rates and bond yields. For example, if interest rates rise by 25 basis points, it means that rates have risen by 0.25% percentage points.</p>

**Bond:** A certificate of debt issued by a company, government, or other institution. The bond holder receives interest at a rate stated at the time of issue of the bond. The price of a bond may vary during its life.

**Capital Expenditure:** Expenditure on the acquisition, creation or enhancement of capital assets.

**Capital Financing Requirement (CFR):** The Council's underlying need to borrow for capital purposes representing the cumulative capital expenditure of the local authority that has not been financed.

**Certificates of Deposits (CD's):** A savings certificate entitling the bearer to receive interest. A CD bears a maturity date, a specified fixed interest rate and can be issued in any denomination. CDs are generally issued by commercial banks. The term of a CD generally ranges from one month to five years.

**Cost of Carry:** The "cost of carry" is the difference between what is paid to borrow compared to the interest which could be earned. For example, if one takes out borrowing at 5% and invests the money at 1.5%, there is a cost of carry of 3.5%.

**Consumer Price Index (CPI):** The UK's main measure of inflation (along with Retail Price Index or 'RPI') The Monetary Policy Committee of the Bank of England set the Bank Rate in order to try and keep CPI at or close to the target set by the Government. The calculation of CPI includes many items of normal household expenditure but excludes some items such as mortgage interest payments and Council Tax.

**Credit Rating:** Formal opinion by a registered rating agency of a counterparty's future ability to meet its financial liabilities; these are opinions only and not guarantees.

**Corporate Bonds:** Corporate bonds are bonds issued by companies. The term is often used to cover all bonds other than those issued by governments in their own currencies and includes issues by companies, supranational organisations and government agencies.

**Counterparty List:** List of approved financial institutions with which the Council can place investments.

**Debt Management Office (DMO):** The DMO is an Executive Agency of Her Majesty's Treasury and provides direct access for local authorities into a government deposit facility known as the Debt Management Account Deposit Facility (DMADF). All deposits are guaranteed by HM Government and therefore have the equivalent of a sovereign credit rating.

**Federal Reserve:** The US central bank, the equivalent of the Bank of England. (Often referred to as "the Fed").

**Financial Instruments:** Financial instruments are tradable assets of any kind. They can be cash, evidence of an ownership interest in an entity, or a contractual right to receive or deliver cash or another financial instrument



**Gilts:** Gilts are bonds issued by the UK Government. They take their name from 'gilt-edged'. They are deemed to be very secure as the investor expects to receive the full face value of the bond to be repaid on maturity.

**LIBID:** The London Interbank Bid Rate (LIBID) is the rate bid by banks on Eurocurrency deposits (i.e. the rate at which a bank is willing to borrow from other banks).

**LIBOR:** The London Interbank Offered Rate (LIBOR) is the rate of interest that banks charge to lend money to each other. The British Bankers' Association (BBA) work with a small group of large banks to set the LIBOR rate each day. The wholesale markets allow banks who need money to borrow from those with surplus amounts. The banks with surplus amounts of money are keen to lend so that they can generate interest which it would not otherwise receive.

**LOBO:** Stands for Lender Option Borrower Option. The underlying loan facility is typically very long-term - for example 40 to 60 years - and the interest rate is fixed. However, in the LOBO facility the lender has the option to call on the facilities at pre-determined future dates. On these call dates, the lender can propose or impose a new fixed rate for the remaining term of the facility and the borrower has the 'option' to either accept the new imposed fixed rate or repay the loan facility.

**IFRS:** International Financial Reporting Standards.

**Maturity:** The date when an investment or borrowing is repaid.

**Maturity Structure / Profile:** A table or graph showing the amount (or percentage) of debt or investments maturing over a time period.

**Monetary Policy Committee (MPC):** Government Body that sets the Bank Rate. Its primary target is to keep inflation within 1% of a central target of 2%. Its secondary target is to support the Government in maintaining high and stable levels of growth and employment.

**Money Market Funds (MMF):** Pooled funds which invest in a range of short term assets providing high credit quality and high liquidity.

**Minimum Revenue Provision (MRP):** An annual provision that the Council is statutorily required to set aside and charge to the Revenue Account for the repayment of debt associated with expenditure incurred on capital assets.

**Non Specified Investment:** Investments which fall outside the WG Guidance for Specified investments (below).

**Operational Boundary:** This linked directly to the Council's estimates of the CFR and estimates of other day to day cash flow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

**Premiums and Discounts:** In the context of local authority borrowing,

- (a) the premium is the penalty arising when a loan is redeemed prior to its maturity date and
- (b) the discount is the gain arising when a loan is redeemed prior to its maturity date.

**Prudential Code:** Developed by CIPFA and introduced in April 2004 as a professional code of practice to support local authority capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice.

**Prudential Indicators:** Indicators determined by the local authority to define its capital expenditure and asset management framework. They are designed to support and record local decision making in a manner that is publicly accountable; they are not intended to be comparative performance indicators

**Public Works Loans Board (PWLB):** The PWLB is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. The PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

**Quantitative Easing (QE):** In relation to the UK, it is the process used by the Bank of England to directly increase the quantity of money in the economy. It does not involve printing more banknotes. Instead, the Bank buys assets from private sector institutions – that could be insurance companies, pension funds, banks or non-financial firms – and credits the seller's bank account. So the seller has more money in their bank account, while their bank holds a corresponding claim against the Bank of England (known as reserves). The end result is more money out in the wider economy.

**Revenue Expenditure:** Expenditure to meet the continuing cost of delivery of services including salaries and wages, the purchase of materials and capital financing charges.

**Retail Price Index (RPI):** A monthly index demonstrating the movement in the cost of living as it tracks the prices of goods and services including mortgage interest and rent.

**Term Deposits:** Deposits of cash with terms attached relating to maturity and rate of return (Interest).

**Specified Investments:** Term used in the Welsh Assembly Guidance for Local Authority Investments. Investments that offer high security and high liquidity, in sterling and for no more than one year. UK government, local authorities and bodies that have a high credit rating.

**Supported Borrowing:** Borrowing for which the costs are supported by the government or third party.

**Supranational Bonds:** Instruments issued by supranational organisations created by governments through international treaties (often called multilateral development banks). The bonds carry an AAA rating in their own

right. Examples of supranational organisations are the European Investment Bank, the International Bank for Reconstruction and Development.

**Treasury Bills (T-Bills):** Treasury Bills are short term Government debt instruments and, just like temporary loans used by local authorities, are a means to manage cash flow. They are issued by the Debt Management Office and are an eligible sovereign instrument, meaning that they have an AAA-rating.

**Treasury Management Code:** CIPFA's Code of Practice for Treasury Management in the Public Services, initially brought in 2003, subsequently updated in 2009 and 2011.

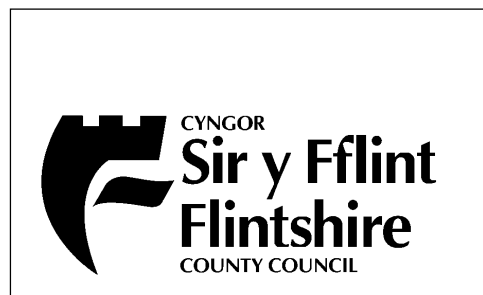
**Treasury Management Practices (TMP):** Treasury Management Practices set out the manner in which the Council will seek to achieve its policies and objectives and prescribe how it will manage and control these activities.

**Temporary Borrowing:** Borrowing to cover peaks and troughs of cash flow, not to fund capital spending.

**Unsupported Borrowing:** Borrowing which is self-financed by the local authority. This is also sometimes referred to as Prudential Borrowing.

**Yield:** The measure of the return on an investment instrument.

This page is intentionally left blank



**FLINTSHIRE COUNTY COUNCIL**

**DRAFT TREASURY MANAGEMENT**

**ANNUAL REPORT 2018/19**

## **1.00 INTRODUCTION**

- 1.01 The Council approved the Treasury Management Strategy (Strategy) 2018/19 including key indicators, limits and an annual investment strategy on 20<sup>th</sup> February 2018.
- 1.02 The Strategy was produced based on the 2011 edition of the CIPFA Treasury Management in the Public Services: Code of Practice.
- 1.03 The purpose of this report is to review the outcomes from 2018/19 treasury management operations and compare these with the Strategy.
- 1.04 Treasury management comprises the management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

## **2.00 ECONOMIC & INTEREST RATE REVIEW 2018/19**

*This Provided by Arlingclose Ltd the Council's Treasury Management advisors.*

### **Economic commentary**

After spiking at over \$85/barrel in October 2018, oil prices fell back sharply by the end of the year, declining to just over \$50 in late December before steadily climbing toward \$70 in April 2019. UK Consumer Price Inflation (CPI) for February 2019 was up 1.9% year/year, just above the consensus forecast but broadly in line with the Bank of England's February Inflation Report. The most recent labour market data for the three months to January 2019 showed the unemployment rate fell to a new low 3.9% while the employment rate of 76.1% was the highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.4% as wages continue to rise steadily and provide some upward pressure on general inflation. Once adjusted for inflation, real wages were up 1.4%.

After rising to 0.6% in the third calendar quarter from 0.4% in the second, fourth quarter economic growth slowed to 0.2% as weaker expansion in production, construction and services dragged on overall activity. Annual GDP growth at 1.4% continues to remain below trend. Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since.

The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the 2.25%-2.50% range in December. However, a recent softening in US data caused the Fed to signal a pause in hiking interest rates at the last Federal Open Market Committee (FOMC) meeting in March.

With the 29th March 2019, the original EU 'exit day' now been and gone, having failed to pass a number of meaningful votes in Parliament, including shooting down Theresa May's deal for the third time, MPs voted by a majority of one (313 to 312) to force the prime minister to ask for an extension to the Brexit process beyond 12th April in order to avoid a no-deal scenario. Recent talks between the Conservative and Labour parties to try to reach common ground on a deal which may pass a vote by MPs have yet to yield any positive results. The EU must grant any extension and its leaders have been clear that the terms of the deal are not up for further negotiation. The ongoing uncertainty continues to weigh on sterling and UK markets.

While the domestic focus has been on Brexit's potential impact on the UK economy, globally the first quarter of 2019 has been overshadowed by a gathering level of broader based economic uncertainty. The US continues to be set on a path of protectionist trade policies and tensions with China in particular, but with the potential for this to spill over into wider trade relationships, most notably with EU. The EU itself appeared to be show signs of a rapid slowdown in economic growth with the major engines of its economy, Germany and France, both suffering misfires from downturns in manufacturing alongside continued domestic/populist unrest in France. The International Monetary Fund downgraded its forecasts for global economic growth in 2019 and beyond as a consequence.

### **Financial markets:**

December was a month to forget in terms of performance of riskier asset classes, most notably equities. The FTSE 100 (a good indicator of global corporate sentiment) returned -8.8% assuming dividends were reinvested; in pure price terms it fell around 13%. However, since the beginning of 2019 markets have rallied, and the FTSE 100 and FTSE All share indices were both around 10% higher than at the end of 2018.

Gilt yields continued to display significant volatility over the period on the back of ongoing economic and political uncertainty in the UK and Europe. After rising in October, gilts regained their safe-haven status throughout December and into the new year - the 5-year benchmark gilt yield fell as low as 0.80% and there were similar falls in the 10-year and 20-year gilts over the same period dropping from 1.73% to 1.08% and from 1.90% to 1.55%. The increase in Bank Rate pushed up money markets rates over the year and 1-month, 3-month and 12-month LIBID (London Interbank Bid) rates averaged 0.53%, 0.67% and 0.94% respectively over the period.

Recent activity in the bond markets and PWLB interest rates highlight that weaker economic growth is not just a UK phenomenon but a global risk. During March the US yield curve inverted (10-year Treasury yields were lower than US 3 month

money market rates) and German 10-year Bund yields turned negative. The drivers are a significant shift in global economic growth prospects and subsequent official interest rate expectations given its impact on inflation expectations. Further to this is world trade growth which collapsed at the end of 2018 falling by 1.8% year-on-year. A large proportion of this downturn in trade can be ascribed to the ongoing trade tensions between the US and China which despite some moderation in January does suggest that the International Monetary Fund's (IMF) and Organisation for Economic Co-Operation & Development's (OECD) forecasts for global growth in 2019 of 3.5% might need to be revised downwards.

### **3.00 BORROWING REQUIREMENTS AND DEBT MANAGEMENT**

#### 3.01 PWLB (Public Works Loans Board) Certainty Rate

The Council qualified for the PWLB Certainty Rate, allowing the authority to borrow at a reduction of 20 basis points on the Standard Rate for a further 12 months from 1<sup>st</sup> November 2018.

#### 3.02 Borrowing Activity in 2018/19.

The total long term borrowing outstanding, brought forward into 2018/19 totalled £253.8 million.

	<b>Balance 01/04/2018 £m</b>	<b>Debt Maturing £m</b>	<b>New Debt £m</b>	<b>Balance 31/03/2019 £m</b>
<b>Capital Financing Requirement</b>	<b>327.6</b>	(6.1)	18.6	<b>340.1</b>
<b>Short Term Borrowing</b>	52.1	(52.1)	44.0	44.0
<b>Long Term Borrowing</b>	253.8	0.0	19.0	272.8
<b>TOTAL BORROWING</b>	<b>305.9</b>	(52.1)	<b>63.0</b>	<b>316.8</b>
<b>Other Long Term Liabilities</b>	5.4	(0.6)	0.2	5.0
<b>TOTAL EXTERNAL DEBT</b>	<b>311.3</b>	<b>(52.7)</b>	<b>63.2</b>	<b>321.8</b>
<b>Increase/(Decrease in Borrowing (£m))</b>	-	-	10.5	



### 3.03 New Long Term Borrowing

The Council's Capital Programme is financed by a combination of capital receipts and grants, CERA (revenue contributions) and borrowing. The borrowing strategy in recent years in accordance with advice received from the Council's Treasury Management advisors, Arlingclose has been to use existing cash balances and short term borrowing to confirm the long term borrowing requirement. This is to ensure that the Council does not commit to long term borrowing too early and borrow unnecessarily which will be costly. This is balanced against securing low interest costs and achieving cost certainty over the period for which the funds are required so as not to compromise the long term stability of the portfolio.

Short term borrowing continued to be available throughout the year at much lower rates than long term borrowing and was utilised as far as possible without exposing the Council to excessive refinancing risk. The total short term (temporary) borrowing as at 31<sup>st</sup> March 2019 was £44m with an average rate of 0.96%.

The benefit of internal / short term borrowing was monitored closely, in conjunction with Arlingclose, throughout the year against the potential for incurring additional costs by deferring borrowing into future years when long term borrowing rates are forecast to rise modestly.

In December 2018 reductions in PWLB long term rates provided opportunities to secure long term borrowing at low rates and the following loans were taken out on 6<sup>th</sup> December 2019:

<b>Start Date</b>	<b>Maturity Date</b>	<b>Amount</b>	<b>Rate</b>	<b>Loan Type</b>
6 <sup>th</sup> Dec 2019	6 <sup>th</sup> Dec 2063	£7.53m	2.79%	Annuity
6 <sup>th</sup> Dec 2019	6 <sup>th</sup> Dec 2068	£10.0m	2.64%	Maturity

The £7.53m loan has been on-lent to NEW Homes, the Council's wholly owned subsidiary to fund the building of affordable homes in Flint.

3.04 At 31<sup>st</sup> March 2019, loans with the Public Works Loans Board were in the form of fixed rate (£238.34m) and variable rate (£10m), £18.95m were variable in the form of LOBO's (Lender's Option, Borrower's Option) and £5.51m were interest free loans from the Government, available for specific schemes. The Council's average rate for long term borrowing was 4.64%.

3.05 The Council's underlying need to borrow as measured by the Capital Financing Requirement (CFR) as at 31<sup>st</sup> March 2019 was £340.1m. The Council's total external debt was £321.8m.

### 3.06 Loans at Variable Rates

The Council has £10m of PWLB variable rate loans, at an average rate of 0.83% which mitigate the impact of changes in variable rates on the Council's overall treasury portfolio. This strategic exposure to variable interest rates will be regularly reviewed and, if appropriate, reduced by switching into fixed rate loans.

### 3.07 Lender's Option Borrower's Option Loans (LOBOs)

The Council holds £18.95m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. All of these LOBOS had options during the year, none of which were exercised by the lender.

### 3.08 Debt Rescheduling

Options for debt rescheduling were explored in conjunction with our treasury management advisors. The premium charged for early repayment of PWLB debt remained relatively expensive for the loans in the Council's portfolio and therefore unattractive for debt rescheduling activity. No rescheduling activity was undertaken as a consequence.

The Corporate Finance Manager, in conjunction with the Council's treasury advisors will continue to review any potential opportunities for restructuring the Council's debt in order to take advantage of potential savings as interest rates change and to enhance the balance of the long term portfolio (amend the maturity profile and/or the balance of volatility).

## 4.00 **INVESTMENT ACTIVITY**

4.01 The Welsh Government's Investment Guidance gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles.

#### 4.02 Investment Activity in 2018/19

##### **Summary of investments as at 31<sup>st</sup> March 2019.**

Country	Total	<1 month	1 –12 months	>12 months
	£m	%	£m	£m
UK BANKS				
UK BUILDING SOCIETIES				
OVERSEAS				
MMF's				
LOCAL AUTHORITIES				
DMO	31.2	31.2		
<b><u>TOTAL</u></b>	<b>31.2</b>	<b>31.2</b>	<b>0.00</b>	<b>0.0</b>

As none of these investments were greater than three months they are classified as cash in the Council's Balance Sheet.

4.03 Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Strategy for 2018/19. Investments during the year included:

- Deposits with the Debt Management Office
- Deposits with other Local Authorities
- Investments in AAA-rated Constant Net Asset Value Money Market Funds
- Call accounts and deposits with Banks and Building Societies

#### 4.04 Credit Risk

The Authority assessed and monitored counterparty credit quality with reference to credit ratings; credit default swaps; GDP of the country in which the institution operates; the country's net debt as a percentage of GDP and share price. The minimum long-term counterparty credit rating determined by the Authority for the 2018/19 treasury strategy was A-/A-/A3 across rating agencies Fitch, S&P and Moody's.

#### 4.05 Counterparty Update

##### Credit Background

Credit Default Swap (CDS) spreads drifted up towards the end of 2018 on the back of Brexit uncertainty before declining again in 2019 and continuing to remain low in historical terms. After hitting around 129 basis points in December 2018, the spread on non ring-fenced bank NatWest Markets plc fell back to around 96bps at

the end of March, while for the ring-fenced entity, National Westminster Bank plc, the CDS spread held relatively steady around 40bps. The other main UK banks, as yet not separated into ring-fenced and non ring-fenced from a CDS perspective, traded between 33 and 79bps at the end of the period.

The ring-fencing of the big four UK banks (Barclays, Bank of Scotland/Lloyds, HSBC and RBS/Natwest Bank plc) transferred their business lines into retail (ring-fenced) and investment banking (non ring-fenced) entities.

In February, Fitch put the UK AA sovereign long-term rating on Rating Watch Negative as a result of Brexit uncertainty, following this move with the same treatment for UK banks and a number of government-related entities.

There were minimal other credit rating changes during the period. Moody's revised the outlook on Santander UK to positive from stable to reflect the bank's expected issuance plans which will provide additional protection for the its senior unsecured debt and deposits.

#### 4.06 Liquidity

In keeping with the WG's Guidance on Investments, the Council maintained a sufficient level of liquidity through the use of Money Market Funds and call accounts.

#### 4.07 Yield

The UK Bank Rate began the year at 0.50% with a rise in August to 0.75% where it has since stayed. Short term money market rates also remained at very low levels which continued to have a significant impact on investment income. The low rates of return on the Authority's short-dated money market investments reflect prevailing market conditions and the Authority's objective of optimising returns commensurate with the principles of security and liquidity.

The Authority's budgeted investment income for the year had been prudently estimated at £40k. The average cash balance was £27.7m during the period and interest earned was £169k, at an average interest rate of 0.58%.

#### 4.08 Loan to NEW Homes

The loan to NEW Homes does not meet the definition of an investment and is not therefore included in the Council's investment figures below. It is classed as capital expenditure.

## **5.00 COMPLIANCE**

- 5.01 The Council can confirm that it has complied with its Prudential Indicators for 2018/19. These were approved by Council as part of the Treasury Management Strategy on 20<sup>th</sup> February 2018.
- 5.02 In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2018/19. None of the Prudential Indicators have been breached and a prudent approach has been taking in relation to investment activity with priority being given to security and liquidity over yield.
- 5.03 The treasury function operated within the limits detailed in the Treasury Management Policy and Strategy Statement 2018/19.

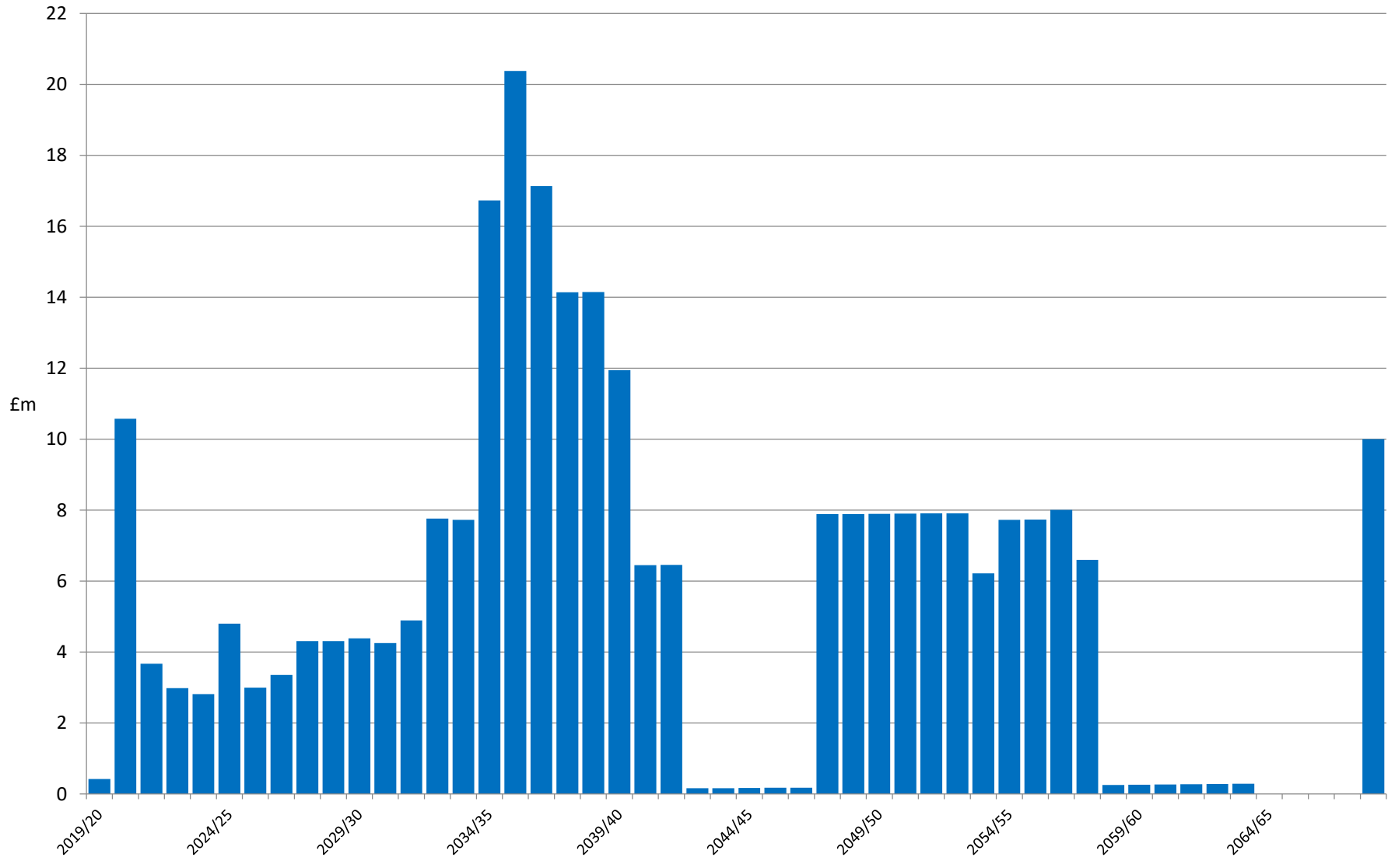
## **6.00 OTHER ITEMS**

- 6.01 The following were the main treasury activities during 2018/19
- The Council's Audit Committee received a Mid-Year Report on 21<sup>th</sup> November 2018.
  - Quarterly update reports were presented to the Audit Committee.
  - The 2019/20 Investment Strategy Statement was approved by Council on 19<sup>th</sup> February 2019.
  - The Council continues to be member of the CIPFA Treasury Management Network.
  - The Council's cash flow was managed on a daily basis. During the year the Council acted both as a borrower and as a lender and was a net borrower over the year in question. The maximum investments the Authority had on deposit at any one time was £54.7m and the maximum long-term borrowing at any one time was £272.8m.

## **7.00 CONCLUSION**

- 7.01 The treasury management function has operated within the statutory and local limits detailed in the 2018/19 Treasury Management Strategy.
- 7.02 The Policy was implemented in a pro-active manner with security and liquidity as the focus.

### Debt Maturity Profile - March 2019





# **FLINTSHIRE COUNTY COUNCIL**

## **DRAFT TREASURY MANAGEMENT**

### **MID YEAR REPORT 2018/19**

## **1.00 PURPOSE OF REPORT**

- 1.01 To provide members with a mid-year update on matters relating to the Council's Treasury Management function.

## **2.00 BACKGROUND**

- 2.01 Treasury management comprises the management of the Council's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- 2.02 The Council's primary objectives for the investment of its surplus funds are to protect the principal sums invested from loss, and to ensure adequate liquidity so that funds are available for expenditure when needed. The generation of investment income to support the provision of local authority services is an important, but secondary, objective.
- 2.03 The Council's policy is to appoint external consultants to provide advice on its treasury management function. In September 2016 Arlingclose Ltd were reappointed as the Council's advisors for a period of 3 years, following a competitive tendering exercise.
- 2.04 The Council has adopted the 2012 edition of the CIPFA Treasury Management in the Public Services: Code of Practice, which requires the Council to approve a treasury management strategy before the start of each financial year, a mid-year report, and an annual report after the end of each financial year.
- 2.05 In addition, the Welsh Government (WG) Guidance on Local Government Investments recommends that local authorities amend their investment strategies in light of changing internal or external circumstances.
- 2.06 This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the WG Guidance.
- 2.07 The Council approved the 2018/19 Treasury Management Strategy at its meeting on 20<sup>th</sup> February 2018.

## **3.00 ECONOMIC & INTEREST RATE REVIEW APRIL – OCTOBER 2018.**

*Provided by Arlingclose Ltd the Council's Treasury Management advisors.*

- 3.01 **Economic background:** Oil prices rose by 23% over the six months to around \$82/barrel. UK Consumer Price Inflation (CPI) for August rose to 2.7% year on



year, above the consensus forecast and that of the Bank of England's in its August Inflation Report, as the effects of sterling's large depreciation in 2016 began to fade. The most recent labour market data for July 2018 showed the unemployment rate at 4%, its lowest since 1975. The 3-month average annual growth rate for regular pay, i.e. excluding bonuses, was 2.9% providing some evidence that a shortage of workers is providing support to wages. However real wages (i.e. adjusted for inflation) grew only by 0.2%, a marginal increase unlikely to have had much effect on households.

- 3.02 The rebound in quarterly GDP growth in Q2 to 0.4% appeared to overturn the weakness in Q1 which was largely due to weather-related factors. However, the detail showed much of Q2 GDP growth was attributed to an increase in inventories. Year/year GDP growth at 1.2% also remains below trend. The Bank of England made no change to monetary policy at its meetings in May and June, however hawkish minutes and a 6-3 vote to maintain rates was followed by a unanimous decision for a rate rise of 0.25% in August, taking Bank Rate to 0.75%.
- 3.03 Having raised rates in March, the US Federal Reserve again increased its target range of official interest rates in each of June and September by 0.25% to the current 2%-2.25%. Markets now expect one further rise in 2018.
- 3.04 The escalating trade war between the US and China as tariffs announced by the Trump administration appeared to become an entrenched dispute, damaging not just to China but also other Asian economies in the supply chain. The fallout, combined with tighter monetary policy, risks contributing to a slowdown in global economic activity and growth in 2019.
- 3.05 The EU Withdrawal Bill, which repeals the European Communities Act 1972 that took the UK into the EU and enables EU law to be transferred into UK law, narrowly made it through Parliament. With just six months to go when Article 50 expires on 29th March 2019, neither the Withdrawal Agreement between the UK and the EU which will be legally binding on separation issues and the financial settlement, nor its annex which will outline the shape of their future relationship, have been finalised, extending the period of economic uncertainty.
- 3.06 **Financial markets:** Gilt yields displayed marked volatility during the period, particularly following Italy's political crisis in late May when government bond yields saw sharp moves akin to those at the height of the European financial crisis with falls in yield in safe-haven UK, German and US government bonds. Over the

period, despite the volatility, the change in gilt yields was small. The 5-year benchmark gilt only rose marginally from 1.13% to 1.16%. There was a larger increase in 10-year gilt yields from 1.37% to 1.57% and in the 20-year gilt yield from 1.74% to 1.89%. The increase in Bank Rate resulted in higher in money markets rates. 1-month, 3-month and 12-month LIBID rates averaged 0.56%, 0.70% and 0.95% respectively over the period.

3.07 The ring-fencing of the big four UK banks - Barclays, Bank of Scotland/Lloyds, HSBC and RBS/NatWest Bank plc – is complete, the transfer of their business lines into retail (ring-fenced) and investment banking (non ring-fenced) is progressing and will need to be completed by the end of 2018.

### 3.08 **Outlook for the remainder of 2018/19**

3.09 Having raised policy rates in August 2018 to 0.75%, the Bank of England's Monetary Policy Committee (MPC) has maintained expectations of a slow rise in interest rates over the forecast horizon.

3.10 The MPC has a definite bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. While policymakers are wary of domestic inflationary pressures over the next two years, it is believed that the MPC members consider both that (a) ultra-low interest rates result in other economic problems, and that (b) higher Bank Rate will be a more effective weapon should downside Brexit risks crystallise and cuts are required.

3.11 Arlingclose's central case is for Bank Rate to rise twice in 2019. The risks are weighted to the downside. The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in Q2

2018, but the annual growth rate of 1.2% remains well below the long term average.

	Dec 18	Mar 19	Jun 19	Sept 19	Dec 19	Mar 20	Jun 20	Sept 20	Dec 20	Mar 20
Upside Risk (%)	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25
Interest Rate (%)	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Downside Risk (%)	0.00	0.50	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75

3.12 The view is that the UK economy still faces a challenging outlook as the minority government continues to negotiate the country's exit from the European Union. Central bank actions and geopolitical risks, such as prospective trade wars, have and will continue to produce significant volatility in financial markets, including bond markets.

#### **4.00 BORROWING REQUIREMENTS AND DEBT MANAGEMENT**

4.01 PWLB (Public Works Loans Board) Certainty Rate Update.

The Authority submitted its application to WG along with the 2018-19 Capital Estimates Return to access this reduced rate for a further 12 months from 1st November 2018.

4.02 The total long term borrowing outstanding totals £253.7 million.

4.03 Loans with the Public Works Loans Board are in the form of fixed rate (£220.81m) and variable rate (£10m), £18.95m is variable in the form of Lobo's (Lender's Option, Borrower's Option) and £3.989m are interest free loans from government. The Council's average long term borrowing rate is currently 4.94%.

	Balance 01/04/2018 £m	Debt Maturing £m	New Debt £m	Balance 30/09/2018 £m
Long Term Borrowing	249.76	0.00	0.00	249.76
Government Loans	3.99	0.00	0.00	3.99
TOTAL BORROWING	253.75	0.00	0.00	253.75
Other Long Term Liabilities *	5.39	0.00	0.00	5.39
TOTAL EXTERNAL DEBT	259.14	0.00	0.00	259.14
Increase/ (Decrease) in Borrowing £m				0.00

\* relates to finance leases in respect of Deeside Leisure Centre and Jade Jones Pavilion

#### 4.04 Long term borrowing

No other new long term borrowing has been undertaken so far during 2018/19. Affordability (interest costs charged on new loans) and the “cost of carry” (costs associated with new long term loans) remain important influences on the Council’s borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of long term borrowing.

#### 4.05 Loans at Variable Rates

The extent of variable rate borrowing the Council can potentially undertake is influenced by the level of Reserves and Balances. The interest rate on the Council’s £10m variable rate loans averaged 0.64%.

The Council has determined that exposure to variable rates is warranted. It also assists with the affordability and budgetary perspective in the short-to-medium term. Any upward movement in interest rates and interest paid on variable rate debt would be offset by a corresponding increase in interest earned on the Council’s variable rate investments. The interest rate risk associated with the Council’s strategic exposure of £10m is regularly reviewed with our treasury advisor against clear reference points, this being a narrowing in the gap between short and longer term interest rates. If appropriate, the exposure to variable interest rates will be reduced by switching into fixed rate loans.

#### 4.06 Internal Borrowing and Short Term Borrowing

Given the significant cuts to local government funding putting pressure on Council finances, the borrowing strategy is to minimise debt interest payments without compromising the longer-term stability of the portfolio. With short-term interest

rates currently lower than long-term rates, it has been more cost effective in the short-term to either use internal resources, or to borrow short-term instead.

The differential between the cost of new longer-term debt and the return generated on the Council's temporary investment returns was significant at around 1.95%.

The use of internal resources in lieu of borrowing has therefore continued to be used over the period as the most cost effective means of funding capital expenditure. This has lowered overall treasury risk by reducing both external debt and temporary investments.

Short term borrowing was undertaken as necessary. The total short term (temporary) borrowing as at 30th September 2018 was £37m with an average rate of 0.69%.

The Council's capital expenditure plans will continue to be monitored throughout 2018/19 to inform and assess the Council's long term borrowing need. This is to ensure that the Council does not commit to long term borrowing too early and refinance unnecessarily which will be costly and have significant revenue implications. The continued use of short-term borrowing will assist with this. It is likely that there will be further long term borrowing during the financial year, as the balance between securing low long term interest rates currently being forecast and assessing the affordability of long-term borrowing continues to be considered.

The Council is currently fixing long term borrowing which will finance its loan to New Homes for the recent development it has undertaken on affordable homes.

#### 4.07 Lender's Option Borrower's Option Loans (LOBOs)

The Authority holds £18.95m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. The option to change the terms on £18.95m of the Council's LOBOs was not exercised by the lender. The Authority acknowledges there is an element of refinancing risk even though in the current interest rate environment lenders are unlikely to exercise their options.

#### 4.08 Debt Rescheduling

The premium charge for early repayment of PWLB debt remained relatively expensive for the loans in the Authority's portfolio and therefore unattractive for debt rescheduling activity. No rescheduling activity was undertaken as a consequence.

The Corporate Finance Manager, in conjunction with the Council's treasury

advisors will continue to review any potential opportunities for restructuring the Council's debt in order to take advantage of potential savings as interest rates change and to enhance the balance of the long term portfolio (amend the maturity profile and/or the balance of volatility).

## **5.0 INTERIM INVESTMENT AND PERFORMANCE REPORT**

- 5.01 The Welsh Government's Investment Guidance gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles.
- 5.02 The maximum investments the Council had on deposit at any one time totalled £42.8m. The average investment balance for the period was £27.5m and the average rate of return was 0.52%, generating investment income of £75k.
- 5.03 Investments have been made with UK banks, building societies and other Councils up to periods of 35 days, as well as utilising investment opportunities afforded by money market funds and call accounts.
- 5.04 The average of long and short term borrowing was £276.9m and the average rate paid was 5.71% generating interest payable of £6.4m in line with budget forecasts (to date).

	Investments		Borrowing	
	Interest received £'000	Interest rate %	Interest paid £'000	Interest rate %
Actual	75	0.52	6,400	5.71
Budget	22.5	0.30	6,600	4.47
Difference	52.5	-	200	-

Year-end projections are as follows:

	Investments		Borrowing	
	Interest received £'000	Interest rate %	Interest paid £'000	Interest rate %
Actual	102	0.50	13,060	5.84
Budget	45	0.30	13,200	4.47
Difference	57	-	140	-

### 5.05 Credit Risk (security)

Counterparty credit quality was assessed and monitored with reference to credit

ratings (the Authority's minimum long-term counterparty rating for institutions defined as having "high credit quality" is A- across rating agencies Fitch, S&P and Moody's); credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.

Counterparty Update (provided by our treasury advisers Arlingclose Ltd)

There were a few credit rating changes during the period. Moody's downgraded Barclays Bank plc's long-term rating to A2 from A1 and NatWest Markets plc to Baa2 from A3 on its view of the credit metrics of the entities post ring-fencing. Upgrades to long-term ratings included those for Royal Bank of Scotland plc, NatWest Bank and Ulster Bank to A2 from A3 by Moody's and to A- from BBB+ by both Fitch and Standard & Poor's (S&P). Lloyds Bank plc and Bank of Scotland plc were upgraded to A+ from A by S&P and to Aa3 from A1 by Moody's. Arlingclose's creditworthiness advice will continue to include unsecured bank deposits and CDs but not senior unsecured bonds issued by commercial banks.

#### 5.06 Liquidity

In keeping with the WG's Guidance on Investments, the Council maintained a sufficient level of liquidity through the use of Money Market Funds and call accounts.

#### 5.07 Yield

The Council sought to optimise returns commensurate with its objectives of security and liquidity. The Council's investment yield is outlined in 5.02.

### **6.00 NON-TREASURY INVESTMENTS**

6.01 The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return.

6.02 The Council holds £29.064m of such investments as at 31<sup>st</sup> of March 2018. These include a mixture of industrial sites, business units and agricultural estate held solely for rental income or capital appreciation.

6.03 These investments generated / are expected to generate £1.4m of investment income for the Authority after taking account of direct costs, representing a rate of return of 4.8%.

## **7.00 REGULATORY UPDATES**

- 7.01 Following consultation in 2017, CIPFA published new versions of the Prudential Code for Capital Finance in Local Authorities (Prudential Code) and the Treasury Management Code of Practice but has yet to publish the local authority specific Guidance Notes to the latter.
- 7.02 The updated Prudential Code includes a new requirement for local authorities to provide a Capital Strategy, which is to be a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council will be updating its Capital Strategy later in 2018-19 for approval by full Council.
- 7.03 The Welsh Government (WG) asked for comments on changes to its Guidance on Minimum Revenue Provision (MRP). These include clarification or changes to terminology and the calculation of MRP.
- 7.04 The new EU regulations for Money Market Funds (MMFs) were published in July and existing funds will have to be compliant by no later than 21st January 2019. The key features include Low Volatility Net Asset Value (LVNAV) Money Market Funds which will be permitted to maintain a constant dealing NAV, providing they meet strict new criteria and minimum liquidity requirements. The Council's treasury management advisors expects most of the short-term MMFs it recommends to convert to the LVNAV structure and awaits confirmation from each fund.

## **8.00 COMPLIANCE**

- 8.01 The Council can confirm that it has complied with its Prudential Indicators for the period April to September 2018. These were approved on 20<sup>th</sup> February 2018 as part of the Council's 2018/19 Treasury Management Strategy.
- 8.02 In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during the period April – September 2018. None of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.



## **9.00 OTHER ITEMS**

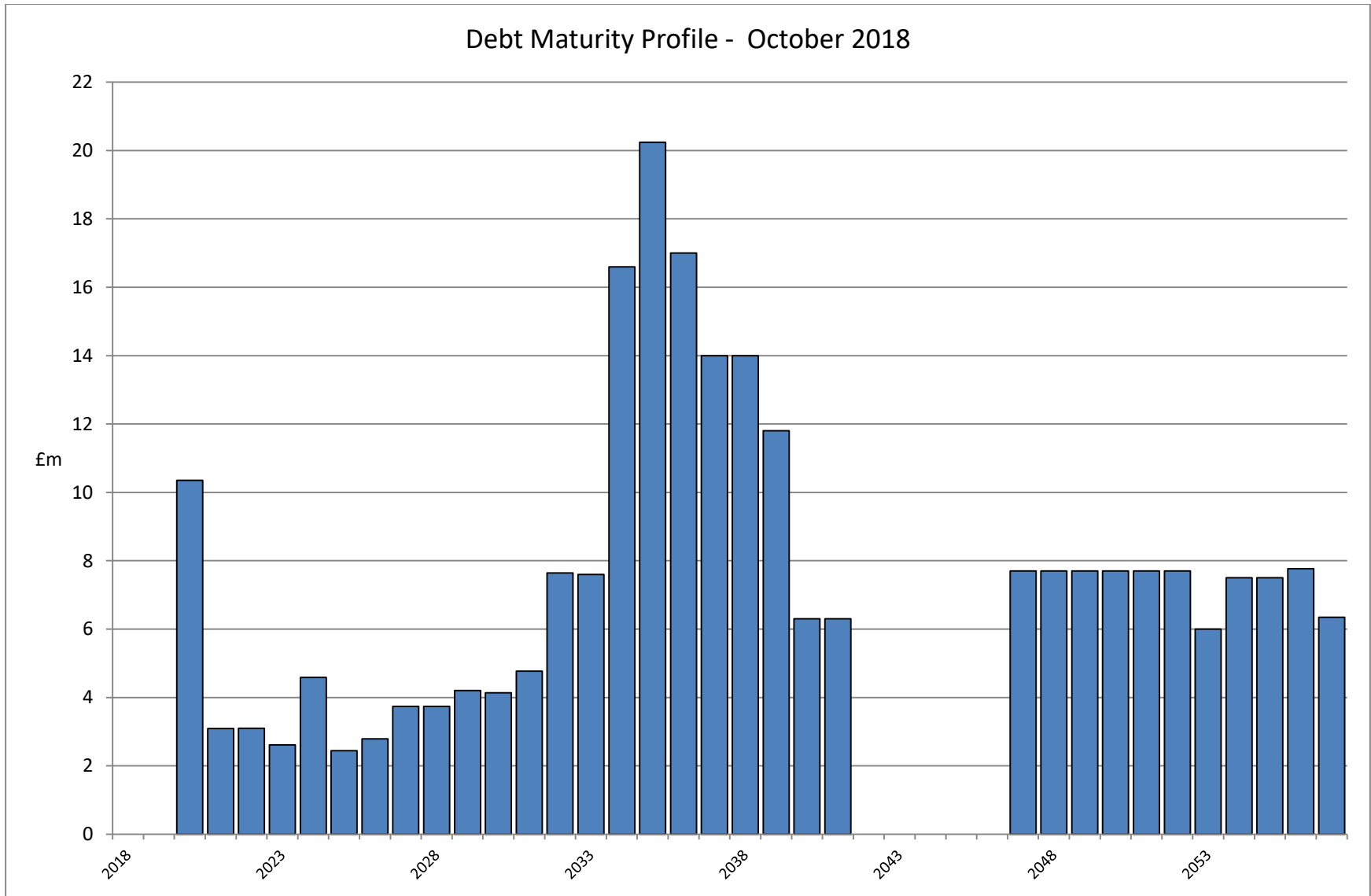
9.01 Other treasury management related activity that took place during April – September 2018 includes:

- The Treasury Management Annual Report 2017/18 was reported to Audit Committee on 11<sup>th</sup> July 2018, Cabinet on 17<sup>th</sup> July 2018 and approved by Council on 12<sup>th</sup> September 2018.
- Quarterly Treasury Management updates were reported to the Audit Committee.
- The Council continues to be a member of the CIPFA Treasury Management Forum and the TM Network Advisory Group.

## **10.00 CONCLUSION**

10.01 In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during the first half of 2018/19.

10.02 As indicated in this report none of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.





## CABINET

<b>Date of Meeting</b>	Tuesday, 24 <sup>th</sup> September 2019
<b>Report Subject</b>	Bus Lanes in Flintshire – Limitations on Use
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
<b>Report Author</b>	Chief Officer (Streetscene and Transportation)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

Flintshire County Council's Streetscene and Transportation portfolio are delivering various bus priority measures as part of its Integrated Transport Strategy. This work has been recognised by Welsh Government (WG) as supporting their own aspirations for a regional 'North East Wales Metro', promoting a sustainable transport solution, which successfully integrates all modes of transport, whilst maintaining and promoting at its heart, a sustainable, affordable and environmentally friendly public transport service, with links to all of Flintshire and the wider region.

The work also aligns with the high level interventions contained within the Welsh Government approved *North Wales Joint Local Transport Plan 2015-2020* (LTP) which include:

- Encouraging Sustainable Travel,
- Improved Links to Employment and Access to Services.
- Public Transport Infrastructure Improvements
- Quality Partnerships on Key Bus Route Corridors.

As part of this work, Cabinet approved the construction of dedicated bus lanes on the B5129 between Queensferry and Shotton in April 2019 and work on the scheme will now commence in January 2020. This report confirms which vehicle types will be permitted to use the new bus lanes and the enforcement arrangements which will be put in place to manage the usage of the new infrastructure

### RECOMMENDATIONS

1	That Cabinet approves the limitations on vehicles authorised to utilise the proposed bus lanes on the B5129.
---	--

2	That Cabinet approve the enforcement arrangements on all other bus lanes and bus priority measures at key locations across the corridor.
---	--

## **REPORT DETAILS**

<b>1.00</b>	<b>PROVIDE PROGRESS ON BUS PRIORITY MEASURES, THE NEED FOR APPROPRIATE ENFORCEMENT OF BUS INFRASTRUCTURE AND CONTINUED DEVELOPMENT OF SUSTAINABLE TRAVEL ARRANGEMENTS ALONG THE FLINTSHIRE CORRIDOR</b>
1.01	<p>In April 2019, Cabinet approved the proposal to utilise WG Transport Grant funding to construct multiuse bus and cycle lanes on the B5129 between Shotton Lane and Queensferry. Since this date there has been further progress with funding applications for schemes to improve bus journey times by the introduction of bus priority measures along both the A548 and B5129, linking the County boundaries with Cheshire West and Chester in the South and Denbighshire County Council in the North.</p> <p>Additional Bus priority measures have also been highlighted within the Deeside Industrial Park and particularly Northern Gateway which will provide direct and dedicated ‘bus only’ access routes into Deeside Industrial Park. These proposals align with both the Council’s own Integrated Transport Strategy and the Regional Transport Plan.</p> <p>The identified measures equate to a total bus journey time saving of 30 minutes against existing routes into the park and include the following elements:</p> <ol style="list-style-type: none"> <li>1. Zone 1 to Zone 2 - via Park and Ride (proposed) - <b>9 minute saving (peak times)</b></li> <li>2. Zone 2 to Zone 3 - Transportation Link (existing) - <b>6 minute saving</b></li> <li>3. Zone 3 to Zone 4 - underpass at Parkway Station (proposed) - <b>7 minute saving</b></li> <li>4. Northern Gateway to Zone 2 – via bus interchange (proposed) - <b>8 minute saving</b></li> </ol>
1.02	<p>A package of scheme designs for the traffic signals along the A548/B5129 providing bus priority measures have now been completed.</p> <p>The key locations identified for signal modernisation to incorporate cycling and bus priority measures are:</p> <ul style="list-style-type: none"> <li>• Wepre Lane/B5129, Connah’s Quay,</li> <li>• Church Street/A548, Flint</li> <li>• B5121/A548 Greenfield</li> </ul> <p>The above improvements have been given indicative funding for completion in financial year 2020/21.</p>
1.03	Funding for construction of the shared bus and cycle lanes has now been awarded with additional funding for the completion of the remaining bus

	<p>priority measures along the A548/B5129 also receiving indicative grant funding commitments for the financial year 2020/21. Streetscene officers, along with the appointed consultants, are working closely to progress a detail design of the multiuse bus and cycle lanes. The design element of this project will be completed during the coming months, with an expected construction start date for the scheme of January 2020.</p>
1.04	<p>The Bus Quality Partnership measure which will operate along the corridor has progressed and will provide travel certainty and user benefit as follows:</p> <ul style="list-style-type: none"> <li>• Integrated ticketing</li> <li>• Regulating timetables</li> <li>• Marketing</li> <li>• Information sharing</li> <li>• Agreement on notice periods for changing timetabling and routes.</li> </ul> <p>This agreement is anticipated to be signed in September 2019, with this being a model for rolling out similar arrangements on all routes on the remainder of the core network in Flintshire.</p>
1.05	<p>The Council requires specific approval from WG to enable the legal powers to enforce on the dedicated bus infrastructure, including the use of the bus lanes by non-authorized vehicles. The Council have formally applied to WG to obtain the necessary authority to carry out such enforcement.</p> <p>Appropriate enforcement will help achieve consistent journey times for buses through congested areas and it will be supported by ANPR cameras fixed along the route. The cameras will ensure only registered bus services, i.e. those within the bus quality partnership, are permitted to use the infrastructure.</p> <p><b>Other authorised users are as follows:</b></p> <p>Cyclists (including electric powered cycles) but not Motorcycles or Scooters</p> <p>School transport vehicles (16 seats and above) will be also able to use the infrastructure.</p> <p>Emergency services on blue light calls are permitted to use the infrastructure, thus improving emergency response times along the corridor.</p> <p><b>Non-authorized vehicles will include:</b></p> <p>Restrictions will apply to all other modes of transport including but not limited to Cars, Motorcycles, Private Hire Vehicles and Hackney Carriages</p> <p>The legal enforcement procedures will be included within the Traffic Regulation Order which will be shortly advertised for the routes.</p>

2.01	The construction scheme is WG Capital Grant funded and funding has been granted for 2019/2020 and indicative funding for 2020/2021 for the remaining route improvement work.
2.02	The construction work will be supervised by staff from the Streetscene and Transportation portfolio.
2.03	Enforcement would be via ANPR Camera Technology. All FPN income will be credited to the Council and reinvested into the maintenance on the network.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Public consultation has been completed and was presented within the Cabinet Report dated 2 <sup>nd</sup> April 2019

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Adoption of clear usage guidelines will ensure the route can be managed appropriately with minimal addition staff time.

<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:</b> Ian Bushell – Project manager <b>Telephone:</b> 01352 704780 <b>E-mail:</b> <a href="mailto:ian.bushell@flintshire.gov.uk">ian.bushell@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
	<b>ANPR</b> – Automated Number Plate Recognition – Fixed cameras that recognise and read number plates to allow owner identification.  <b>FPN</b> – Fixed Penalty Notice



## CABINET

<b>Date of Meeting</b>	Tuesday, 24 <sup>th</sup> September 2019
<b>Report Subject</b>	All Wales Concessionary Travel Scheme – Replacement of Travel Cards (Bus Passes)
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
<b>Report Author</b>	Chief Officer (Streetscene and Transportation)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Transport for Wales (TfW) have been consulting with all national stakeholders and local partners on their intention to re-issue around 750,000 Concessionary Travel Cards across Wales by the end of December 2019. TfW is managing the re-issue on behalf of Welsh Government (WG), who are acting as Agents for each of the 22 local Councils in Wales.

The new-style cards have been issued to all new applicants since June 2019, with the full roll out of replacement cards (to all existing card holders) now having commenced.

Current card holders will be required to reapply for their new cards and a detailed, national public information campaign has been rolled out to support the re-issue and ensure existing card holders are aware of the process to follow in order to receive their new card.

This report provides Cabinet with an update on the process and timelines for the card replacement project.

### RECOMMENDATIONS

1	That Cabinet note the process to re-issue Concessionary Travel Cards to all eligible residents of Flintshire
---	--

## REPORT DETAILS

1.00	BACKGROUND TO THE PROCESS
1.01	<p>The free concessionary travel scheme was introduced in April 2002 for all eligible residents in Wales. At that time it enabled free travel on any local bus service in Wales and on some cross border bus services (but not onward travel using bus routes starting in England).</p> <p>At the time, the eligibility criteria was as follows:</p> <ul style="list-style-type: none"><li>• Disabled people within certain eligibility criteria:</li><li>• Women aged 60 and over and</li><li>• Men aged 65 and over</li></ul> <p>In April 2003, the age of entitlement was standardised for women and men to age 60 and over.</p>
1.02	<p>There are currently in excess of 37,400 passes in circulation within Flintshire, many of which are now not being used (for a variety of reasons) with no mechanism available to recall the passes, when they are no longer in use. All existing passes have an expiry date of December 2019 and TfW and WG have been consulting with the Council on their proposal to issue the new cards across the County by the end of December 2019.</p>
1.03	<p>The new style cards have been issued to all new applicants since June 2019 and existing card holders are now asked to apply on-line for their new-style replacement card. A public information campaign, managed by TfW, has been launched to help publicise the new scheme and the proposed application process and ensure that existing card holders are aware of what they need to do to receive their new card.</p> <p>Following requests from groups representing the elderly TfW has now announced that they will accept paper applications, which can be downloaded of the TfW website or collected from the Council's Connect Offices or Libraries.</p>
1.04	<p>The cards will offer the same free travel rights and benefits as the current cards and, from a user perspective, there will be little noticeable difference, apart from the appearance of the new style card. The process of issuing the new cards also remains the same, once the bulk replacement project is completed. Old style cards will still be valid for travel and will continue to be accepted until 31 December 2019.</p>
1.05	<p>For those residents who need help with the on-line application process, assistance will be provided through Council Libraries and Connects Centres. TfW will also be providing helplines and additional support within the Council Contact Centres to deal with any enquiries resulting from the project.</p>
1.06	<p>Flintshire County Council will also be supporting TfW's publicity campaign and further updates will be provided to all elected Members and Town and Community Council's during the application period. Separate</p>



	communications about the changes to bus passes is also being issued to local bus service operators by Tfw.
--	--

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
-------------	------------------------------

2.01	Staff resource - it is anticipated that during the initial launch of the campaign there will be a high number of calls to Council Contact Centres and a significant increase in residents visiting Libraries and Connect Centres to seek assistance in the application process.
2.02	Flintshire currently contributes £173k towards the provision of the Concessionary Travel Fare Scheme.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
-------------	---

3.01	With Deputy Leader and Cabinet Member (Streetscene and Countryside).
3.02	Consultation will be required with Libraries, Contact Centres, bus operators, current bus pass holders and new applicants.
3.03	With Environment Overview and Scrutiny

<b>4.00</b>	<b>RISK MANAGEMENT</b>
-------------	------------------------

4.01	The Council would be at risk of reputational damage, should the consultation and re-issue of Concessionary Travel Cards not be adequately communicated and conducted.
4.02	The re-issue will significantly reduce the number of cards in circulation, particularly those which are no longer used or needed by the original applicant. This in turn will reduce the risk of fraudulent activity utilising these cards which may in turn impact on the reputation of the Council and WG.

<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:</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

## **EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN** **REPORTED TO CABINET – 24.09.19**

### **Housing and Assets**

- **Aster Hope Domestic Abuse Floating Support**

This 5 year contract ran until August 2018 where a year extension was approved to run up to August 2019. This variation is to extend the contract further by 7 months and possible up to 19 months (in total) if required. Supporting People asked for the original 1 year extension (31/08/18 – 31/09/19) before it was decided to do a Floating Support Consortium tender. This contract fits into the Floating Support Consortium so Supporting People are requesting to bring it in line with all other extensions agreed.

### **Planning, Environment and Economy**

- **Annual Increase in Food Safety and Standards Fees & Charges**

Increase in fees for food hygiene re-rating inspections and also for ship sanitation inspections.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

This page is intentionally left blank

**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS  
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY  
2 September 2019 TO 29 February 2020**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
September					
Organisational Change Overview & Scrutiny Committee Page 269	9/09/19	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (OC)</b> To consider the Forward Work Programme of the organisational Change Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	9/09/19	Overview and Scrutiny	<b>Year-end Council Plan Monitoring Report 2018/19</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	Leader of the Council and Cabinet Member for Education, 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	9/09/19	Housing and Assets	<p><b>Flintshire Food Enterprise and the Food Poverty Response</b></p> <p>To present and seek views on the proposal for a new Social Enterprise model to assist in reducing food poverty in the County.</p>	Strategic	Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	9/09/19	Chief Executive's	<p><b>Alternative Delivery Models Phase 2</b></p> <p>To note the contents of the report following approval at Cabinet on 16 July.</p>	Strategic	Cabinet Member for Corporate Management and Assets
Audit Committee	11/09/19	Chief Executive's	<p><b>Statements of Accounts 2018/19</b></p> <p>To present the final audited version of Statement of Accounts for 2018/19 for Members' recommendation to Council, including the external auditor's report.</p>	Operational	Cabinet Member for Finance
Audit Committee	11/09/19	Chief Executive's	<p><b>Annual Improvement Report 2018/19 of the Auditor General for Wales</b></p> <p>To receive the Annual Improvement Report from the Auditor General for Wales and note the Council's response.</p>	Strategic	Cabinet Member for Corporate Management and Assets

<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>
Audit Committee	11/09/19	Chief Executive's	<b>Strategic Risk Management Update</b> To provide an overview of the strategic approach to Risk Management.	Strategic	Leader of the Council and Cabinet Member for Education
Audit Committee	11/09/19	Governance	<b>Internal Audit Progress Report</b> To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	
Audit Committee	11/09/19	Governance	<b>Appointment of a Lay Member to the Audit Committee</b> To consider appointing the preferred candidate for the Lay Member vacancy on the Audit Committee.	All Report Types	
Audit Committee	11/09/19	Governance	<b>Audit Committee Annual Report</b> To report to Members details of the activities of the Audit Committee during 2018/19.	All Report Types	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	11/09/19	Governance	<b>Audit Committee Action Tracking</b> To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	All Report Types	
Audit Committee	11/09/19	Governance	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	
Flintshire County Council	11/09/19	Planning, Environment and Economy	<b>Local Development Plan: Confirming renewable energy local areas of search</b> To confirm the extent of the Flintshire Deposit Local Development Plan renewable energy local areas of search on the proposals map, to form part of the public consultation on the Plan commencing on 30th September 2019.		



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	11/09/19	Chief Executive's	<p><b>Statement of Accounts 2018/19 and Supplementary Financial Information to Statement of Accounts 2018/19</b></p> <p>To present to Council for approval the final version of the Statement of Accounts for 2018/19 and to note the supplementary financial information</p>		
Page 273 Flintshire County Council	11/09/19	Governance	<p><b>Local Democracy &amp; Boundary Commission for Wales presentation</b></p> <p>To inform the Council of the Local Democracy &amp; Boundary Commission for Wales local review proposals and seek the Council's views on what process it would like to follow to prepare and approve a response before the end of November.</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	11/09/19	Governance	<p><b>Appointment of a Lay Member to the Audit Committee</b> To consider appointing the preferred candidate for the Lay Member vacancy on the Audit Committee</p>		
Environment Overview & Scrutiny Committee	17/09/19	Overview and Scrutiny	<p><b>Forward Work Programme and Action Tracking</b> To consider the Forward Work Programme of the Environment Overview &amp; Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	17/09/19	Streetscene and Transportation	<p><b>All Wales Concessionary Travel Scheme – Replacement of Travel Cards (Bus Passes)</b> To note the process to re-issue Concessionary Travel Cards to all eligible residents of Flintshire.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	17/09/19	Overview and Scrutiny	<b>Year-end Council Plan Monitoring Report 2018/19</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 Planning and Public Protection, Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	17/09/19	Streetscene and Transportation	<b>Bus Lanes in Flintshire – Limitations on Use</b> To seek a recommendation to Cabinet to approve the limitations on vehicles utilising the proposed new bus lanes in Deeside.	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	17/09/19	Streetscene and Transportation	<b>Winter Maintenance and Severe Weather Policy</b> To seek Scrutiny recommendation to Cabinet to approve the revised Winter Maintenance and Severe Weather Policy.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	18/09/19	Housing and Assets	<b>Modular Building</b> To receive a report on the concept and options available in using modular homes to increase the supply of Council Properties	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	18/09/19	Housing and Assets	<b>Disabled Facilities Grant Policy</b> To consider the revised Policy for Disabled Facilities Grant	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	18/09/19	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee and 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)
Community and Enterprise Overview & Scrutiny Committee	18/09/19	Overview and Scrutiny	<b>Year-end Council Plan Monitoring Report 2018/19</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 Economic Development, Cabinet Member for Corporate Management and Assets, Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	19/09/19	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	19/09/19	Overview and Scrutiny	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	19/09/19	Planning, Environment and Economy	<b>Community Safety Partnership Annual Report</b> To provide Members with assurance and an overview of the activities and progress of the Community Safety Partnership in 2019/20.	Operational	Cabinet Member for Planning and Public Protection

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	19/09/19	Chief Executive's	<b>Annual Improvement Report of the Auditor General for Wales 2018-19</b> To receive the Annual Improvement Report from the Auditor General for Wales and note the Council's response.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/09/19	People and Resources	<b>People Strategy Performance Report</b> To receive an update on progress of the People Strategy.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/09/19	Chief Executive's	<b>Employment and Workforce Quarterly update</b> This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/09/19	Overview and Scrutiny	<b>Year-end Council Plan Monitoring Report 2018/19</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 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	19/09/19	Chief Executive's	<p><b>Revenue Budget Monitoring 2019/20 Month 4 and Capital Programme Monitoring 2019/20 Month 4 and Significant Variances (Out of County Placements, Children's Services and School Transport)</b></p> <p>To provide information on Revenue Budget Monitoring 2019/20 (Month 4) and Quarter 1 of Capital Programme Monitoring 2019/20.</p> <p>To report on the significant overspends within Out of County Placements, Children's Services and School Transport on the Council fund budget.</p>	Operational	Cabinet Member for Social Services, Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside, Cabinet Member for Finance
Cabinet	24/09/19	Education and Youth	<p><b>21st Century Schools and Core Schools Capital Programme</b></p> <p>To approve the next phase of the programme for inclusion within the Medium Term Financial Strategy (MTFS).</p>	Strategic	Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	24/09/19	Streetscene and Transportation	<b>Waste Strategy Review Consultation</b> To approve the consultation event on the Council's revised Waste Strategy.	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Cabinet	24/09/19	Education and Youth	<b>Outcome of Estyn Inspection</b> To advise of the outcome of the recent Estyn Inspection of the Flintshire County Council Education Services.	Strategic	Leader of the Council and Cabinet Member for Education
Cabinet	24/09/19	Housing and Assets	<b>Flintshire Food Enterprise and the Food Poverty Response</b> To seek approval in principle for the formation of a Flintshire Food Enterprise.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	24/09/19	Streetscene and Transportation	<b>Bus Lanes in Flintshire – Limitations on Use</b> To seek approval for the limitations on vehicles utilising the proposed new bus lanes in Deeside.	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	24/09/19	Chief Executive's	<p><b>Aligning Red Book 'Craft' Pay to the Council's Pay Model</b></p> <p>To provide an overview of the impact of implementing the second year (2019) of the two year National Joint Council (NJC) pay agreement (2018/19-2019/20) using the national model and a proposal to transfer red book employees to the new pay model.</p>	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	24/09/19	Chief Executive's	<p><b>Year-end Council Plan Monitoring Report 2018/19</b></p> <p>To review the progress made against the priorities of the Council Plan 2018/19.</p>	Operational	Leader of the Council and Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	24/09/19	Chief Executive's	<p><b>Revenue Budget Monitoring 2019/20 (Month 4)</b>            This regular monthly report provides the latest revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 4, and projects forward to year-end.</p>	Operational	Cabinet Member for Finance
Cabinet	24/09/19	Streetscene and Transportation	<p><b>All Wales Concessionary Bus Pass (Renewal of Bus Passes)</b>            To provide an update on Welsh Government's proposals to replace the existing bus passes for concessionary users.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Cabinet	24/09/19	Chief Executive's	<p><b>Capital Programme Monitoring 2019/20 (Month 4)</b>            To present the Month 4 capital programme information for 2019/20.</p>	Operational	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	24/09/19	Chief Executive's	<b>Treasury Management Annual Report 2018/19</b> To present the draft Annual Treasury Management Report for 2018/19 for recommendation to Council.	Operational	Cabinet Member for Finance
Education and Youth Overview & Scrutiny Committee	26/09/19	Overview and Scrutiny	<b>Year-end Council Plan Monitoring Report 2018/19</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	26/09/19	Education and Youth	<b>Attendance and Exclusions</b> To provide a report to members on the portfolio's performance in relation to school attendance and exclusions for 2017-18; an overview of the Educational Social Work Team and a revised schedule for future reporting.	Operational	Leader of the Council and Cabinet Member for Education

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	26/09/19	Education and Youth	<b>School Balances</b> To provide the Committee with details of the closing balances held by Flintshire schools at the end of the financial year	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	26/09/19	Education and Youth	<b>Outcome of Estyn Inspection</b> To advise of the outcome of the recent Estyn Inspection of the Flintshire County Council Education Services.	Strategic	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	26/09/19	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (E &amp; Y)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Leader of the Council and Cabinet Member for Education
October					

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	3/10/19	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (S &amp; H)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee Page 285	3/10/19	Social Services	<b>Regional Learning Disability Service Update</b> To provide an update to the Regional Project Board in relation to the “Seamless Services for People with Learning Disabilities” project.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	3/10/19	Social Services	<b>Extra Care Strategy inc. update on Holywell</b> To provide an update on the existing extra care schemes	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	3/10/19	Social Services	<p><b>Arosfa Update</b> To provide information on an additional service to provide increased accommodation for young people with complex needs as an alternative to out of county placement. ICF Revenue funding will be used to staff 2 additional bedrooms on a short and longer term basis and this report will provide an update on progress.</p>	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	3/10/19	Social Services	<p><b>Progress for Providers Update</b> To provide an update on the Progress for Provider Programme</p>	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	3/10/19	Social Services	<p><b>Supporting families to Access Free Childcare Offer</b> To outline how more families can be supported to access the 30 hours Childcare Offer and proposals for capital investment to support this work.</p>	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	3/10/19	Social Services	<p><b>Foster Carers Adaptations Policy</b></p> <p>The introduction of this policy enables the Council to support foster carers to make necessary adaptations to their home to provide adequate space for children and young people to live and thrive in their care. Social Services will provide financial assistance to qualifying foster carers by means of a grant of up to £50,000.</p>	Operational	Cabinet Member for Social Services
Environment Overview & Scrutiny Committee	15/10/19	Overview and Scrutiny	<p><b>Forward Work Programme and Action Tracking (Env)</b></p> <p>To consider the Forward Work Programme of the Environment Overview &amp; Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	17/10/19	Finance	<p><b>Revenue Budget Monitoring Reports 2019/20 (Month 5)</b>            This regular monthly report provides the latest revenue budget monitoring position for 2019/ 20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 5 and projects forward to year-end</p>	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	17/10/19	Overview and Scrutiny	<p><b>Action Tracking</b>            To inform the Committee of progress against actions from previous meetings.</p>	Operational	
Corporate Resources Overview & Scrutiny Committee	17/10/19	Overview and Scrutiny	<p><b>Forward Work Programme</b>            To consider the Forward Work Programme of the Corporate Resources Overview &amp; Scrutiny Committee</p>	Operational	



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22/10/19	Governance	<p><b>Flintshire County Council Procurement Strategy</b> To agree the updates to the document and to support the twin aims of increased collaborative contracts with Denbighshire County Council and more local purchasing.</p>	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	22/10/19	Social Services	<p><b>Regional Learning Disability Service Update</b> Following the setting up of the Regional Service, this report gives an update on progress to date as well as planned activity over the next 12 months.</p>	Operational	Cabinet Member for Social Services
Cabinet	22/10/19	Social Services	<p><b>Arosfa Update</b> To provide information on an additional service to provide increased accommodation for young people with complex needs as an alternative to out of county placement. ICF Revenue funding will be used to staff 2 additional bedrooms on a short and longer term basis and this report will provide an update on progress.</p>	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)
Cabinet	22/10/19	Social Services	<p><b>Progress for Providers update</b> Following in initial success of the programme this report evaluates it's progress to date and the work underway in 2019/20 to expand the programme further into new areas, whilst also further developing those who have achieved bronze accreditation and are now working towards silver and gold accreditation.</p>	Operational	Cabinet Member for Social Services
Cabinet	22/10/19	Chief Executive's	<p><b>Strategic Equality Plan Annual Report 2018/19</b> To endorse the progress made against the Strategic Equality Plan 2018/19</p>	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	22/10/19	Housing and Assets	<p><b>Housing Strategy and Action Plan</b> To approve the Housing Strategy and draft Action Plan 2019-24.</p>	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22/10/19	Chief Executive's	<p><b>Revenue Budget Monitoring 2019/20 (Month 5)</b>            This regular monthly report provides the latest revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 5, and projects forward to year-end.</p>	Operational	Cabinet Member for Finance
Cabinet	22/10/19	Governance	<p><b>Public Services Ombudsman for Wales</b>            To share the Ombudsman Annual Letter and provide an overview of Flintshire County Council's caseload and performance for 2018/19.</p>	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)
Cabinet	22/10/19	Governance	<b>Flintshire Connects Report</b> To provide an update on current service delivery and developments within Flintshire Connects Centres. To agree the future direction of the service in line with the Corporate Customer Service Strategy.	Operational	Cabinet Member for Corporate Management and Assets
Page 292 Flintshire County Council	22/10/19	Chief Executive's	<b>Annual Performance Report 2018/19</b> To adopt the Annual Performance Report 2018/19.		
Flintshire County Council	22/10/19	Chief Executive's	<b>Treasury Management Annual Report 2018/19</b> To present to Members the draft Annual Treasury Management Report for 2018/19		
Flintshire County Council	22/10/19	Governance	<b>Code of Conduct</b> To amend the Code of Conduct in line with the recommendations from the Committee on Standards in Public Life		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	22/10/19	Governance	<b>Review of the Flintshire Standard</b> To review the expected standards of behaviour contained within the Flintshire Standard/Local Resolution Procedure.		
Flintshire County Council	22/10/19	Governance	<b>Audit Committee Annual Report</b> To report to Members details of the activities of the Audit Committee during 2018/19.		
Organisational Change Overview & Scrutiny Committee	28/10/19	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (OC)</b> To consider the Forward Work Programme of the organisational Change Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
November					

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	6/11/19	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (C &amp; E)</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	6/11/19	Housing and Assets	<b>Housing Rent Income</b> To provide an operational update on rent collection and current arrear levels	Operational	Cabinet Member for Housing
Education and Youth Overview & Scrutiny Committee	7/11/19	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (E &amp; Y)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Leader of the Council and Cabinet Member for Education

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	12/11/19	Overview and Scrutiny	<p><b>Forward Work Programme and Action Tracking (Env)</b> To consider the Forward Work Programme of the Environment Overview &amp; Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee Page 295	12/11/19	Planning, Environment and Economy	<p><b>Flint Landfill and Crumps Yard Solar PV Final Business Cases</b> To provide Members with the final business cases for solar PV developments at Flint Landfill and Crumps Yard following planning permission and tender exercise to determine capital costs. Members to review the business cases to ensure they are robust prior to final review by Cabinet.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/11/19	Finance	<p><b>Revenue Budget Monitoring Reports 2019/20 (Month 6) and Capital Programme (Month 6)</b></p> <p>This regular monthly report provides the latest revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 6 and projects forward to year-end. To provide information on Month 6 of the Capital Programme.'</p>	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/11/19	Overview and Scrutiny	<p><b>Action Tracking</b></p> <p>To inform the Committee of progress against actions from previous meetings.</p>	Operational	
Corporate Resources Overview & Scrutiny Committee	14/11/19	Overview and Scrutiny	<p><b>Forward Work Programme</b></p> <p>To consider the Forward Work Programme of the Corporate Resources Overview &amp; Scrutiny Committee</p>	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	14/11/19	Chief Executive's	<b>Employment and Workforce Quarterly update</b> This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.	Operational	Cabinet Member for Corporate Management and Assets
Social & Health Care Overview & Scrutiny Committee	14/11/19	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (S &amp; H)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Social Services
Cabinet	19/11/19	Governance	<b>Council Tax Base for 2020/21</b> To approve the Council Tax Base for the financial year 2020/21 as part of the process of the revenue budget setting and Council Tax setting process for the new year.	Operational	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	19/11/19	Planning, Environment and Economy	<b>Regional Technical Statement for Aggregates Second Review Consultation</b> Members to note the Consultation Response and Endorsement of Document which Guides Aggregate Provision in Local Development Plan Policy	Strategic	Cabinet Member for Planning and Public Protection
Audit Committee	20/11/19	Governance	<b>Contract Management</b> To update the Committee on the audit review of contract management.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	20/11/19	Governance	<b>Internal Audit Progress Report</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	20/11/19	Governance	<b>Audit Committee 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

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	20/11/19	Housing and Assets	<b>Asset Disposals and Capital Receipts Generated 2018/19</b> To inform Members of the 2018/19 asset disposals.	Strategic	Cabinet Member for Corporate Management and Assets
Audit Committee	20/11/19	Education and Youth	<b>School Reserve Balances Year Ending 31 March 2019</b> To report the level of school balances to Audit Committee and to highlight the risks and internal processes associated with schools in deficit.	Operational	Leader of the Council and Cabinet Member for Education
Audit Committee	20/11/19	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
December					
Organisational Change Overview & Scrutiny Committee	9/12/19	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (OC)</b> To consider the Forward Work Programme of the organisational Change Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	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)
Environment Overview & Scrutiny Committee	10/12/19	Overview and Scrutiny	<p><b>Forward Work Programme and Action Tracking (Env)</b> To consider the Forward Work Programme of the Environment Overview &amp; Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee	12/12/19	Finance	<p><b>Revenue Budget Monitoring 2019/20 (MONTH 7)</b> This regular monthly report provides the latest revenue budget monitoring position for 2019/ 20 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	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	12/12/19	Overview and Scrutiny	<p><b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.</p>	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	12/12/19	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	12/12/19	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (S &amp; H)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	12/12/19	Social Services	<b>North Wales Adoption Service Annual Report</b> To provide an overview of the performance and quality of the work of North Wales Adoption Service in 2018-19. The reports set out the challenges and future objectives for 2019-2020	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)
Community and Enterprise Overview & Scrutiny Committee	18/12/19	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking(C &amp; E)</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Housing
Education and Youth Overview & Scrutiny Committee Page 302	19/12/19	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (E &amp; Y)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Leader of the Council and Cabinet Member for Education
January					

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	14/01/20	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (Env)</b> To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee	16/01/20	Finance	<b>Revenue Budget Monitoring Reports 2019/20 (Month 8)</b> This regular monthly report provides the latest revenue budget monitoring position for 2019/ 20 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	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	16/01/20	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	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)
Corporate Resources Overview & Scrutiny Committee	16/01/20	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee	22/01/20	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (C &amp; E)</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Finance
Organisational Change Overview & Scrutiny Committee	27/01/20	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (OC)</b> To consider the Forward Work Programme of the organisational Change Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	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)
Audit Committee	29/01/20	Governance	<b>Internal Audit Progress Report</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	29/01/20	Governance	<b>Audit Committee 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	29/01/20	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	30/01/20	Overview and Scrutiny	<b>Forward Work Programme and Action Tracking (S &amp; H)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Social Services

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	30/01/20	Overview and Scrutiny	<p><b>Forward Work Programme and Action Tracking (E &amp; Y)</b> To consider the Forward Work Programme of the Education &amp; Youth Overview &amp; Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Leader of the Council and Cabinet Member for Education
February					
Corporate Resources Overview & Scrutiny Committee	13/02/20	Finance	<p><b>Revenue Budget Monitoring Reports 2019/20 (Month 9 ) and Capital Programme (Month 9)</b> This regular monthly report provides the latest revenue budget monitoring position for 2019/20 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. To provide information on Month 4 of the Capital Programme.</p>	Operational	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)
Corporate Resources Overview & Scrutiny Committee	13/02/20	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13/02/20	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13/02/20	Chief Executive's	<b>Employment and Workforce Quarterly update</b> This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.	Operational	Cabinet Member for Corporate Management and Assets

This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 15 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank



By virtue of paragraph(s) 15 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank

By virtue of paragraph(s) 15 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted - Not for Publication

This page is intentionally left blank