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To: Cllr Ian Roberts (Leader)

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

16 October 2019

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 22nd October, 2019 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST

Purpose: To receive any declarations and advise Members accordingly.

3 MINUTES (Pages 5 - 16)

Purpose: To confirm as a correct record the minutes of the meeting held on 24th September 2019.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 MEDIUM TERM FINANCIAL STRATEGY AND BUDGET 2020/21 (Pages 17 - 28)

Report of Chief Executive, Corporate Finance Manager - Cabinet Member for Finance

Purpose: To update on the forecast for the budget requirements for the Council Fund Revenue Budget for 2020/21.

- 5 **ANNUAL PERFORMANCE REPORT 2018/19** (Pages 29 - 90)
Report of Chief Executive - Cabinet Member for Corporate Management and Assets
- Purpose:** To approve the Annual Performance Report 2018/19 prior to endorsement by the County Council and publication
- 6 **STRATEGIC EQUALITY PLAN ANNUAL REPORT 2018/19** (Pages 91 - 162)
Report of Chief Executive - Cabinet Member for Corporate Management and Assets
- Purpose:** To endorse the progress made against the Strategic Equality Plan 2018/19.
- 7 **CARE INSPECTORATE WALES (CIW) ANNUAL PERFORMANCE REVIEW LETTER** (Pages 163 - 178)
Report of Chief Officer (Social Services) - Cabinet Member for Social Services
- Purpose:** To note the content of the Annual Performance letter, Care Inspectorate Wales (CIW's) assessment of the authority's performance during the year 2018/19 and CIW's Performance Review Plan for 2019-20.
- 8 **ON STREET CAR PARKING IN TOWN CENTRES** (Pages 179 - 184)
Report of Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
- Purpose:** To seek approval to redesignate a town centre car park in Buckley to provide some free, short stay car parking.
- 9 **HOUSING STRATEGY AND ACTION PLAN** (Pages 185 - 232)
Report of Chief Officer (Housing and Assets) - Cabinet Member for Housing
- Purpose:** To approve the Housing Strategy and draft Action Plan 2019-24.
- 10 **DISABLED FACILITIES GRANT POLICY** (Pages 233 - 250)
Report of Chief Officer (Housing and Assets) - Cabinet Member for Housing
- Purpose:** To seek approval for the Disabled Facilities Grants Policy.

11 **REVIEW OF PROCUREMENT STRATEGY** (Pages 251 - 282)

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

Purpose: To seek approval of the updates to the document and to support the twin aims of increased collaborative contracts with Denbighshire County Council and more local purchasing.

OPERATIONAL REPORTS

12 **PUBLIC SERVICES OMBUDSMAN FOR WALES ANNUAL LETTER 2018/19** (Pages 283 - 296)

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

Purpose: To share the Ombudsman Annual Letter and provide an overview of Flintshire County Council's caseload and performance for 2018/19.

13 **REVENUE BUDGET MONITORING 2019/20 (MONTH 5)** (Pages 297 - 322)

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 5, and projects forward to year-end.

14 **AROSFA UPDATE** (Pages 323 - 328)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

Purpose: 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.

15 **SUPPORTING FAMILIES TO ACCESS THE FREE CHILDCARE OFFER** (Pages 329 - 336)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

Purpose: To provide details of how more families can be supported to access the free childcare offer along with proposals for capital investment to support the work.

16 **SUPPORTING PEOPLE SERVICE ANNUAL REPORT AND USER FEEDBACK QUESTIONNAIRE** (Pages 337 - 352)

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

Purpose: To provide an update on how Supporting People funding is helping people, including those with multiple complex needs.

17 **WINTER MAINTENANCE AND SEVERE WEATHER POLICY** (Pages 353 - 376)

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

Purpose: To seek approval of the revised Winter Maintenance and Severe Weather Policy.

18 **FLINTSHIRE CONNECTS ANNUAL REPORT** (Pages 377 - 386)

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

Purpose: To provide an update on current service delivery and developments within Flintshire Connects Centres and to agree the future direction of the service in line with the Corporate Customer Service Strategy.

19 **EXERCISE OF DELEGATED POWERS** (Pages 387 - 388)

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

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

Yours sincerely



Robert Robins
Democratic Services Manager

CABINET
24TH SEPTEMBER 2019

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 24th September 2019.

PRESENT: Councillor Ian Roberts (Chair)

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

IN ATTENDANCE:

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

APOLOGY:

Councillor Derek Butler.

OTHER MEMBERS IN ATTENDANCE:

Councillor Patrick Heesom.

51. DECLARATIONS OF INTEREST

None.

52. MINUTES

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

RESOLVED:

That the minutes be approved as a correct record.

53. 21ST CENTURY SCHOOLS AND CORE SCHOOLS CAPITAL PROGRAMME

Councillor Roberts introduced the report which provided the background to proposed capital investment schemes at Ysgol Brynford and Ysgol Croes Atti (Shotton site).

The report demonstrated how the Council was fulfilling its commitments to continually improve the sustainability of primary education in the County, and underpinned the commitment to Welsh medium education and also to rural schools.

Support was sought to bring together a number of key funding streams for Ysgol Croes Atti, as well as making an early commitment within the capital programme in order to maximise the much needed investment in the school. It would improve the learning environment both indoors and outside to ensure it was fit for the delivery of the new curriculum for Wales and provide the much needed wrap around care that parents needed.

Whilst the school building was structurally sound, further modifications were needed. They would help to accommodate the growing numbers of pupils to consolidate the existing childcare and early education provision and improve the outdoor spaces in particular, which were not fit for the purposes of a modern day curriculum or the wellbeing of learners.

The report outlined the funding received through the Childcare Capital Grant and the recycling of 21st Century Schools funding in light of Welsh Medium Capital funding to Ysgol Glanrafon. In order to maximise the funding and meet expenditure deadlines, it was proposed to bring forward the Council's financial contribution in the capital programme to enable the project to move forward at pace and achieve best value.

Regarding Ysgol Brynford, Cabinet resolved not to amalgamate Brynford and Lixwm schools last year and it was noted that Ysgol Brynford needed investment of approximately £1.3m to address some significant shortfalls in its accommodation. The school continued to thrive, was over-subscribed and delivered a quality learning experience but it was extremely challenging in the cramped conditions.

The school had been a beneficiary of the Welsh Government Childcare Grant of £500k, leaving a shortfall of £800k to complete the necessary works. With an expenditure deadline of 2021 to spend the Childcare Grant, it would again be expedient for the Council to bring forward its commitment made in the 21st Century Schools programme to deliver the much needed remodelling in one project and achieve best value.

Members thanked all officers involved in the work on the projects and welcomed the proposals.

The Chief Executive added that they were both critical projects to which significant funding was attached through the 21st Century Schools programme, Band B. Both he and the Corporate Finance Manager were comfortable with the proposals and the funding had been factored into the Medium Term Financial Strategy.

RESOLVED:

That the report be noted and approval be given to the projects at Ysgol Brynford and Ysgol Croes Atti, Shotton to be included in the Capital Programme with costs apportioned over 2019/20 and 2020/21 funded by prudential borrowing and Welsh Government grant. The associated revenue costs will be built into the Medium Term Financial Strategy from 2020/21 onwards.

54. OUTCOME OF ESTYN INSPECTION

Councillor Roberts introduced the report which provided an overview of the full inspection by Estyn that had been undertaken in June 2019, with the report being published on the Estyn website on 9th August.

He was delighted to present the report which celebrated the positive inspection of the Council's education services in Flintshire. It was a comprehensive review with a team of 12 inspectors interviewing senior managers, front line officers, headteachers and wider stakeholders.

Estyn found that, overall, pupils in local schools, including those entitled to free school meals and those with special educational needs, made sound progress during their time in statutory education. Primary education in the County was particularly strong with the proportion of primary schools achieving excellent judgements for standards well above the Wales average. The effective working relationship between the Council and GwE was highlighted as a strength with appropriate support for schools leading to improvements in standards achieved by pupils.

The performance of vulnerable groups had improved over the last three years with the number of Year 11 leavers known not to be in education, training or employment remaining low and provision for learners Educated Other than at School identified as good.

The report highlighted that most pupil's wellbeing was good across all phases of education and noted that the Council had strategies to improve their mental and emotional health in schools. The leadership and management of education services in Flintshire was noted as a strength with senior officers and elected Members sharing a clear vision for educational provision which was well reflected in corporate strategies.

A small number of recommendations were made in the report for ongoing improvement with which the Council agreed, and had already been identified in business plans by the Portfolio Team. They included continuing to improve the standards achieved by learners by the end of Key Stage 4, improving pupil attendance levels, and reducing the number of fixed term and permanent exclusions. The report also recommended that the Council work with schools to keep deficit budgets under control.

All Members thanked everybody involved and welcomed the positive Estyn report, noting that the Council had also been asked to write up a case study on its particularly effective practices in supporting the early language development of children, which would be published on the Estyn website to positively impact the work of other local authorities.

RESOLVED:

That the Estyn report on education services in Flintshire be received and the findings acknowledged.

55. FLINTSHIRE FOOD ENTERPRISE AND THE FOOD POVERTY RESPONSE

Councillor Hughes introduced the report and business model for the new social enterprise business.

Food poverty was defined as ‘people not having access to good fresh food by choice’, and referred to the definition ‘if you feed people well, they are more likely to get out of their crisis’. It was known that for every £1 spent on processed food, 37p was added for diet related diseases that required treatment later on.

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 Hungers campaign positive publicity was generated and over 17,000 meal were delivered to children in communities in the County who otherwise might have gone in need during that holiday period. Due to the success of the 2018 campaign, it was repeated and the response had been much bigger in 2019.

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

The business model, which was attached as a confidential appendix, was for a new social enterprise business with the three partners having equal rights for the management and delivery of the operation. Food would be prepared in Flintshire through a number of hub locations with a main food preparation hub in the Shotton area.

The primary aim would be to reach and develop sustainable models for people to access good affordable fresh food, particularly linking in with work the Council did and services provided, such as:

- Domiciliary care and linking food provision with care services;
- Developing a transition programme from food aid to food purchase for vulnerable groups, i.e. homeless families;
- To link in with services which support residents and embed support around food provision within those services; and
- To use food provision as a catalyst to begin to tackle loneliness and isolation

Members welcomed the report and said it aligned to the Council Plan and being a Caring Council.

The Chief Executive thanked all of the officers involved in the project which would help to deal with social issues; the Council was keen to progress the project as soon as possible.

RESOLVED:

- (a) That the proposal be endorsed and supported for a new Social Enterprise model which will make a significant contribution to reducing food poverty in the Council; and

- (b) That delegated authority be provided to the Chief Executive, in conjunction with the Leader of the Council, to approve the business plan, contracts and legal documents.

56. WASTE STRATEGY REVIEW CONSULTATION

Councillor Thomas introduced the report which proposed that the Council undertake 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.

In 2011 the Council introduced a Managed Weekly Collection 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. The change significantly improved the Council's recycling performance and due to the engagement and efforts of residents, the Council continued to perform well, with the recycling performance for 2018/19 confirmed at 69.16%. That was already above the 2019/20 target of 64% with the next significant target being 70% in 2025.

The Chief Officer (Streetscene and Transportation) said that the current recycling performance needed to be celebrated, but without operational and policy change, it was likely that performance would now stabilise and any future improvements in performance would become difficult to achieve. Whilst the current waste strategy did not come to an end until 2025, the target set within the document of 70% had been almost achieved and it was important that the Council started to plan for the future, considering what more could be done to increase recycling rates in the future and reduce residual waste.

The consultation would consider a number of aspects, including:

- Informing service users on current success;
- Informing service users on what happened to collected recyclable items;
- Explaining the need for a review to be undertaken;
- Gaining information on current recycling behaviours; and
- Consideration for future service change options that would maximise recycling potential.

In response to a question from Councillor Banks, the Chief Officer explained that the questionnaires would be available online for completion but a paper copy could be completed upon request. A number of community drop in events had been organised and feedback from those would be received.

RESOLVED:

- (a) That Cabinet notes the current recycling performance and expresses thanks to the residents and employees for their performance; and

- (b) 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 services and encourages residents to engage with the survey.

57. YEAR-END COUNCIL PLAN MONITORING REPORT 2018/19

The Chief Executive introduced the report which presented the monitoring of progress in the Council Plan at the end of 2018/19.

The monitoring report for the 2018/19 Council Plan was a positive report. It showed 92% of activities being assessed as having made good progress, and 89% on track to achieve the desired outcome.

Performance indicators showed good progress with 70% on target, 20% were being monitored and 10% off track. Risks were also being successfully managed with the majority being assessed as moderate (64%), minor (14%) or insignificant (11%).

The report had been submitted to Corporate Resources Overview and Scrutiny Committee and would form the basis of the statutory report to County Council in October.

RESOLVED:

- (a) That the levels of progress, performance and risk in the Year-end Council Plan 2018/19 monitoring report be noted and endorsed; and
- (b) That Cabinet be assured by plans and actions to manage the delivery of the 2019/20 Council Plan.

58. REVENUE BUDGET MONITORING 2019/20 (MONTH 4)

Councillor Banks introduced the report which provided the first detailed revenue budget monitoring position for 2019/20 for the Council Fund and the Housing Revenue Account for the new financial year and presented the position, based on actual income and expenditure, as at Month 4. The report projected how the budget would stand at the close of the financial year if all things remained unchanged.

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

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 report in July 2019; and
- A projected contingency reserve balance as at 31st March 2020 of £1.886m.

Housing Revenue Account

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

Both the Council and the Welsh Local Government Association (WLGA) continued to campaign and lobby Welsh Government (WG) for specific additional national funding for high demand –high cost services. The increasing demands of Out of County/Children’s Services care continued to provide significant challenges.

The Corporate Finance Manager provided details of the major variances; tracking of in-year risks and emerging issues; achievement of planned in-year efficiencies; other in-year issues; MTFS impact and risks; reserves and balances; and earmarked reserves.

The Chief Executive added that this was the first year to see such large overspends and work was being undertaken with portfolios to determine if non-essential expenditure could be halted in year, but he emphasised that this would be a one off. The impact on the following year would be significant. On Out of County Placements, the situation was unpredictable and there was a further call from WG to meet the budget requirement for the Council. He appealed to WG that any in-year underspends should be targeted to Out of County Placements across Wales.

The report had been submitted to Corporate Resources Overview and Scrutiny Committee, alongside two exception reports on the overspend in Out of County Placements and Streetscene and Transportation and Councillor Banks thanked the Committee for receiving the information with realism.

RESOLVED:

- (a) That the overall report and the projected Council Fund contingency sum as at 31st March 2020 be noted;
- (b) That the projected final level of balances on the Housing Revenue Account be noted; and
- (c) That a budget virement within Social Services to realign the budget to meet current service needs be agreed.

59. CAPITAL PROGRAMME MONITORING 2019/20 (MONTH 4)

Councillor Banks introduced the report which summarised 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 had seen a net increase of £27.844m during the period which comprised of:

- Net increases in the programme of £15.914m (Council Fund (CF) £15.390m, Housing Revenue Account (HRA) £0.524m); and
- 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 was £1.230m. That was in advance of any additional capital receipts or other funding being generated in year.

RESOLVED:

- (a) That the overall report be approved;
- (b) That the carry forward adjustments in paragraph 1.16 be approved; and
- (c) That the funding of schemes from the current 'headroom', re-profiling of the Disability Discrimination Act (DDA) budget be approved, and if required, funding for flooding impact on the Highway Network.

60. TREASURY MANAGEMENT ANNUAL REPORT 2018/19

Councillor Banks introduced the report which presented the draft Treasury Management Annual Report 2018/19 for recommendation for approval to Council.

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

RESOLVED:

That the Draft Treasury Management Annual Report 2018/19 and the Draft Mid-Year Report 2018/19 be approved and recommended to Council.

61. BUS LANES IN FLINTSHIRE – LIMITATIONS ON USE

Councillor Thomas introduced the report which confirmed which vehicle types would be permitted to use the new bus lanes on the B5129 between Queensferry and Shotton, and the enforcement arrangements which would be put in place to manage the usage of the new infrastructure.

The Council was delivering various bus priority measures as part of its Integrated Transport Strategy, which supported the Welsh Government (WG) aspirations for a regional 'North East Wales Metro', promoting a sustainable transport solution, which would successfully integrate all modes of transport, whilst maintaining

and promoting a sustainable, affordable and environmentally friendly public transport service, with links to all of Flintshire and the wider region.

The work also aligned with the high level interventions contained within the WG approved *North Wales Joint Local Transport Plan 2015-2020*, which included:

- Encouraging sustainable travel;
- Improved links to employment and access to services;
- Public transport infrastructure improvements; and
- Quality partnerships on key bus route corridors.

As part of the work, Cabinet approved the construction of dedicated bus lanes, with work on the scheme commencing in January 2020.

The Chief Officer (Streetscene and Transportation) added that the Council required 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 had formally applied to WG to obtain the necessary authority to carry out such enforcement.

RESOLVED:

- (a) That the limitations on vehicles authorised to utilise the proposed bus lanes on the B5129 be approved; and
- (b) That the enforcement arrangements on all other bus lanes and bus priority measures at key locations across the corridor be approved.

62. ALL WALES CONCESSIONARY TRAVEL SCHEME – REPLACEMENT OF TRAVEL CARDS (BUS PASSES)

Councillor Thomas introduced the report which provided an update on the process and timelines for the Concessionary Travel Card replacement project.

Transport for Wales (TfW) had 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.

The new style cards had been issued to all new applicants since June 2019, with the full roll out of replacement cards being recently commenced. Following problems with the volume of traffic on the TfW website, their website capacity had been increased and would be available for use the following week. Paper applications could be completed by residents visiting a Connects Centre.

RESOLVED:

That the process to re-issue Concessionary Travel Cards to all eligible residents of Flintshire be noted.

63. 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

- **Aster Hope Domestic Abuse Floating Support**

This five 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 possibly 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 and Charges**

Increase in fees for food hygiene re-rating inspections and also for ship sanitation inspections.

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 and 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

64. FLINTSHIRE FOOD ENTERPRISE AND THE FOOD POVERTY RESPONSE (CONFIDENTIAL APPENDIX TO AGENDA ITEM NUMBER 6)

Noted.

RESOLVED:

That the appendix be noted.

65. ALIGNING RED BOOK 'CRAFT' PAY TO THE COUNCIL'S PAY MODEL

Councillor Mullin introduced the report which provided 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.

RESOLVED:

- (a) That the progress made in reviewing the Pay Model to incorporate the requirements of the 2nd year of the National Pay Award be noted and welcomed; and

- (b) That the Chief Executive be invited to conclude negotiations with the Trade Unions and agree and implement a revised pay model using his delegated powers provided that the new pay model meets the tests as set out in the report, including a positive Equality Impact Assessment.

66. 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 12.15 p.m.).

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Chair

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CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Medium Term Financial Strategy and Budget 2020/21
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.

At the Council budget meeting on 19 February a high level overview of the range of potential pressures was presented. At that time the forecast for 2020/21 was £9.5m with the overall “gap” for the three year period forecast to be £26m. The 2020/21 “gap” increased to £9.8m due to the additional use of reserves in balancing the budget for 2019/20 at the final stage.

A second revision to the initial forecast was presented to Cabinet in April which set out the most up to date position at that time based on current intelligence. At that stage the high level projection, based on known issues and excluding national funding scenarios, showed that the potential budget gap had risen to £13.3m for 2020/21.

Over the summer, the forecast has been revised to take into account the latest intelligence on pay and other pressures which has led to an increase in the budget gap to £16.2m for 2020/21, which is a further increase of £2.9m.

A summary of the forecast and changes to the position previously reported is set out in this report.

The report provides an update on the national position as it stands at the moment together with the Councils’ high level strategy to meet the forecast gap and highlights the risks associated with this, in particular around the requirement to ensure that settlements from Welsh Government include additional allocations to

the formula to meet the costs of increased pay and pensions, demand led services and new legislative requirements.

It is essential that adequate funding is provided by Welsh Government from the additional funding announced in the UK Spending Review. In the absence of this additional funding the Council will be at significant risk of not being able to set a safe and legal balanced budget.

RECOMMENDATIONS

1	Members are asked to note the changes to the forecast.
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REPORT DETAILS

1.00	EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY – FORECAST 2020/21 – 2022/23
1.01	<p>The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.</p> <p>This report provides an update on the position reported in April on the financial forecast for 2020/21 and reflects the latest intelligence, together with a high level forecast for the following two years up to 2022/23. This will provide members with the opportunity to consider the financial position and the strategic solutions to meet the budget gap.</p>
1.02	In April the financial forecast for 2020/21 based on known issues at that time and excluding national funding scenarios showed a potential budget gap of £13.3m for 2020/21.
	The National Position
1.03	In early September, the UK Government delivered the outcome of its one year spending review which set out its spending plans for 2020/21. The announcement advised of an increase of £593m for the Welsh Government budget above the 2019/20 baseline which represents a 2.3% increase.
1.04	Analysis undertaken by the Welsh Local Government Association (WLGA) has identified that the amount of cost pressures facing Councils across Wales in 2020/21 totals £254m rising to around £739m by 2022/23. It is essential that these cost pressures are met by Welsh Government from the additional funding announced through the UK Spending Review.

1.05	Further detail is emerging regarding the national position on funding of the teachers' pay award and the teachers' pension employer contribution. Welsh Government have advised that 85% of the teachers' pension costs is built into the baseline budget currently though teachers' pay is not. Confirmation of how this and the additional funding announced through the UK spending review will impact on the settlement for 2020/21 is still awaited.
1.06	It has recently been announced that the draft Welsh Budget will be considered on 19 November which means that the Provisional Settlement for Local Government will be available around the 26 November. The Final Welsh Government Budget is expected to be approved on 4 February 2020 resulting in a final position for Local Government being made available on 11 February.
	Revisions to the Forecast
1.07	Over the summer, the forecast has been revised to take into account 1) changes to the pressures included in the April forecast and 2) New pressures which were not previously included. The total impact of the changes has increased the budget gap by £2.854m to £16.174m for 2020/21.
	<u>Changes to the pressures in the April Forecast</u>
1.08	Schools – Non-Teacher – Increase of £0.048m The estimated costs of the non-teacher pay award for 2020/21 have been refined to reflect actual September pay costs.
1.09	Teachers Pay Award – Increase of £0.400m The teacher pay award of 2.75% was confirmed over the summer compared with the 2% that was previously included in the forecast. This has the impact of increasing the total cost pressure for teachers pay to £2.4m. Work at a national level by the WLGA has set out the case for Welsh Government to fully fund this cost pressure as well as other nationally set pay awards. However, if these costs are not fully funded then there may be a requirement for schools to share these increased costs. This would have the effect of reducing the forecast by £1.2m if agreed on a 50:50 basis.
1.10	Out of County Placements – Increase of £1.344m The previous forecast included a cost pressure of £1.156m which was broadly based on the number of clients at the time of setting the budget for 2019/20. The in-year revenue monitoring position for 2019/20 has identified an increasing demand on the service due to additional placements and increased complexity. A report on this issue was considered by Corporate Resources and Scrutiny Committee in September who accepted that scope for mitigation in the short term was very limited. Therefore, the estimated cost pressure has been revised to

	£2.5m. This is a national issue and part of the WLGA case to Welsh Government to fully fund pressures for increased service demand.
1.11	<p>Education and Youth – Increase of £0.080m</p> <p>The previous forecast included assumptions around the new requirements for Additional Learning Needs (ALN) Reforms which was anticipated to commence from September 2020. A recent government announcement has put the anticipated start date back to September 2021 hence moving the pressure from 2020/21 to 2021/22. This has reduced this cost pressure by £0.116m in 2020/21 but has increased it for future years. However, an additional pressure has been identified for one to one support by schools to support the implementation of Additional Learning Needs which has increased the initial pressure of £0.200m to £0.400m. There have been minor changes to the other pressures for demography and the ALN exclusions pressure.</p>
1.12	<p>ICT Schools connectivity/LFN – Pressure removed (£0.050m)</p> <p>The previous forecast included a cost pressure for the above which has now been removed due to mitigation identified by the service area.</p>
1.13	Total increases to existing cost pressures - £1.822m
	<u>New Pressures included in the October Forecast</u>
1.14	<p>Additional Pay inflation - Aura/Newydd – £0.091m</p> <p>The increase brings the assumed pay award to 2% which is consistent to the pay award assumed for all council staff.</p>
1.15	<p>Pension Officer Post - £0.040m</p> <p>A requirement for an additional post to work within employment services as the direct contact for pensions has been identified.</p>
1.16	<p>Social Services Specific Grant shortfall – £0.283m</p> <p>At the time of setting the 2019/20 budget the Council received notification of additional specific funding for Social Services. The estimated amount included in the budget was £2.225m, however the actual amount received in 2019/20 is £1.942m. Therefore, the shortfall of £0.283m has now been included in the forecast.</p>
1.17	<p>Additional borrowing costs for 21st Century Schools - £0.039m</p> <p>The pressure relates to the revenue costs associated with borrowing for the capital programme for Ysgol Brynford and Ysgol Croes Atti which were approved by Cabinet in September 2019.</p>
1.18	<p>Temporary Accommodation - £0.040m</p> <p>The pressure relates to a previous efficiency based on a 5% reduction in the temporary accommodation budget which was dependant on a new</p>

	<p>model for emergency bed provision which has not been agreed. The remaining service is grant funded and therefore there is no further scope for achieving this efficiency.</p>
1.19	<p>Review of Financial Assessments - £0.030m</p> <p>The pressure is the remainder of previous efficiencies from within the financial assessments team of £0.080m of which £0.050m have been achieved. There is no scope for further efficiencies within the team.</p>
1.20	<p>Foster Carers Discounts Scheme - £0.092m</p> <p>A new Council Tax discount scheme for local authority foster carers is being implemented from April 2020 to provide a more competitive package in terms of allowances and benefits. The aim is to help retain and grow the number of local foster carers and reduce the need for private foster carers which may bring savings in the future.</p>
1.21	<p>Enforcement Officer - £0.041m</p> <p>This additional post is required due to the withdrawal of committal as a recovery tool due to a change in Welsh Government policy on Council Tax collection. This increases the risk to the Council of non-payment and has led to this increased requirement.</p>
1.22	<p>Growth Deal Contribution - £0.050m</p> <p>The Council is one of the six partners of the North Wales Regional Growth Deal which is working to secure funding to support infrastructure development, skills and employment and business growth. The pressure is the annual contribution that the Council will need to make to the partnership from 2020/21.</p>
1.23	<p>Unachieved Efficiency against income target - £0.100m</p> <p>In previous years the Council has set a target for the achievement of additional income from fees and charges of which £0.150m is still to be achieved. Further work is ongoing to maximise income but the current position indicates that there will be an unachieved amount of £0.100m in 2020/21. Any additional income generated over and above this target will be able to be put forward as additional efficiencies towards the budget gap.</p>
1.24	<p>Unachieved Efficiency for Workforce costs - £0.100m.</p> <p>The 2019/20 budget included an efficiency for further workforce cost reduction efficiencies from review of eligibility for Essential Car Users, reduction in mileage budgets and from the introduction of a salary sacrifice scheme for Additional Voluntary Contributions (AVC's) to the pension scheme. It is now projected that £0.150m will be achieved and that there will be a shortfall of £0.100m in 2020/21.</p>
1.25	<p>Citrix Licencing Pressure - £0.126m</p>

	The pressure is due to a 6% increase in the Citrix licencing costs from 2020/21.																																								
1.26	Total new Cost Pressures - £1.032m																																								
1.27	<p>The revised summary over the three year period is shown below in Table 2.</p> <p>Table 2.</p> <table border="1"> <thead> <tr> <th>Cost Pressure Group</th> <th>20/21</th> <th>21/22</th> <th>21/23</th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Pay Inflation</td> <td>5.456</td> <td>3.942</td> <td>3.629</td> </tr> <tr> <td>Non Pay Inflation</td> <td>0.759</td> <td>0.759</td> <td>0.759</td> </tr> <tr> <td>Social Care Pressures</td> <td>5.574</td> <td>2.657</td> <td>2.433</td> </tr> <tr> <td>Education Pressures (non-pay)</td> <td>0.788</td> <td>1.073</td> <td>(0.093)</td> </tr> <tr> <td>Other Service Pressures</td> <td>1.376</td> <td>0.339</td> <td>0.412</td> </tr> <tr> <td>Repayment of Reserve from 2019/20</td> <td>2.221</td> <td>0.000</td> <td>0.000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>16.174</td> <td>8.770</td> <td>7.140</td> </tr> </tbody> </table>	Cost Pressure Group	20/21	21/22	21/23		£m	£m	£m	Pay Inflation	5.456	3.942	3.629	Non Pay Inflation	0.759	0.759	0.759	Social Care Pressures	5.574	2.657	2.433	Education Pressures (non-pay)	0.788	1.073	(0.093)	Other Service Pressures	1.376	0.339	0.412	Repayment of Reserve from 2019/20	2.221	0.000	0.000					Total	16.174	8.770	7.140
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1.28	<p>The solutions available for 2020/21 can be split into four quartiles:</p> <ul style="list-style-type: none"> - Portfolio Business Plans and Corporate Finance - National - Local Taxation and Income - Organisational Change 																																								
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1.29

Portfolio Business Plan Efficiencies

Portfolio Business Plan efficiencies were shared at a Member Workshop in July. The total efficiencies for 2020/21 amount to £1.034m (of which £0.270m relates to income) as summarised in below.

Table 3. Portfolio Business Plan Efficiencies

Portfolio	£m
<u>Previous Decisions</u>	
Corporate	0.000
Social Services	0.240
Education & Youth	0.014
Streetscene & Transportation	0.240
Planning & Environment	0.091
Housing & Assets	0.000
Sub Total - Existing	0.585
<u>New Decision*</u>	
Education and Youth	0.449
Total Business Plan Efficiencies	1.034

*The efficiency under "New Decision" refers to the review of Post 16 transport which was approved at Cabinet on 18th June 2019.

1.30

Corporate Finance Efficiencies - £0.750m

1.31

Employer Pension Contributions – efficiency of £0.500m

The finalised 2018/19 outturn position shows a £1.000m underspend of which £0.600m was released to help balance the 2019/20 budget. This is a volatile budget that will need to be carefully monitored throughout the year but based on last year and early indications this year there could be a further variance in the region of £0.500m due to an increase in contributions partly as a result of higher than anticipated pay awards.

1.32

Inflation Review – Reduction of £0.250m

A review has been undertaken on the level of inflation required in 2020/21. The current MTFs assumes the same level of provision as 2019/20 (£0.759m including schools) which includes electricity, gas, fuel, water, street lighting, NNDR and a small element of price inflation for software licenses. The review has concluded that there is an efficiency of £0.250m available based on current intelligence.

1.33	<p>Actuarial Review</p> <p>The triennial actuarial review is nearing completion and detailed analysis is being undertaken on various scenarios. Once complete the financial implications will be reported to members and considered as part of the overall budget process.</p>
1.34	<p>Other areas under review</p> <p>Planning Fee Income</p> <p>Welsh Government are in the process of considering the increase of planning fees by 20%. If this is approved this could generate additional income in 2020/21. This is still subject to Ministerial approval so will be kept under review.</p> <p>Single Person Discount</p> <p>A review of Council Tax payers in Flintshire who claim single occupancy discount will be undertaken later in the year which is projected to bring in additional income in 2020/21.</p>
1.35	<p>Total Portfolio Business Plans and Corporate Finance Options – £1.784m.</p>
1.36	<p>National Funding</p> <p>The work of the Councils own Cross Party Working Group complements the WLGA strategy aimed at ensuring adequate funding for Local Authorities in Wales, specifically calling for Welsh Government to fund Councils for:</p> <ol style="list-style-type: none"> 1) All workforce related costs such as pay and pensions, much of which is outside of the Council's control 2) Appropriate levels of investment to fund high needs high cost services to reflect increasing complexity of care and support needs 3) New responsibilities – all new legislative duties such as Additional Learner Needs <p>It is essential that adequate funding is provided by Welsh Government from the additional funding announced in the UK Spending Review. In the absence of this additional funding the Council will be at significant risk of not being able to set a safe and legal balanced budget.</p>
1.37	<p>Local Taxation and Income</p> <p>The level of Council Tax increase will be modelled on a range of different scenarios as part of ongoing strategy with consideration of Welsh Government assumptions once known. If Council Tax were to increase in line with current assumptions of 6.5%, that would yield an additional £5.4m net of the impact on the Council Tax reduction scheme.</p>

	<p>The Council aims is to keep any increase in Council Tax to a maximum of 5% which would yield an additional £4.3m, however this would need to be subject to a much improved settlement from Welsh Government.</p> <p>The Council is continuing to review its current fees and charges with the aim to reach full cost recovery for as many services as possible. A number of opportunities for new income generating activities are being considered which may provide additional income in the future. These will be reported and included as efficiencies once approved.</p>
1.38	<p>Organisational Change</p> <p>Further options to be considered include the second phase of Alternative Delivery Models (ADM) and Digital Strategy as two main programmes of work for the medium term where no immediate yield is being relied upon for 2020/21.</p>
1.39	<p>Timeline</p> <p>It has recently been announced that the draft Welsh Budget will be considered on 19 November which means that the Provisional Settlement for Local Government will be available around the 26 November. The Final Welsh Government Budget is expected to be approved on 4 February 2020 resulting in a final position for Local Government being made available on 11 February.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Revenue: The Revenue implications for the 2020/21 budget are set out in the report</p> <p>Capital: there are no implications for the approved capital programme for either the current financial year or for future financial years – the capital programme for 2020/21 onwards will be subject to a separate report</p> <p>Human Resources: The implications for additional capacity or for any changes to current workforce structures or roles are set out in the report</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	In the absence of adequate funding being provided by Welsh Government there is a significant risk that the Council will not be able to meet its statutory obligation to set a balanced budget for 2020/21.
3.02	The Welsh Government Finance Sub Group are considering changes in the distribution of funding which could lead to a reduction in the level of funding in the region of £0.700m for the Council although details of this are not yet confirmed.
3.03	The on-going risk of reductions in specific grant funding remains though at this stage there is no firm intelligence on possible reductions for 2020/21.

3.04

Ways of Working (Sustainable Development) Principles Impact

Long-term	Negative – the absence of longer term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term
Prevention	As above
Integration	Neutral
Collaboration	Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts
Involvement	Communication with Members, residents and other stakeholders throughout the budget process

Well-being Goals Impact

Prosperous Wales	Longer term funding settlements from Welsh Government that provide additional funding for Indexation, Service demands and new legislation will provide sustainability and support a strong economy that encourage business investment in the region
Resilient Wales	Continuation of services to support communities and encourage social cohesion will have a positive impact
Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact
More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities
Cohesive Wales	Appropriate level of funding will support services working alongside Health and other partners

	Vibrant Wales	Support for communities to promote Flintshire as an area
	Globally responsible Wales	Neutral

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Consultation with Group Leaders, Overview and Scrutiny Committees, external partners, external advisors and representative bodies, and eventually the communities of Flintshire will follow as part of the annual budget process.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Medium Term Financial Strategy – Forecast 2020/21 – 2022/23 April 2019 Cabinet - http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&MId=4252&Ver=4&LLL=0

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

8.00	GLOSSARY OF TERMS
	<p>Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p>

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

Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.

Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.

Welsh Local Government Association: the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.

Financial Year: the period of 12 months commencing on 1 April.



CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Annual Performance Report 2018-19
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Annual Performance Report for 2018/19 reviews our progress against the Council Priorities as detailed in the Council Plan 2018/19.

The report reflects the overall progress that has been made against our priorities and the level of confidence we have in achieving the desired outcomes. It also shows the position against our 44 risks, with 1 risk increasing in significance during the year and 15 risks reducing in significance by year end.

Performance against the Council Plan measures was positive with 92% of agreed key activities being assessed as making good progress and 89% likely to achieve the desired outcome. In addition, 70% of the performance indicators met or exceeded target for the year, whilst 73% showed improvement or remained stable.

Risks are also being successfully managed with the majority being assessed as moderate (64%) or minor/insignificant (25%); 11% of risks showed a high risk status at year-end, mostly due to lack of financial resourcing.

RECOMMENDATIONS

1	To endorse the 2018/19 Annual Performance Report prior to approval by County Council.
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REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN PERFORMANCE 2018/19
1.01	The Annual Performance Report (the Report) meets the statutory requirement to publish a Corporate Plan as required by the Local Government (Wales) Measure (2009) (the Measure). The report must be published by 31st October each year. The purpose of the report is to account for the organisation's previous year's performance against its Council Priorities.
1.02	The requirements of the Measure are met through the "forward looking" document; the Council Plan 2017/18. This sets out the vision and priorities for the Council. The second statutory requirement of the Measure is met by this Annual Performance Report, which reviews progress on commitments made in the previous year.
1.03	The Annual Performance Report must be approved by the full Council prior to publication.
1.04	The Annual Performance Report for 2018/19 reviews our progress against the Priorities as detailed in the Council Plan 2018/19. This assessment takes into consideration assessments of our performance for each of the Council Priorities through: <ul style="list-style-type: none"> • Progress against key actions and projects • Progress against identified risks and challenges • Performance indicator outturns (target and trend analysis) • Regulatory, audit and inspection activity • Progress against the Well-being of Future Generations sustainable development principles and goals. • Progress against the Council's Well-being Objectives
1.05	<p><u>Progress against Key Activities</u></p> <p>Overall good progress has been made against the 2018/19 Council Plan priorities and there is a high level of confidence in the achievement of desired outcomes. The Report summaries progress against the key activities supporting the priorities as follows:</p> <p>Progress:</p> <ul style="list-style-type: none"> • We are making good progress in 92% (49) • We are making satisfactory progress in 8% (4) <p>Outcome:</p> <ul style="list-style-type: none"> • We have a high level of confidence in the achievement of 89% (47). • We have a medium level of confidence in the achievement of 11% (6).
1.06	<p><u>Progress against Risks and Challenges</u></p> <p>Good progress was made in managing our risks. Analysis of the year end risk levels for the 44 strategic risks identified in the Council Plan is as follows:</p> <ul style="list-style-type: none"> • 64% (28) risks remained the same. • 34% (15) risks reduced • 2% (1) risks increased

1.07

Performance Indicator Outturns

The Report summaries our performance against the Council Plan measures and also nationally using the Public Accountability Measures (PAMs).

Council Plan Measures

Assessment of actual performance against target:

- 70% (53) of performance measures achieved target or better.
- 20% (15) of performance measures missed target within an acceptable margin.
- 10% (8) of performance measures significantly missed target.

Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year.

Where trend analysis could be undertaken: -

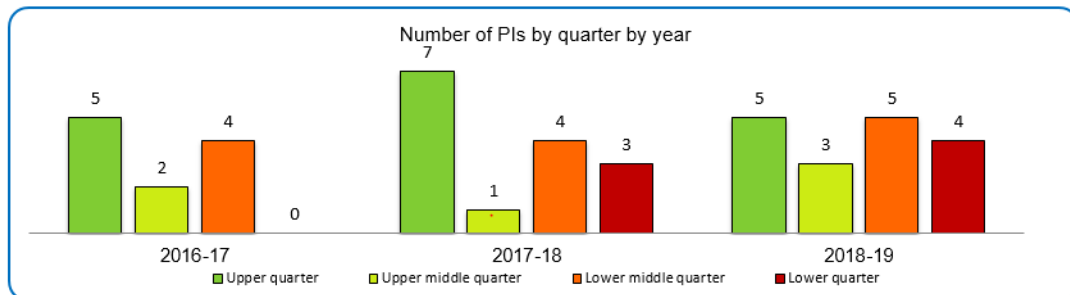
- 60% (37) of performance measures showed improved performance;
- 27% (17) showed performance which had downturned when compared with the previous year; and
- 13% (8) had maintained the same level of performance.

Public Accountability Measures

17% of these national measures maintained or improved performance against 2017/18.

75% of these national measures maintained or improved quartile trend against 2017/18

Our quartile profile over previous years is as follows:



The graph above shows the number of indicators in each of the quartiles over the last three years. The number of indicators in the top two quartiles has remained constant, whilst there has been an increase in the number of indicators in the bottom quartiles.

1.08

Regulation, Audit and Inspection Activity

The Wales Audit Office publishes an Annual Improvement Report (AIR) each year on behalf of the Auditor General for Wales. The AIR published in November 2018 for Flintshire summarised the findings and recommendations from the various reports that have been produced.

Overall the Auditor General for Wales has reached a positive conclusion. *“The Council is meeting its statutory requirements in relation to continuous improvement but, as with all councils in Wales, it faces challenges going forward.”*

1.09	The Auditor General has not made any statutory recommendations with which the Council must comply.
1.10	The Report will be available via the Council's website. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as 'hyperlinked' documents.
1.11	<p>Both Cabinet and Corporate Resources Overview and Scrutiny Committee have continued to consider performance areas which under-performed (downward trend and/or low quartile benchmark position) throughout 2018/19.</p> <p>The Corporate Resources Overview and Scrutiny Committee have requested that the Social & Health Care Overview and Scrutiny Committee keep under review the performance indicator for the "Number of people kept in hospital while waiting for social care per 1,000 population aged 75+" due to their concern around the target not being met and to give the Committee the opportunity to understand current work to meet this target in the future.</p>
1.12	Progress against these action plans with mid-year performance will be monitored and reported in November as part of the mid-year performance reports.

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications as part of this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT														
3.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="5">The Annual Performance Report covers all Five Ways of Working. Throughout the report you will be able to see the impact and the way we apply Five Ways of Working across the Council Priorities.</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="7">Throughout the Annual Performance Report we refer to the Well-Being Goals and their impact.</td> </tr> <tr> <td>Resilient Wales</td> </tr> <tr> <td>Healthier Wales</td> </tr> <tr> <td>More equal Wales</td> </tr> <tr> <td>Cohesive Wales</td> </tr> <tr> <td>Vibrant Wales</td> </tr> <tr> <td>Globally responsible Wales</td> </tr> </table>	Long-term	The Annual Performance Report covers all Five Ways of Working. Throughout the report you will be able to see the impact and the way we apply Five Ways of Working across the Council Priorities.	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Throughout the Annual Performance Report we refer to the Well-Being Goals and their impact.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales
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	<p>Council's Well-being Objectives The Council's wellbeing objectives have been measured against and evidence has been provided for each of the sub priorities. The evidence demonstrates the progress which have been made against the Well-being Objectives.</p>
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	A Member workshop was held on 10 July 2018 which gave Members the opportunity to better understand how performance information was presented. Consultation is undertaken throughout the year by Cabinet and Overview and Scrutiny Committees reviewing the quarterly performance reports.

5.00	APPENDICES
5.01	Appendix A - Draft Annual Performance Report 2018/19 Appendix B - Council Plan 2018/19 Risk Register Appendix C - Public Accountability Measures 2018/19 Performance

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Plan 2018/19 WAO Annual Improvement Report Council's Well-being Objectives

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Karen Armstrong, Corporate Business and Communications Executive Officer Telephone: 01352 702740 E-mail: karen.armstrong@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set objectives and publish a Plan. Public Accountability Measures: nationally agreed measures to be collected and monitored by all councils for benchmarking purposes.

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Annual Performance Report

2018/19



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Introduction

Welcome to Flintshire’s Annual Performance Report (APR). This document gives an overview of the performance of the Council during 2018/19 against the priorities we set. It also covers progress against our Well-being Objectives.

The report covers: -

- Progress against key actions and projects;
- Actual and comparative performance information against local and nationally set performance indicators;
- An assessment of how well the Council is managing the strategic risks and challenges it faces;
- The outcomes of external regulatory work and the Council's response to improve governance and public services as a result; and
- Our performance against the Future Generations Ways of Working and our Own Well-being objectives.

Priority Setting

The Council has competing pressures and priorities. Some priorities are ‘self-selecting’ to meet national government social policy objectives such as housing and education. Others are set more locally.

The priorities have been shaped by councillors across our Cabinet and the Overview and Scrutiny functions to ensure continuity of analysis for past, present and future performance against which the Council can be judged. There is widespread ownership of the priorities within the Council and with our key partners in the public, private and voluntary sectors.

This set of six priorities supported by a series of sub-priorities has helped the Council to concentrate on the things where attention was most needed during 2018/19. The remaining priorities from previous years have been managed as more routine business outside of the Plan.

Priority	Sub Priority	Well-Being Objectives
Supportive Council	Appropriate and Affordable Homes	<ul style="list-style-type: none"> • Ensuring the supply of affordable and quality housing of all tenures
	Modern, Efficient and Adapted Homes	<ul style="list-style-type: none"> • Ensuring the supply of affordable and quality housing of all tenures
	Protecting people from poverty	<ul style="list-style-type: none"> • Protecting people from poverty by maximising their income and employability
	Independent Living	<ul style="list-style-type: none"> • Making early interventions to support healthy and independent living. • Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support.
	Integrated Community Social and Health Services	<ul style="list-style-type: none"> • Enabling more people to live independently and well at home. • Giving equal opportunity to all to fulfil their lives. • Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.

	Safeguarding	<ul style="list-style-type: none"> • Protecting people from the risk of any form of abuse. • Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.
Ambitious Council	Business Sector Growth and Regeneration	<ul style="list-style-type: none"> • Sustaining economic growth through local and regional business development, employment and training sites. • Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites. • Creating a supply of diverse and quality training and employment opportunities.
Learning Council	High Performing Education	<ul style="list-style-type: none"> • Providing high quality learning opportunities and learning environments for learners of all ages. • Supporting children and younger people to achieve their potential. • Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.
Green Council	Sustainable Development and Environmental Management	<ul style="list-style-type: none"> • Enhancing the natural environment and promoting access to open and green spaces. • Reducing energy consumption and using and developing alternative/renewable energy production. • Maximising the recovery and recycling of waste.
	Safe and sustainable travel services	<ul style="list-style-type: none"> • Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.
Connected Council	Resilient Communities	<ul style="list-style-type: none"> • Supporting local communities to be resilient and self-supporting. • Committing to resilient service models to sustain local public services. • Widening digital access to public services.
Serving Council	Effective Resource Management	<ul style="list-style-type: none"> • Continuing to be a high performing and innovative public sector organisation with social values. • Providing high quality, accessible, responsive and cost effective public services.

Note: The colour scheme used in this table is used throughout the document for ease of recognition.

Your Local Services

- Services for you – a compilation of the range of services we offer the community of Flintshire and some figures against how well we have performed last year 2018/19.
 - Building 500 new council houses to meet growing demand
 - Provided 184 Extra Care units
 - Helped 1246 number of people aged 65 and over to live independently at home
 - 6,025 street lamps replaced
 - 1,175 km of highways maintained
 - 100% of our council housing has a valid gas safety
 - 676 people on Universal Credit received digital support
 - 476 private sector homes received energy efficient measures
 - 151 Council homes received energy efficiency measures
 - Protected 100% of tenants from unsuitable living conditions
 - 59% of young people aged 16 – 18 in the youth justice system offered education, training or employment
 - 578 people on Universal Credit received personal budgeting support
 - Recruited 8 new foster families to help support children and young people who are at risk
 - Kerbcraft – Child pedestrian training delivered in variety of schools – 412 pupils trained in year
 - Cycle training – National Standards Cycle Training in schools – 1,056 pupils trained in year

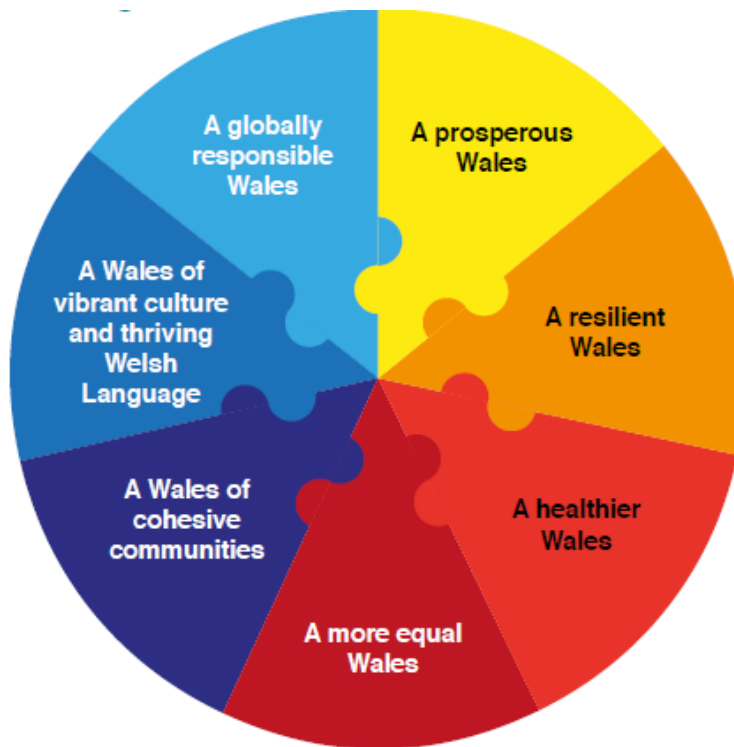
Assessment of our Wellbeing Objectives

The Council set its Well-being Objectives in June 2017. These are the Council's commitments to embrace the Well-being of Future Generations (Wales) Act 2015.

Designated public bodies are required to work individually and collectively to improve well-being in Wales. The seven well-being goals and the five ways of working set a general purpose for public bodies. They also aim to ensure better decisions by:

- considering the long-term
- prevention
- integrated working
- working collaboratively
- and being inclusive of people of all ages.

The section 'Future Generations – Five Ways of Working Case Studies' provides examples of how we have met the Future Generations ways of working.



Our Well-being Objectives reflect the 'Impacts' we intend to make through the actions and activities within each priority. An assessment of the progress against each Objective is made as part of the overall performance for each priority.

For the purpose of this report we have reported against our adopted Well-being Objectives.

Priority	Sub Priority	Progress	Outcome	Well-Being Objectives Outcome/Evidence
Supportive Council	Appropriate and Affordable Homes	G	G	We have built 153 new Council and affordable homes.
	Modern, Efficient and Adapted Homes	G	G	94% of landlords are registered with Rent Smart Wales. 46 people from vulnerable groups have been rehoused into appropriate housing.
	Protecting people from poverty	G	G	578 people on Universal Credit received personal budgeting support. 676 people on Universal Credit received digital support.
	Independent Living	G	G	184 Extra Care units provided. Opening of Hwb Cyfle, to provide modern day care for people with a learning disability
	Integrated Community Social and Health Services	G	G	1,286 families received information and support through the Early Help Hub. Increased resources to support social prescribing, linking to GPs in the community
	Safeguarding	G	G	55% of employees completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework
Ambitious Council	Business Sector Growth and Regeneration	G	G	A new strategic approach to town centres has been developed.
Learning Council	High Performing Education	G	G	59% of young people aged 16 – 18 in the youth justice system offered education, training or employment.
Green Council	Sustainable Development and Environmental Management	G	G	6,025 streetlights replaced with LED lighting. 36% reduction in our carbon footprint across our Council buildings
	Safe and sustainable travel services	G	G	10 Local Travel Arrangements are now in place.
Connected Council	Resilient Communities	G	G/A	26% of contracts over £25,000 include Community Benefit clauses
Serving Council	Effective Resource Management	G/A	G/A	100% of major capital projects were completed on time and within budget.

Highlights of performance and what has been achieved.

Theme: Supportive Council

Strong Performance
<ul style="list-style-type: none">• 153 new Council and affordable homes• Rehoused 46 people from vulnerable groups into appropriate housing• 94% landlords and letting agents complaint with Rent Smart Code of Practice• 100% of tenants protected from unsuitable living conditions
Strong Stories
<ul style="list-style-type: none">• Economic Ambition Board received confirmation of funding from UK and Welsh Governments in the region of £240m which will include skills capital projects• Delivery of energy efficient heating systems to a minimum of 300 households and energy advice to 3,000 properties• 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'• Full-time post in partnership with Flintshire Local Voluntary Council (FLVC) recruited in the Single Point of Access to support social prescribing, linking to GPs in the community• 1,246 families accessed the Early Help Hub and were provided with information and / or support
Improvement Areas
<ul style="list-style-type: none">• Number of days to process new housing benefit claims• Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)• Percentage of households successfully prevented from becoming homeless

Theme: Ambitious Council

Strong Performance
<ul style="list-style-type: none">• A North Wales Regeneration Plan has been developed to steer investment from the Welsh Government Targeted Regeneration Investment Programme. The programme has delivered 12 projects so far with £3m allocated in 2018/19 and a further £8m due to be allocated in 2019/20. In Flintshire, this has enabled the reopening of Holywell High Street to traffic as part of a package of measures to bring new life to the core of the town• The North Wales Economic Ambition Board has led the development of an ambitious strategy to invest in the digital infrastructure of North Wales. £9m of funding has been allocated from UK Government to improve connectivity to public buildings. Over £30m of further investment is proposed as part of the Growth Deal project portfolio
Strong Stories
<ul style="list-style-type: none">• The UK and Welsh Governments have announced funding support for the Growth Deal and detailed business cases are now being prepared. The total package of projects for North Wales could see £1bn of investment in the regional economy• A new strategic approach to town centres has been developed• Transport proposals continue to focus on enabling residents to access employment opportunities to spread the benefits of economic growth
Improvement Areas

- The Council has undertaken a comprehensive review of business risks associated with Brexit and has a plan for mitigation in place. The Council will continue to work closely internally and with businesses to monitor the potential impact of Brexit

Theme: Learning Council

Strong Performance
<ul style="list-style-type: none"> • Performance at Foundation Phase, Key Stage 2 and Key Stage 3 remained strong in 2018 and above the Welsh average • Performance in 2018 for KS4 outcomes at GCSE level improved and is comparable to those in similar local authorities • A*- A results at GCSE and A Level improved • Construction projects at Connah's Quay and Penyffordd are on schedule and within budget • Multi-agency collaboration supported the Council to achieve a reduction of 0.53% points in the number of Year 11 pupils who were not in education, employment or training (NEET) • Unauthorised absence is the second lowest in Wales
Strong Stories
<ul style="list-style-type: none"> • Welsh Government have approved the £1.3m class size grant for Ysgol Glan Aber, Bagillt. • All schools completed their initial assessment of readiness for the new curriculum • 98 % of apprentices that completed the programme had a positive outcome securing employment either with Flintshire or another employer • Over the last three years, no primary school has been placed in a statutory category of concern following inspection • The proportion of primary schools judged as Excellent for standards by Estyn is well above the Wales average • 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
Improvement Areas
<ul style="list-style-type: none"> • Increase the number of new pupils engaging with the TRAC programme – staffing vacancies initially impacted performance • Increase the education offer to young people in the Youth Justice Service • Improve pupil attendance, particularly in the secondary sector • Reduce fixed term and permanent exclusions from schools

Theme: Green Council

Strong Performance
<ul style="list-style-type: none"> • The highway resurfacing programme has been completed at 26 different locations. • 6,025 LED street lighting lanterns have been replaced • We have a recycling rate of 77% across all five Household Recycling Centres sites. • 89% of our fleet vehicles meets the Euro 6 standard
Strong Stories
<ul style="list-style-type: none"> • We have reduced our carbon footprint across our Council buildings by 37% • 51.51% reduction in non-domestic energy related carbon emissions since 2009/10 • We are enabling the communities to have greater access to active travel options including cycle routes. • New Household Recycling Centre (HRC) at Rockcliffe, Oakenholt opened, offering a modern site with full accessibility

- New fleet has been introduced in the Streetscene service, providing improved fuel economy and reduced emissions
- No breaches of the Air Quality standards in North Wales
- Completion of the Flint Townscape Heritage Initiative
- Completion of Flint coastal path design project
- Improved access on Parkway, Deeside Industrial Park (DIP) through Active Travel and bus infrastructure schemes
- Positive feedback from the A548 DIP partial signalisation of Parkway roundabout
- Completion of the bus network review, with 10 local travel arrangements in place

Improvement Areas

- Continue to improve our recycling rates
- Further work to provide mandatory training for passenger transport operators, drivers, and passenger assistants

Theme: Connected Council

Strong Performance

- We have sustained a total of 13 assets through the Community Asset Transfer programme
- Continued success of Aura and Holywell Leisure Centre as key Alternative Delivery models
- 26% of contracts over £25,000 have included Community Benefit clauses
- We helped resolve over 115,000 customer enquiries at our Flintshire Connects Centres
- We assessed nearly 9,000 applications for Blue Badges at Flintshire Connects

Strong Stories

- 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
- Social Value Strategy developed and approved enabling the social sector to show their unique delivery and value in our contracts
- Third sector support from HFT for our disability based services
- Received the Silver Award for the Ministry of Defence's Employee Recognition Scheme; being very close to gaining the Gold Award
- Strong community interest and involvement in many of our Centenary celebrations of WW1 projects
- The Public Services Board continues to perform well against the objectives (priorities) of the Well-being Plan
- Registered over 700 births and over 450 marriages

Improvement Areas

- Seeking Social Enterprise accreditation
- Further strengthening our community resilience projects
- Adding social value through the work of Aura Leisure and libraries

Theme: Serving Council

Strong Performance

- 62,920 e-forms have been submitted on our website and mobile app
- Maximised the amount of Council tax collection at 98.2%
- 9,500 residents have now signed up to receive their council tax bills electronically
- The Council collected 'in-year' 99.2% of Business Rates that was due to be paid

Strong Stories

- 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
- Supported Council tenants to pay their rent on time and promote well-being, especially those who have been impacted by welfare reform. The launch of a housing early intervention team and specialised case management system has helped the Council offer advice and support to those in financial difficulty
- 98% of planned efficiencies have been achieved across the Council
- Increased the visibility of mental health first aiders
- Promoted the importance of physical exercise in managing mental wellbeing
- Developed our own in house system to support the delivery of Welsh Governments childcare offer which has been viewed very positively by Welsh Government and has also been licenced for use by Cardiff Council and Rhondda Cynon Taf County Borough Council

Improvement Areas

- Reduce absence sickness rates, to a target of less than 8.0 days per employee
- Percentage of eligible employees receiving an annual appraisal
- Increase attendance in Stress Management Training
- Reduce the number of employees being referred to occupational health with mental health issues

Council Plan Progress – Infographic of RAGs

Assessment of our Performance

The table below provides an overview of progress against Council Plan Actions and Key Performance Indicators. For more details information please refer to the End of Year Monitoring Report.

The Action Progress key below defines the Red / Amber / Green (RAG) for Actions Progress in year. The Outcome RAG status below was assessed as part of the end of year reports in September and is based on our confidence in contributing positively towards the Outcome during the year.

<u>PROGRESS RAG Status Key</u>		<u>OUTCOME RAG Status Key</u>	
R	Limited Progress - delay in scheduled activity; not on track	R	Low - lower level of confidence in the achievement of outcome(s)
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track	A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	Good Progress - activities completed on schedule, on track	G	High - full confidence in the achievement of the outcome(s)

The key below defines the Red / Amber / Green (RAG) status for each of the Key Performance Indicators.

Key Performance Indicators	
Limited Progress - delay in scheduled activity; not on track	RED
Satisfactory Progress - some delay in scheduled activity, but broadly on track	AMBER
Good Progress - activities completed on schedule, on track	GREEN

Performance Data Summary

National Performance Summary (All Wales Position)

The Welsh Government and the Local Government Data Unit released 2018/19 performance data for all local authorities in Wales (and Public Accountability Measures) in August 2019. This was accompanied by an overview of national trends as in previous years. There were a total of 16 measures against which we could benchmark and monitor.

Chart 1a: How we performed against Public Accountability Measures 2018/19

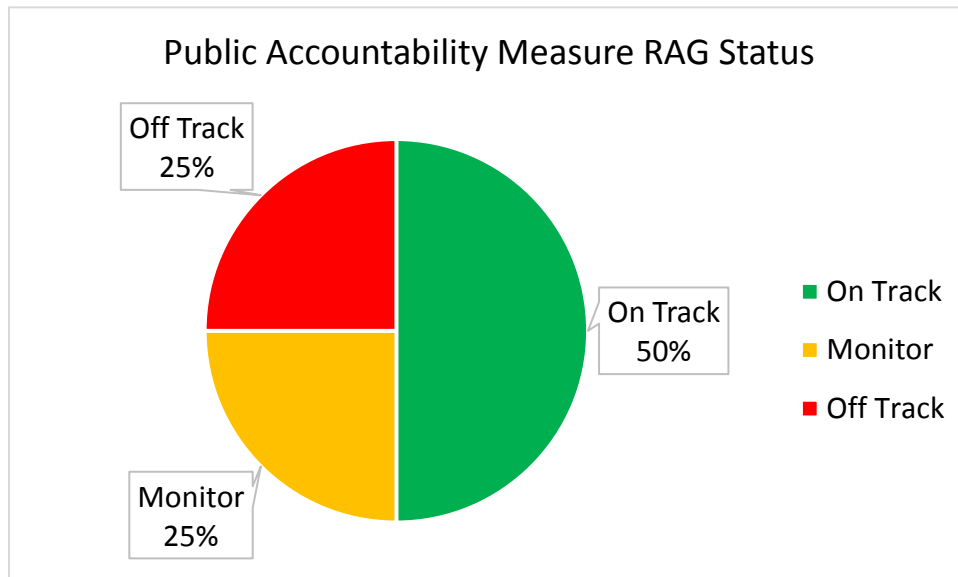


Chart 1b: Performance trend for Public Accountability Measures 2018/19

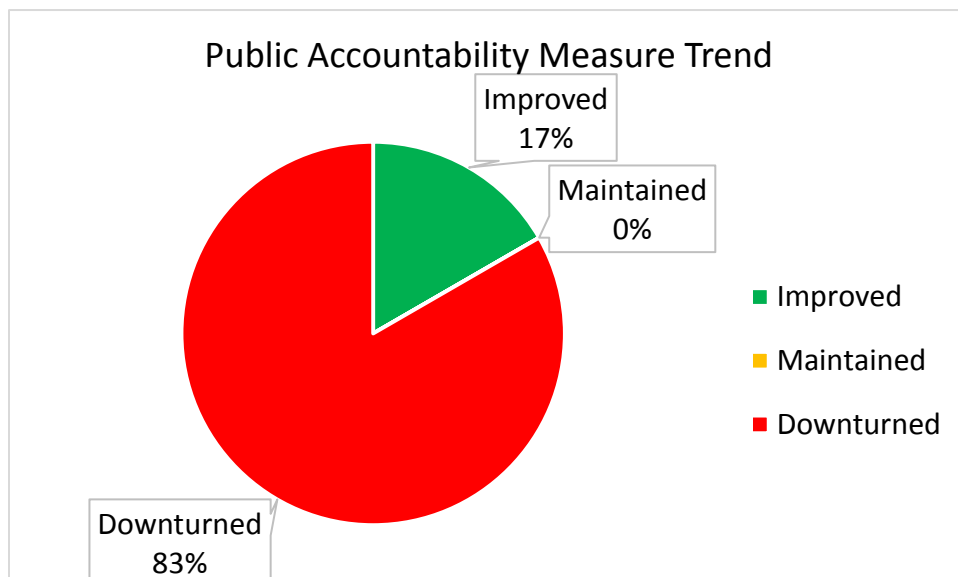
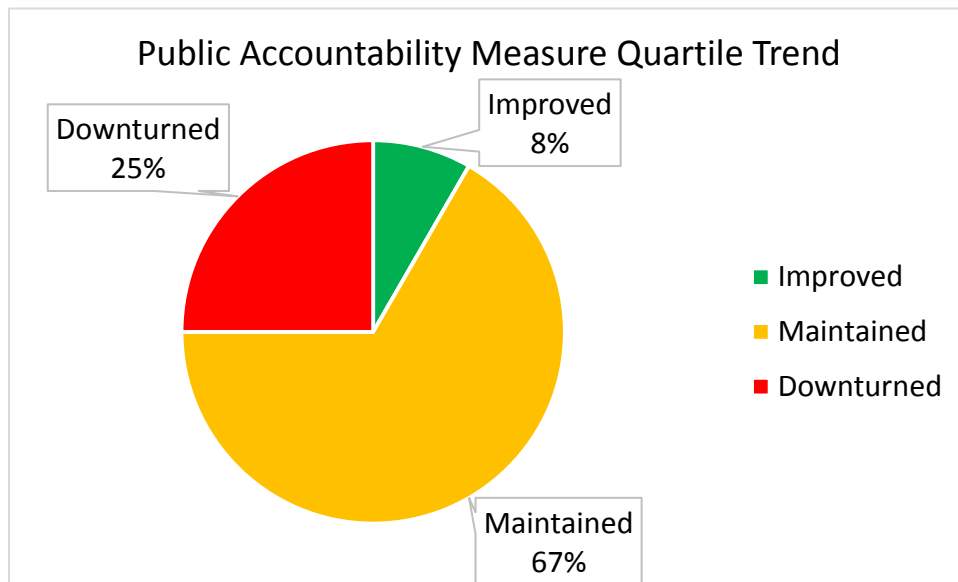


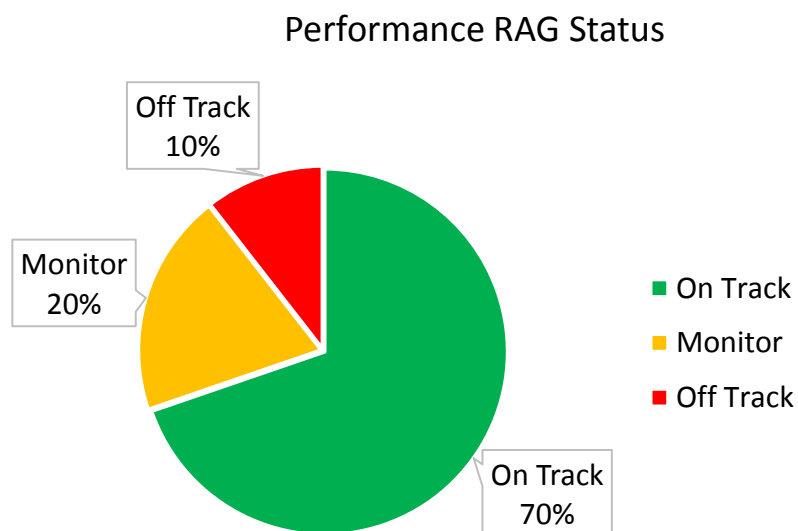
Chart 1c: Performance of Quartile trend for Public Accountability Measures 2018/19



Council Plan Performance Summary

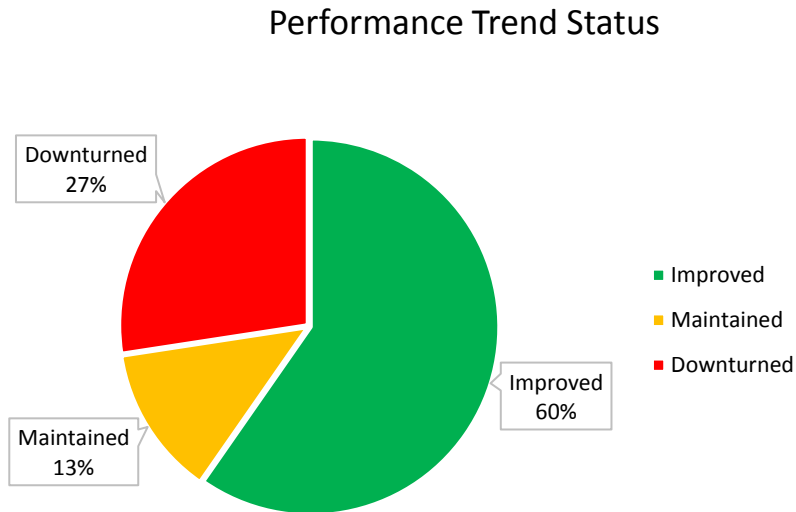
Performance for 2018/19 against our Council Plan Measures is summarised in the performance indicator chart below. 70% of indicators achieved target or better compared to 58% in 2017/18. 10% of indicators significantly missed targets compared to 8% during 2017/18.

Chart 2a: Performance RAG status for Council Plan Measures 2018/19



The performance trend for 2018/19 against our Council Plan Measures is summarised in the performance indicator chart below. 60% of indicators improved compared to 68% in 2017/18. 27% of performance indicators downturned compared to 23% in 2017/18. 13% maintained their performance compared to 9% in 2017/18.

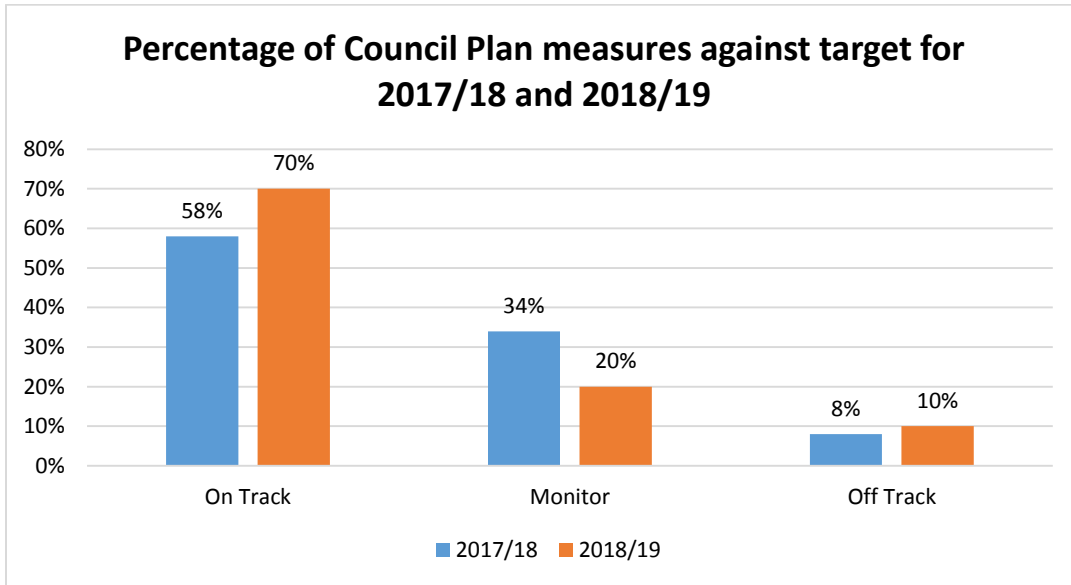
Chart 2b: Performance Trend for Council Plan Measures 2018/19



Council Plan Performance Overview

The table below shows that we had a positive year in outcomes compared to 2017/18. We had 58% performance indicators which were on track in 2017/18 and 70% in 2018/19. During 2017/18 34% performance indicators missed target marginally compared to 20% during 2018/19. During 2017/18 8% of performance indicators were classed as off track and missed target compared to 10% in 2018/19.

Chart 3a: Percentage of Council Plan measures against target for 2017/18 and 2018/19



Risk Management

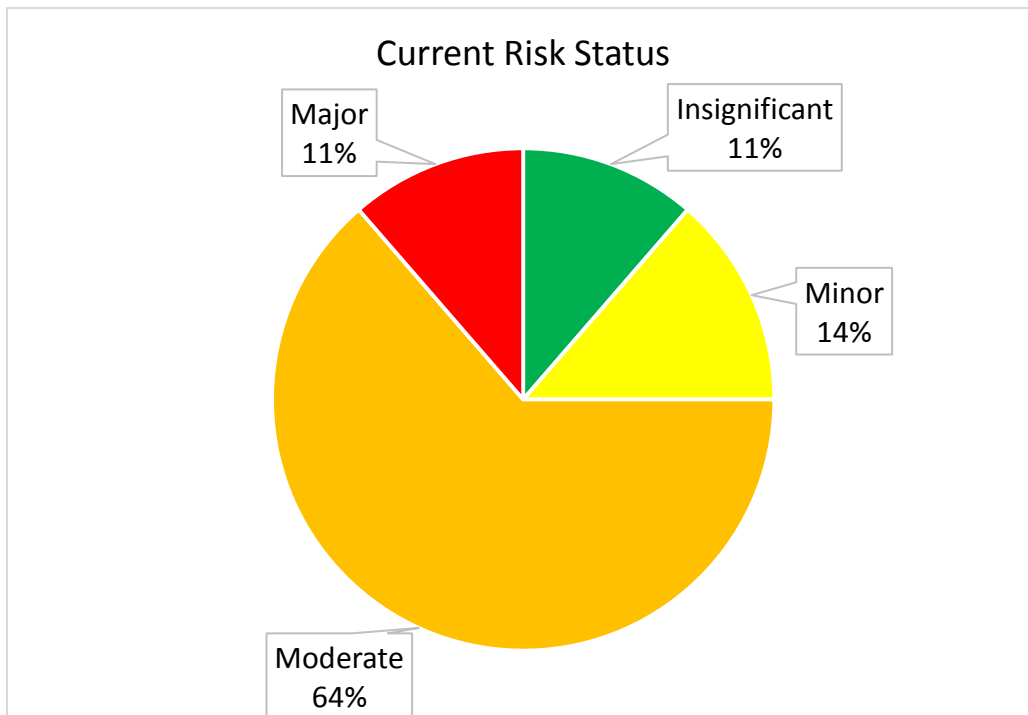
The Council adopted the Council Plan for 2018/19 in June 2018. The Council Plan's strategic risks are contained within the priorities of the Plan and are monitored throughout the year.

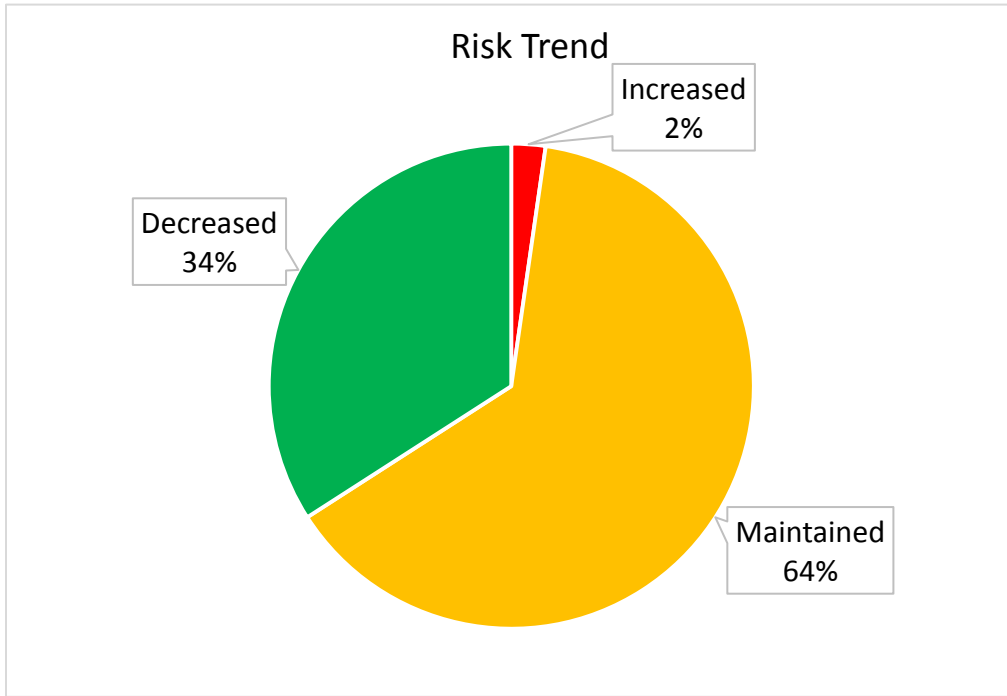
Analysis of the year end risk levels for the 44 strategic risks identified in the Council Plan is as follows: -

- 5 (11%) are low (green)
- 6 (14%) are minor (yellow)
- 28 (64%) are medium (amber)
- 5 (11%) are high (red)

Trend analysis compares the significance of risk levels at the end of the year with those at the start of the year. The analysis showed that: -

- 15 (34%) risks had reduced
- 28 (64%) risks remained the same
- 1 (2%) risks had increased





A summary table of the risks at year end 2018/19 is shown at Appendix A

Future Generations – Five Ways of Working – Case Study - Deeside

Long Term –

Future growth in Deeside will be underpinned by widening travel to work patterns so that more people can access employment, training and educational opportunities and serving existing employment areas by guaranteeing a quality, integrated bus service for the local workforce and a realistic alternative to the car. The proposals complement the wider vision outlined in the Deeside Plan and accord with the concept of the North Wales Metro scheme.

Prevention –

There is an anticipated 5-7,000 job creations associated with the Airfields and Northern gateway developments within Deeside Enterprise Zone. Employment locations such as Deeside Enterprise Zone have job vacancies, but such locations need to be made more accessible to those most in need. The collapse of GHA Coaches in 2016 highlighted the fragility of the bus operating sector in North Wales and the need for operators and local transport authorities to work more closely together to sustain a viable market for the future. The making of the Quality Partnership Scheme introduces stability and resilience to bus service provision, for the benefit of operators and passengers alike.

Integration –

The bid reflects the wider strategic objectives identified in the Joint Local Transport Plan, the Deeside Plan and the North Wales Metro scheme concept.

Collaboration –

The bid accords with the strategic objectives identified in the Joint Local Transport Plan, the Deeside Plan and the North Wales Metro scheme concept.

Consequently, we believe that it fully reflects the views endorsed through consultation and appraisal of those plans and strategies, and represents a consensus view of the development of the transport network across Deeside.

Involvement -

Scheme design, appraisal and consultation is well developed. As the work progresses all key stakeholders will be engaged to ensure that agreement is reached and that each scheme element within this bid can be delivered within the timeframe and budget allocated.

Future Generations – Five Ways of Working – Case Study – Food Poverty – Food Enterprise

Food poverty and Food insecurity is a public health crisis which has serious implications including:

- for children’s learning, wellbeing and life chances;
- a crisis that hinders parents’ ability to alleviate the crisis, because they themselves fall hungry;
- impairing people’s ability to make the decisions necessary to improve their circumstances;
- Older people’s health is suffering as a consequence.

In direct response to these issues set, the Council and partners (ClwydAlyn 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 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.

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.

The plan, developed in consultation with the Flintshire Food Poverty Group, would at first:

- Identify the gaps and issues within the localised food aid offer and;
- Address those issues, by designing a local social-food-enterprise that could address some of the issues in the long term.

The proposed model of delivery is for a new social enterprise business, with the three partners (Flintshire County Council; ClwydAlyn Housing and Can Cook), having equal rights for the management and delivery of the operation.

The mission of the company will be to “connect everyone with good fresh food”.

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:

- Domiciliary care and linking food provision with care services
- Developing a transition programme from food aid to food purchase for vulnerable groups, i.e. homeless families
- To link in with services which support residents and embed support around food provision within those services
- To use food provision as a catalyst to begin to tackle loneliness and isolation

This work has direct links and impacts with the five delivery principles of the Well-being of Future Generations Act:

Long Term – The work of the Enterprise will be the foundation and a major contributor for a positive impact, by enabling and delivering longer term solutions to alleviate food poverty and food insecurity in Flintshire and over time across the region.

Prevention –

The Enterprise will develop and support services within the community and build evidence to drive changes necessary to have significant impacts in relation to preventative measures to reduce or eliminate the levels of food poverty and food insecurity in Flintshire.

Integration –

The work of the Enterprise reflects the objectives of Flintshire’s Food Poverty Strategy that was agreed and adopted by the Public Services Board in July 2018

Collaboration –

The work of the Enterprise reflects the objectives of Flintshire’s Food Poverty Strategy that was agreed and adopted by the Public Services Board in July 2018 – the Enterprise itself is a collaboration of public and private sector and the Food Poverty group that will directly influence the activity and delivery has a wide reaching cross-sector membership.

Involvement -

The Enterprise is already linked with wide ranging cross sector organisations and will develop engagement and inclusion from communities as it progresses.

Long Term –

The aim of the Early Help Hub is to deliver more timely and appropriate early intervention and support for families with evidence of greater levels of need, in line with statutory requirements set out in the Social Services and Wellbeing Act 2014. With ever increasing demand on the service the aim is to secure a whole family approach making sure parent's needs are met alongside the needs of their children.

The EHH aims to reduce demand on statutory provision and see the reduction of children on the CP Register and the reduction of looked after children.

Prevention –

The EHH was commissioned with the aims of addressing key legislative and regulatory requirements and the Flintshire Public Service Board ambition for better quality cost effective services that secure good outcomes for all in Flintshire. Requirements of the Social Services and Wellbeing Act 2014 is to ensure families have access to relevant information, advice and support to build wellbeing and resilience. By co-locating key agencies and closer partnership working gives rise to better information sharing, reduction in repeat referrals, less duplication of work and bespoke packages of support for Flintshire families.

Integration –

The EHH is co-located and fully integrated with Children's Services. Working closely and alongside front door child protection services and Team around the Family is vital to the sustainability of the EHH and the safeguarding of children. The EHH uses the same database (Paris) so as supports the timely intervention of support to families.

Collaboration –

The Early Help Hub is a multi-agency, non-statutory Panel that is co-located in the Flint Connects building. The agencies involved in the Early Help Hub include:

- Police
- Children's Services
- Health
- Flying Start
- Youth Service and Education
- Housing
- Action for Children
- Voluntary Sector
- Youth Justice Service

The Early Help Hub is managed by 1 Team Manager and 2 Senior Practitioners.

The Hub is a single point of contact for professionals, families & young people to access early help across Flintshire with the aim being to support families with the right help, at the right time from the right service. With statutory and voluntary agencies being based together it increases information sharing and a coordinated response to meet family's needs.

Involvement -

All early help partners fully engage in the process to ensure all relevant information is shared so an agreement is reached to create a bespoke package of support for each family.

Equality

The Council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. The Council published an updated Strategic Equality Plan in 2017; this is being incorporated into CAMMS (Performance management system) to ensure that progress and achievements can be monitored more effectively and regular updates provided.

Welsh Language Standards (WLS)

The Council is committed to meeting the Welsh Language Standards ensuring that we can provide high quality services in both English and Welsh. The Welsh Language Promotion Strategy has been drafted and subject to consultation.

Partnership and Collaboration Activity

Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect the statutory and third sector partners to work together, to work to shared priorities and, through collective effort, to get things done. The Public Services Board, is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on some of the big social issues of today.

The Flintshire Public Services Board was established on 1st April 2016 as a result of the “Well-being of Future Generations (Wales) Act” coming into effect. The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations: Flintshire County Council, Betsi Cadwaladr University Health Board, Natural Resources Wales, North Wales Fire & Rescue Services (statutory members), North Wales Police, Public Health Wales, Flintshire Local Voluntary Council, Coleg Cambria, Glyndwr University, Wales Community Rehabilitation, National Probation Services Wales, Police & Crime Commissioner and Welsh Government (invited PSB members). Together these organisations are responsible for developing and implementing the Well-being Plan for Flintshire published in May 2018.

Whilst the PSB realise there is much that could be done to add value to public services and to the communities of Flintshire and identified a number of priorities for 2017/18 onwards that support the seven goals of the “Well-being of Future Generations (Wales) Act”.

Regulation, Audit and Inspection

The Council is regulated by a number of organisations throughout the year. These include, amongst others the Wales Audit Office (WAO), Estyn for Education and the Care and Social Services Inspectorate (CSSIW).

The WAO publish an annual report on behalf of the Auditor General for Wales called the Annual Improvement Report. This report summarises the outcomes of all work that the WAO have undertaken during the year. The conclusion draw by the Auditor General for Wales was *“The Council is meeting its statutory requirements in relation to continuous improvement but, as with all councils in Wales, it faces challenges going forward.”*

Corporate Health and Safety

The Council is committed to its duties and responsibilities as an employer for health and safety. The management of workplaces that are safe to the health of all Council employees, sub-contractors, stakeholders and members of the public is one of our main priorities. To meet this priority we plan to meet the requirements of the Health and Safety at Work Act 1974 and other associated legislation as far as is reasonably practicable.

Appendices

Appendix A – Council Plan 2018/19 Risk Register

Appendix B – Flintshire County Council's Well-being Objectives alignment to the national Well-being Goals

Feedback and how to Obtain Further Information

There are a number of related documents which support this Annual Performance Report. These can be obtained through the following links:

- Flintshire County Council Plan 2018/19
- Flintshire Council Plan Annual Monitoring Report 2018/19
- Flintshire Social Services Annual Performance Report 2018/19
- Annual Strategic Equality Plan Report 2018/19
- Welsh Language Monitoring Report 2018/19

Thank you for reading our Annual Performance Report for 2018/19

Your views and suggestions about how we might improve the content and layout of the Annual Performance Report for future years are welcome.

In addition, should you wish to know more about our priorities for this year onwards please read our Council Plan 2019/20. Again, your views about future priorities, plan content and layout are welcome.

Please contact us on:

Tel: 01352 702744

Email: corporatebusiness@flintshire.gov.uk

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Integrated Risk Manager

A CAMMS SOLUTION

Risk Report

Flintshire County Council

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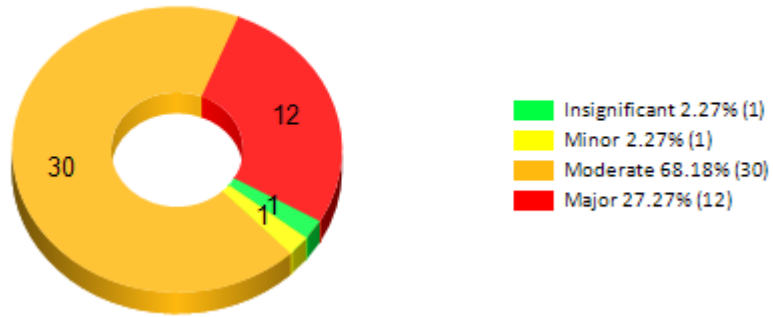


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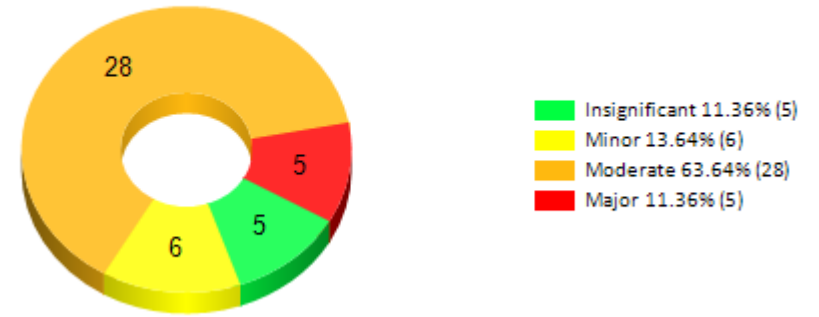
Risk Summary

Strategic Risks

Initial Risk Assessment






Current Risk Assessment



Strategic Risks

1 Supportive Council




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST151	Homelessness will remain a growing area of demand due to the current economic climate	Strategic Risk	Jenni Griffith - Flintshire Connects Manager	Lesley Bassett - Housing Strategy Manager				Open

Potential Effects: 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.

Lead Supporting Officer Comments: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Additional funding has been granted to develop landlord incentives within the private rented sector and also to consider alternatives to rough sleeping. 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.

Last Updated: 18-Jun-2019

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST152	The supply of affordable housing will continue to be insufficient to meet community needs	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Open

Potential Effects: i) Increase in homelessness ii) Increased pressure on the Housing Options Team iii) Increase in people sleeping rough

Lead Supporting Officer Comments: 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:

1. Informing the type and size of all of the new builds (Council and RSLs)
2. Informing the type, tenure and size of affordable housing provision through market led schemes.


Last Updated: 24-Apr-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST153	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	Strategic Risk	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Lesley Bassett - Housing Strategy Manager	Amber	Amber		Open

Potential Effects: Welfare reforms may potentially impact the Council's ability to offer affordable housing to those affected. Examples of the types of reforms that will have may impact include: LHA Cap - Residents affected by the LHA cap who are already excluded from the private rented sector due to affordability may not be able to afford social rents
Bedroom Tax - This has been in place for some time for those residents that are under occupying properties and in receipt of housing benefit and will continue under Universal Credit role out.

Lead Supporting Officer Comments: 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.




Last Updated: 24-Apr-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST154	Reduction of land supply for council housing construction	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Green		Closed

Potential Effects: i) Reduction in number of units delivered

Lead Supporting Officer Comments: 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.




Last Updated: 05-Apr-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST155	Capital borrowing limits for council housing	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Open

Potential Effects: i) reduction in construction and delivery of Council houses

Lead Supporting Officer Comments: The cap on borrowing within the housing revenue account is due to end by the end of May 2019. The ending of the cap will enable Flintshire to continue to invest in building council homes.




Last Updated: 08-Apr-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST156	Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Strategic Risk	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager				Open

Potential Effects: 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.

Lead Supporting Officer Comments: 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.




Last Updated: 12-Apr-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST157	Availability of sufficient funding to resource key priorities	Strategic Risk	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager				Open

Potential Effects: Should resources prove to be insufficient then the Council will be able to process further applications for adaptations leading to delays in the process. This in turn will lead to reputational damage to the Council.

Lead Supporting Officer Comments: Budget monitored effectively and demand has been met for 2108/19

Last Updated: 12-Apr-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST158	Universal Credit Full Service roll out - negative impact upon Council services	Strategic Risk	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer				Open




Potential Effects: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to unprecedented levels. Potential increases in rent arrears and decrease of Council Tax collection. Potential increased risk of homelessness and need for accommodation. Increased demand in existing support services

Lead Supporting Officer Comments: 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 Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST159	Demand for advice and support services will not be met	Strategic Risk	Jen Griffiths - Benefits Manager					Open

Potential Effects: 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.

Lead Supporting Officer Comments: The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services still remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.

Last Updated: 18-Jan-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST160	Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Strategic Risk	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader				Open

Potential Effects: With the introduction of Universal Credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debt owed to the Council for Rent and Council Tax.

Lead Supporting Officer Comments: Work has commenced on the identification of the impacts of Universal Credit on Council Tenants and their rent accounts. There is a team that works with tenants at the earliest opportunity on the basis that intervention at early stages allows support (if appropriate) to be identified earlier giving a more realistic chance of the rent account coming back under control and out of arrears.

The Council now has "Trusted Partner" status with the Department for Work and Pensions which means that processes and flow of information and payments is more streamlined and automated. Notwithstanding this, there will inevitably always be an element of cash flow arrears on accounts due to Universal Credit payments (whether direct to the council or directly to the tenant) being made in arrears.

During 2018/19 focus has been on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure.




Last Updated: 29-Jan-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST161	The local economy will suffer if residents have less income to spend	Strategic Risk	Jen Griffiths - Benefits Manager	Jenni Griffith - Flintshire Connects Manager				Open

Potential Effects: The local economy will see a decline if residents are not able to spend at current levels

Lead Supporting Officer Comments: Welfare Rights and Supporting People teams worked with residents during the year to explore areas of income maximisation for residents of the County.




Last Updated: 28-Jan-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST162	Delivery of social care is insufficient to meet increasing demand	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Closed

Potential Effects: 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.

Lead Supporting Officer Comments: 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.

Last Updated: 12-Jul-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST163	Demand outstrips supply for residential and nursing home care bed availability	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open




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

Lead Supporting Officer Comments: The expansion of Marleyfield to support the medium term development of the nursing sector continues under the direction of the Programme Board.

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. A review for Programme Board of demand and supply in light of the new capital developments has been undertaken.

Last Updated: 15-Apr-2019

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST164	Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery	Strategic Risk	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Jacque Slee - Team Manager Performance				Closed




Potential Effects: Insufficient funding to sustain medium term service delivery.

Lead Supporting Officer Comments: 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. Following receipt of detailed correspondence from WG, the level of risk has reduced to Green and the risk will be closed.




Last Updated: 15-Apr-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST165	Early Help Hub cannot deliver effective outcomes	Strategic Risk	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Closed

Potential Effects: Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.

Lead Supporting Officer 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. 1246 families were supported by the Hub this financial year. This risk is now closed.

Last Updated: 18-Jun-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST166	Rate of increase of adult safeguarding referrals will outstrip current resources	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Closed

Potential Effects: 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.

Lead Supporting Officer Comments: 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 reviewers concluded that strategy meetings are being undertaken in a timely manner. This risk has been closed.




Last Updated: 17-May-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST168	Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Strategic Risk	Fiona Mocko - Strategic Policies Advisor	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open

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

Lead Supporting Officer Comments: 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 and is to be implemented 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.

Last Updated: 02-Apr-2019


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST169	Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Strategic Risk	Fiona Mocko - Strategic Policies Advisor					Open

Potential Effects: 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. Adults and children will not be safeguarded

Lead Supporting Officer Comments: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding e-learning modules are under development and will be implemented during 2019. All Portfolios contribute to the corporate safeguarding training budget which will fund a drama style workshop being developed by Theatr Clwyd. Additional awareness raising is made through the periodic safeguarding bulletins and workforce news items.

Last Updated: 02-Apr-2019

2 Ambitious Council


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST170	Infrastructure investment does not keep pace with needs and business is lost to the economy	Strategic Risk	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber		Open

Potential Effects: 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.

Lead Supporting Officer Comments: 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.

Last Updated: 29-Apr-2019

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST171	Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Strategic Risk	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber		Open

Potential Effects: 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.

Lead Supporting Officer Comments: 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.

Last Updated: 29-Apr-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST172	The stability of local and sub-regional economies	Strategic Risk	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration				Open

Potential Effects: Instability in the local and regional economies would lead to reduced business investment and significant job losses.

Lead Supporting Officer Comments: 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.

Last Updated: 29-Apr-2019




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST173	The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Strategic Risk	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration				Open

Potential Effects: Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.

Lead Supporting Officer Comments: 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.

Last Updated: 18-Jun-2019

3 Learning Council




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST174	Those schools who do not recognise their need for improvement and external support	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression				Open

Potential Effects: Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement

Lead Supporting Officer Comments: Monitoring processes indicate that all schools have engaged appropriately with their Support Improvement Advisers during the first quarter of the year and are accessing support to implement their improvement plans. Evidence through pupil outcome data shows that improvement plans are being effective in most areas with Flintshire schools performance above national averages in nearly all key indicators across all phases. 2 targeted schools who are in category of Estyn Review have made strong progress and the LA is recommending to Estyn that they be removed from follow up - Estyn confirmation pending.

Last Updated: 16-Apr-2019



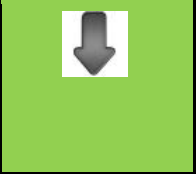
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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST175	Leadership capacity does not match school needs	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression				Open

Potential Effects: 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

Lead Supporting Officer Comments: 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.

Last Updated: 16-Apr-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST176	Impact of Additional Learning Needs reforms	Strategic Risk	Jeanette Rock - Senior Manager - Inclusion and Progression	Vicky Barlow - Senior Manager - School Improvement Systems				Open

Potential Effects: The proposed legislation provides an increased level of legal protection to children and young people with additional learning needs. There is a risk that schools and the Local Authority may be unprepared ahead of the implementation of the Bill and therefore unable to meet the requirements placed on them by the Bill. This may result in schools not being able to meet needs effectively and a potential increase in the requests for centrally funded intervention and provision. This is likely to present the Local Authority with an additional financial pressure.

Lead Supporting Officer Comments: 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 Local Authority. 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 authority. These will be collated and shared via Committee reports.

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.




Last Updated: 12-Apr-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST177	Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems	Niall Waller - Service Manager - Enterprise and Regeneration				Open

Potential Effects: 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.

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

Last Updated: 16-Apr-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST178	Sustainability of funding streams	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems	Vicky Barlow - Senior Manager - School Improvement Systems				Open

Potential Effects: Reduced capacity to deliver targeted support to schools.




Lead Supporting Officer Comments:

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.



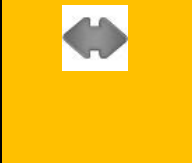
Last Updated: 24-Jun-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST179	Numbers of school places not matching the changing demographics	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Senior Manager - School Improvement Systems				Open

Potential Effects: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate

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

Last Updated: 15-Apr-2019




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST180	Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Senior Manager - School Improvement Systems				Open

Potential Effects: The fabric of Education and Youth buildings will continue to decline

Lead Supporting Officer Comments: 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 years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.

Last Updated: 15-Apr-2019

4 Green Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST181	Reduction of the Single Environment Grant	Strategic Risk	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager				Open

Potential Effects: Income targets not met Potential reduction could impact staffing resource to maintain service delivery

Lead Supporting Officer Comments:

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.

The new 'Enabling Natural Resources and Well-being of Wales' grant (ENRaW) has been launched by WG and Officers have submitted an application. The risk to loss of income is still ongoing as this grant is competitive and there is currently no indication from WG if the application will be successful.

The Authority was not awarded any grant funding following application to Welsh Government from the Enabling Natural Resources and Well-being of Wales grant. Officers will seek alternative funding sources for 2019/20.

Last Updated: 11-Jun-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST182	Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid	Strategic Risk	Sadie Waterhouse - Energy Conservation Engineer	Lynne Fensome - Management and Support Manager	Amber	Amber		Open


Potential Effects: Failure to meet Welsh Government renewable energy targets and the actions set out in the Council's renewable energy action plan

Lead Supporting Officer Comments: Following a workshop with Officers in Valuation and Estates and Planning, 6 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.

Work is ongoing with officers and 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 Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST183	Funding will not be secured for priority flood alleviation schemes	Strategic Risk	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager	Red	Red		Open

Potential Effects: Flooding of homes and businesses across the county Potential homelessness

Lead Supporting Officer Comments: 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: 27-Jun-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST186	Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Strategic Risk	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager	Amber	Amber		Open

Potential Effects: Deterioration of the condition of highways in Flintshire


Lead Supporting Officer Comments: 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 >£2.7m per annum. Streetscene & 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 sites completed

Surface Dressing - Complete

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.




Last Updated: 24-Apr-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST187	Sufficient funding will not be found to continue to provide subsidised bus services.	Strategic Risk	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Amber	Amber		Open

Potential Effects: Decrease in bus services to residents, particularly in rural areas

Lead Supporting Officer Comments: Withdrawal of subsidies could affect viability of some marginal commercial bus services impacting on people with disabilities, younger people, people employed on low wages, who are unable to drive, and those who may have no alternative choice of travel. There is also a potential impact on rural communities, where no alternative transport services exist and there is heavy reliance on private cars for travel. We are currently completing a bus subsidy review where we have managed to sustain a core network of bus routes and gain funding for Local Travel arrangements to connect rural communities to the core network.




Last Updated: 29-Jan-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST188	Supply chain resilience of transport providers	Strategic Risk	Ceri Hansom - Integrated Transport Unit Manager					Open

Potential Effects: Transport services cannot be provided

Lead Supporting Officer Comments: 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

Last Updated: 22-Jan-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST189	Adverse weather conditions on the highway network	Strategic Risk	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager				Open

Potential Effects: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance Increase in insurance claims

Lead Supporting Officer Comments: 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.

Last Updated: 24-Apr-2019


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST190	Lack of community support for transport options	Strategic Risk	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Yellow	Yellow		Open

Potential Effects: i) Planned programme of community transport hubs not delivered. iii) Decreased passenger numbers on bus services. iii) Increase in individual car usage

Lead Supporting Officer Comments: 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). This is a free service provided by the successful tenderer as a Community Benefit. 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.

Last Updated: 17-Jan-2019

5 Connected Council


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST191	The capacity and appetite of the community and social sectors	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber		Open

Potential Effects: 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

Lead Supporting Officer Comments: 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.

Last Updated: 17-Apr-2019


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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST193	Market conditions which the new alternative delivery models (ADM's)face	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber		Open

Potential Effects: More competition from other agencies or decreasing use of the services means they are in the future unsustainable

Lead Supporting Officer Comments: Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plan's have been delivered. Second year business plans are currently underway.


Last Updated: 01-Jul-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST194	Limitations on public funding to subsidise alternative models (ADM's)	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber		Open

Potential Effects: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities

Lead Supporting Officer Comments: 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.




Last Updated: 29-Jan-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST195	Procurement regulations stifling our ability to develop local community and third sector markets	Strategic Risk	Gareth Owens - Chief Officer - Governance		Amber	Amber		Open

Potential Effects: Social and third sector organisation not able to grow through the winning of new contracts.

Lead Supporting Officer Comments: 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.

Last Updated: 11-Jan-2019




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST196	Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

Potential Effects: Social enterprises cease trading and asset return to the Council.




Lead Supporting Officer Comments: 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: 28-Jan-2019

6 Serving Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST197	The scale of the financial challenge	Strategic Risk	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Corporate Accounting and Systems				Open
<p>Potential Effects: 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>Lead Supporting Officer Comments: 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> <p>Last Updated: 28-Jun-2019</p>								

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST198	The capacity and capability of the organisation to implement necessary changes.	Strategic Risk	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open
<p>Potential Effects: That projects agreed as part of the DS will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p>Lead Supporting Officer Comments: 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> <p>Last Updated: 11-Jan-2019</p>								

National Public Accountability Measures 2018/19

Below is a summary of Flintshire's position nationally for the Public Accountability Measures.

Measure	Performance	Quartile	Rank	Welsh Average	PI Trend	Quartile Trend	Comments on Performance
Corporate							
PAM/001 Sickness absence	10.5 Days	3	12/21	10.5	Downward	Downward	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.
Education							
PAM/032 Average Capped 9 score for pupils in Year 11	352.2	2	10/21	349.5	N/A	N/A	In the Capped 9 Points Score, the performance of both boys and girls improved in 2018. The gap between boys and girls narrowed and the authority's performance is above national averages.
PAM/007 Primary attendance	94.8%	2	11/22	94.6%	Downward	Upward	Pupil attendance within the primary sector has remained fairly static. FCC primary schools have attendance figures in a tighter cluster around or in excess of the Welsh average.
PAM/008 Secondary attendance	93.7	3	14/22	93.9%	Downward	No Change	Attendance across secondary schools has seen a dip to below the Welsh average for the first time in 2016/17 and 2017/18; in line with the national trend, illness is the main reason cited for absence. Despite the broadening of the curriculum offer and development of bespoke packages in the secondary sector, there are a number of pupils who are increasingly finding it difficult to engage, with increasing levels of severe anxiety contributing to this. The Authority has established a multi-agency steering group to oversee and direct its provision around mental health.

PAM/009 NEET	1.2%	2	9/22	1.6%	N/A	N/A	The proportion of Yr 11 leavers not in education, training or employment has remained consistently low as a result of effective partnership working between the local authority and its partners and is broadly in line with the Welsh average.
Housing							
PAM/013 Empty private sector houses brought back into use	Changeover of systems led to only partial data being submitted						Data previously held in an old IT system which is currently unavailable on the new IT system. The service has recently moved from Housing to the Community and Business Protection function to align more with the work of other environmental health officers. The service manager is working closely with Council Tax to ensure that we can correctly report on the PAM in line with the national qualifying criteria.
PAM/015 Disabled facilities grants	298.3 days	4	22/22	207.3	Downward	No Change	In 17/18 DFG work had to be suspended due to budgetary constraints and as a result outstanding works have been completed within 18/19. This has impacted on the overall performance for the service. Cases from 17/18 - 23 delivered, 8,263 days, average 359. Cases from 18/19 - 11 delivered, 1,879 days, average 171 days. If we were to exclude the legacy cases our performance would be in the top quartile
PAM/037: Average number of calendar days taken to complete all repairs	8.7	1	1/11	15.1	N/A	N/A	Our operational staff are now working in a paperless environment using PDAs rather than traditional paper tickets, we also schedule our repairs through an integrated appointments system managed through our call centre and re-stock our vans using historic data from previous years to refine stock levels and component types, the combined impact of these measures has led to an overall increase in our efficiency and responsiveness to our tenants.
PAM/039 Percentage of rent debit lost due to lettable units of permanent accommodation	2.0	3	7/11	2.1	N/A	N/A	Current performance is in line with Welsh average. A fundamental review is currently being undertaken to identify improvements to the void management process which will significantly reduce the percentage of rent debit lost and improve performance.

being empty during the year							
Streetscene							
PAM/010 Highway cleanliness	90.9	4	20/21	94.0%	Downward	Downward	Despite the low ranking against our comparators, the cleanliness score is in excess of 90%. The random nature of the inspection of streets make this indicator very subjective to the sites inspected on an annual basis.
PAM/011 Fly tipping cleared within 5 days	Changeover of systems led to no data being submitted						Data previously held in an old IT system which is currently unavailable on the new IT system. This is still being explored.
PAM/020 Principal A roads in poor condition	1.7%	1	1/22	3.9%	Downward	No Change	The current level of capital funding is well below the annual investment required to maintain a 'steady-state' and as such, despite positive comparator data we expect a downward trend in condition score. However, the service area continues to manage the highway asset in the most cost-effective way, and making best use of the available resources to ensure the network is in the best condition possible for highway users.
PAM/021 B roads in poor condition	1.4%	1	1/22	4.5%	Downward	No Change	
PAM/022 C roads in poor condition	5.8%	1	6/22	14.0%	Downward	No Change	
Leisure							
PAM/017 Visits to sport and leisure facilities per 1,000 population	8215.6	3	16/22	9258.6	Upward	No Change	Followed up with Cambrian Aquatics and Holywell Leisure Centre. Substantial amount of work for both (manual work) Cambrian Aquatics have provided data, Holywell have not. Followed up to ensure that there are process in place to recorded data for next year's submission.
Public Protection							
PAM/023 Food establishments – hygiene standards	97.9%	1	3/22	95.7%	Upward	No Change	Well managed team who continue to meet their targets and remain in the highest performing bracket in Wales
Planning							
PAM/018 Planning applications determined within time periods	79.3%	4	20/22	88%	Downward	No Change	The service is in year two of service transformation that has seen a complete review of the service in terms of moving to two area teams that bring together the Development Management and Enforcement functions. This has resulted in a major drive to clear

							historical Long standing cases. The next stage of service transformation is to procure a new case management system that will introduce a more streamlined automated case management process and reduce human errors in system completion and tracking of cases that currently lead to performance dips. Better planning of workloads and proactive action to extended periods of leave and staff absences are also being tracked by Team Leaders and again with the new case management system will become an automated process. Data from Q1 of 2019/20 shows that performance against this indicator has been recorded at 93.2% which would place the Council in the top quartile based on last year's figures.
PAM/019 Percentage of appeals against planning application decisions dismissed	55%	4	19/22	67.6%	Downward	Downward	Significant amount of overturns at Committee that have gone to appeal, some aligned to speculative development applications being refused before changes to TAN 1. Analysis reports on the impact of overturning officer recommendation and subsequent appeals including the impact on the Authorities performance are to be presented to Planning Strategy Group in September and October.

06

Colour Key:

	Quartile 1
	Quartile 2
	Quartile 3
	Quartile 4



CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Strategic Equality Plan Annual Report 2018/19
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of this report is to present the annual Strategic Equality Plan Annual Report 2018/19 and Performance Progress Report (Appendices 1 and 2 respectively).

The Council published its equality objectives and four year Strategic Equality Plan (SEP) in April 2016, to meet the requirements of the Public Sector Equality Duties (PSED) as set out in the Equality Act 2010. The aim of equality objectives is to address the most significant issues and areas of inequality that face people from the protected groups (people sharing one or more protected characteristic age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation).

The Equality Act 2010 specific duties Wales require an annual report on progress on meeting the PSED, and to achieving the objectives set out in the SEP, be published by 31 March each year. The attached reports highlight the Council's progress implementing the SEP and meeting our equality objectives during 2018/2019.

The current SEP will come to an end in March 2020. The equality objectives need to be reviewed and republished by 1st April 2020 and a new Strategic Equality Plan produced for the period 2020/24.

RECOMMENDATIONS

1	Cabinet is assured that progress has been made during the year to meet our statutory duties.
2	Cabinet endorse the progress made against the Strategic Equality Plan 2018/19, prior to publication of the annual report on the Council website.

REPORT DETAILS

1.00	EXPLAINING THE STRATEGIC EQUALITY PLAN ANNUAL REPORT
1.01	<p>Strategic Equality Plan</p> <p>The Equality Act 2010 placed a specific duty on public bodies which requires them to :-</p> <ul style="list-style-type: none">• draw up a strategic equality plan• prepare and publish equality objectives• publish objectives to address pay differences• produce an annual report by 31 March each year. <p>The aim of these duties is to ensure the delivery of positive outcomes for people with protected characteristics through evidenced based objectives. The protected characteristics are; age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.</p>
1.02	<p>The equality objectives set out in the Strategic Equality Plan are:</p> <ul style="list-style-type: none">• Reduce health inequalities• Reduce unequal outcomes in Education to maximise individual potential• Reduce inequalities in employment• Reduce inequalities in Personal Safety• Reduce inequalities in Representation and Voice• Reduce inequalities in access to information and services, buildings and the environment.
1.03	<p>There have been some areas of achievement in meeting the equality duties during 2018/19, including:</p> <ul style="list-style-type: none">• increasing the number of Dementia Friendly Businesses.• retaining the “Disability Confident Employer” Award, which helps employers recruit and retain disabled people.• successfully gaining re-accreditation with the White Ribbon Campaign, which aims to end male violence against women.

	<ul style="list-style-type: none"> • implementing a new electronic system to record identity based bullying in schools. • the Youth Service has been working with Young Traveller boys within a secondary school. The team use a Rights Based Approach to empower young people to be heard and listened to. The boys have now undergone training with the Children’s Commissioner for Wales and have been recruited onto the Commissioner’s Community Ambassador Project. • Theatr Clwyd offer sign language, audio and subtitles to increase access for people with sensory impairments and has introduced “Dementia Friendly” screenings in cinemas.
1.04	In addition, the production and publication of the annual Workforce Information report and annual Equal Pay Audit report are being brought forward so that in the future they will be in line with the Strategic Equality Plan annual report. The Workforce Information report and Equal Pay Audit are essential requirements of the Public Sector Equality Duty and make a significant contribution to meeting the Council’s equality objectives.
1.05	<p>Although there are positive areas of progress, some issues remain as areas for improvement:</p> <p>Although there has been progress, there has been inconsistent progress across services. Specific areas for improvement that need to be addressed are as follows:</p> <ul style="list-style-type: none"> • Data collection – more systematic data collection across services is needed to be able to measure progress and equality outcomes; • Impact assessments to be undertaken more consistently and published where there is substantial impact; and • An increasing number of employees need to complete the equality e-learning modules –reminders have been posted on the intranet, further workforce communications are planned.
1.06	<p>Moving Forward</p> <p>The relevant actions from the Strategic Equality Plan have now been incorporated into CAMMS, the Council’s Performance Management system, to facilitate easier monitoring and reporting for Portfolios in the future. This will also save duplication where performance indicators for the Council Plan are also replicated within the Strategic Equality Plan.</p>
1.07	<p>SEP 2020/24</p> <p>The equality objectives will be reviewed during 2019/20 to inform the new SEP for 2020/2024. Welsh Government are currently reviewing the equality aims for their own SEP and are asking other public bodies to adopt these and incorporate within revised SEPs, ensuring a coordinated approach to addressing inequality in Wales.</p>
1.08	The proposed approach to reviewing and updating the current equality objectives and developing the SEP 2020/24 is set out as follows:

	<ul style="list-style-type: none"> • undertaking a workshops with representatives from Council services and portfolios with follow-up meetings if required - October 2019. • consulting with stakeholders, including employees – October – December 2019. • draft equality objectives and SEP to be presented to Cabinet - February/ March 2020. <p>The revised SEP 2020/24 will need to be published April 1st 2020.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	<p>Revenue: there are no implications for the approved revenue budget for this service for either the current financial year or for future financial years.</p> <p>Capital: there are no implications for the approved capital programme for either the current financial year or for future financial years</p> <p>Human Resources: there are no implications for additional capacity or for any change to current workforce structures or roles.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT												
3.01	<p>An integrated impact assessment is not required for this report. The aim of the Strategic Equality Plan is to reduce inequalities experienced by people with protected characteristics and to eliminate discrimination and harassment.</p> <p>Risks associated with compliance with the PSED are managed through the Strategic Risk Register.</p>												
3.02	<p>Under the five ways of working principles of the Well-being of Future Generations Act 2015, this report will have the following impact:</p> <p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="background-color: #d9d9d9;">Ways of Working</th> <th style="background-color: #d9d9d9;">Impact</th> </tr> </thead> <tbody> <tr> <td>Long-term</td> <td>No change</td> </tr> <tr> <td>Prevention</td> <td>Positive impact through promoting equal access to services and information.</td> </tr> <tr> <td>Integration</td> <td>No change</td> </tr> <tr> <td>Collaboration</td> <td>No change</td> </tr> <tr> <td>Involvement</td> <td>Positive impact through engaging with stakeholders in developing the SEP 2020/24.</td> </tr> </tbody> </table>	Ways of Working	Impact	Long-term	No change	Prevention	Positive impact through promoting equal access to services and information.	Integration	No change	Collaboration	No change	Involvement	Positive impact through engaging with stakeholders in developing the SEP 2020/24.
Ways of Working	Impact												
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3.03	<p>Against the seven well-being goals of the Well-being of Future Generations Act 2015, this report will have the following impact:</p> <p>Well-being Goals Impact</p> <table border="1"> <thead> <tr> <th>Well-being Goal</th> <th>Impact</th> </tr> </thead> <tbody> <tr> <td>Prosperous Wales</td> <td>No change</td> </tr> <tr> <td>Resilient Wales</td> <td>No change</td> </tr> <tr> <td>Healthier Wales</td> <td>Positive impact through reducing health inequalities</td> </tr> <tr> <td>More equal Wales</td> <td>Positive impact through increasing access to services and information</td> </tr> <tr> <td>Cohesive Wales</td> <td>Positive impact through addressing hate crime and fostering good relations between people from different protected groups.</td> </tr> <tr> <td>Vibrant Wales</td> <td>No change</td> </tr> <tr> <td>Globally responsible Wales</td> <td>No change</td> </tr> </tbody> </table>	Well-being Goal	Impact	Prosperous Wales	No change	Resilient Wales	No change	Healthier Wales	Positive impact through reducing health inequalities	More equal Wales	Positive impact through increasing access to services and information	Cohesive Wales	Positive impact through addressing hate crime and fostering good relations between people from different protected groups.	Vibrant Wales	No change	Globally responsible Wales	No change
Well-being Goal	Impact																
Prosperous Wales	No change																
Resilient Wales	No change																
Healthier Wales	Positive impact through reducing health inequalities																
More equal Wales	Positive impact through increasing access to services and information																
Cohesive Wales	Positive impact through addressing hate crime and fostering good relations between people from different protected groups.																
Vibrant Wales	No change																
Globally responsible Wales	No change																

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Relevant officers were consulted in order to update the progress report and provide information for the annual monitoring report.

5.00	APPENDICES
5.01	<p>Appendix 1: Strategic Equality Plan Annual Report 2018/19</p> <p>Appendix 2: Strategic Equality Plan Performance Progress Report 2018/19</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Strategic Equality Plan 2016/2020

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Fiona Mocko, Strategic Policy Advisor</p> <p>Telephone: 01352 702122</p> <p>E-mail: Fiona.mocko@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>CAMMS: an integrated planning, risk management and Programme / project management and reporting system.</p> <p>Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan.</p> <p>Diversity Audit: is the collection and analysis of information on the profile of customers and employees, for example, people's age range, disability, gender reassignment, ethnic group, religion or belief, sex and sexual orientation to identify actual or potential inequalities.</p> <p>Integrated impact assessments: an Integrated Impact Assessment (IIA) is a way to look at how a proposal could affect communities and if different groups within the community will be affected differently. It takes into consideration impacts on the environment, equality (people with protected characteristics), health and Welsh language.</p> <p>Protected characteristics: these are the groups protected under the Equality Act 2010. The characteristics are: Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion and Belief, Sex and Sexual Orientation.</p> <p>PSED: Public Sector Equality Duty, places a General Duty and Specific Duty on public bodies. The General Duty requires public bodies to show due regard to the need to: eliminate unlawful discrimination, advance equality of opportunity between people who share a protected characteristic and foster good relations. The Specific Duty in Wales requires public bodies to develop equality objectives and publish Strategic Equality Plans. It also includes the requirement to train employees, assess impact of decisions and undertake equality monitoring.</p>



Flintshire County Council

Strategic Equality Plan

Annual Report

April 2018 - March 2019

We can provide this information in alternative formats or in
your own language

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Strategic Equality Plan

Annual Report 2018 - 2019

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Executive Summary

This annual report for Flintshire County Council's Strategic Equality Plan 2016-2020 sets out the progress we made to achieve our equality objectives during 2018/19. The purpose of the Strategic Equality Plan is to reduce inequalities experienced by people with protected characteristics.

There have been improvements in services and we are pleased to report that there are now seven Dementia Friendly communities in Flintshire, and three Dementia Friendly organisations. Theatr Clwyd has introduced Dementia Friendly screenings in cinemas. We have retained the "Disability Confident Employer" status and successfully gained accreditation for the "White Ribbon" campaign. Our Participation Team has been working with young Traveller boys within a secondary school. The team use a Rights Based Approach to empower young people to be heard and listened to. They boys have undergone training with the Children's Commissioner for Wales and have been recruited onto the Commissioner's Community Ambassador Project.

We recognise that we may have had some successes but we still need to make progress, especially in the areas of equality monitoring and impact assessments. We have integrated the 2016-2020 Strategic Equality Plan within CAMMS, the Council's performance management system which will enable us to monitor progress more efficiently.

Colin Everett
Chief Executive

Councillor Billy Mullin
Cabinet Member for Corporate
Management and Assets

Strategic Equality Plan Annual Report 2018-2019

1. Introduction

1.1 This annual report for the Council's [Strategic Equality Plan](#) (SEP) covers the period April 2016 to March 2018. The report sets out progress to meet the equality objectives provides a summary of achievements during the past four years.

1.2 The Equality Act 2010 introduces a general public sector duty to

- (a) eliminate discrimination, harassment, and victimisation;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

1.3 The protected characteristics as defined by the Equality Act are:

Age	Disability
Gender Reassignment	Marriage and Civil Partnership
Pregnancy and Maternity	Race
Religion and Belief	Sex
Sexual Orientation	

The Council's commitments to the Welsh language treating English and Welsh language on the basis of equality are set out in the [Welsh Language Compliance Notice](#). The action we have taken to meet our statutory responsibilities for Welsh language are covered in a separate [report](#).

The specific equality duties also require public bodies to:-

- publish objectives to address pay differences
- publish a statement setting out the steps it has taken or intends to take to meet the objectives and how long it expects to take to meet each objective
- produce an annual report by 31 March each year, which will include specified employment information, including information on training and pay
- engage with people from protected groups
- assess impact of new and revised policies on people from protected groups
- publish and use equality information

The purpose of the equality objectives is to reduce specific areas of inequality which were identified using both qualitative and quantitative evidence. The Council has also worked with the other public bodies across North Wales to identify **regional equality objectives**. The regional and local equality objectives and the evidence base used to identify the objectives can be found [here](#).

1.4 Alongside the [SEP](#) the Council's work on equality is supported by a [Diversity and Equality policy](#) , and Plain Language Guide and delivered as part of various Council documents such as the Council Plan and Customer Strategy.

2. Progress

2.1 The Council's equality objectives and Strategic Equality Plan were published in April 2016. The action plan to meet the SEP is provided in Appendix 1; this also highlights the progress made to meet each action.

2.2 Progress has been made to ensure the diversity profile of employees is captured to meet the employment duty of the Equality Act; and the workforce information report has been published; available [here](#).

2.3 The following table sets out our performance towards achieving our local objectives.

Actions	KPIs	KPI trend
74% actions are on track	73% KPIs are on track	47% improved
21% actions are in progress	3% KPIs are in progress	37% maintained
5% actions are off track	25% KPIs are off track	16% downturned

3. Additional activities - Meeting the General Duties

2018/19

This section sets out the progress made to date under the general duty. Some of the achievements are not included within the action plan and are additional activities and some cover all of the three parts of the general duty

3.1 Eliminate discrimination, harassment, and victimisation

Activities and Outcomes

- [1 Show Racism the Red Card](#) delivered anti-racism workshops to local primary schools and Hate Crime workshops were delivered to secondary schools. Sessions were also delivered to Secondary schools ambassadors.
- [The Proud Trust](#)² delivered Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) awareness training to the Youth Justice Service team and Flintshire Sorted. Following this training, team members wore rainbow lanyards and badges as a visible indicator to show that the service was supportive of LGBTQ young people. A practitioner has reported that this prompted a young person in school to seek advice and discuss their own sexuality with the worker, which would not have happened previously.
- Our Participation Team has been working with young Traveller boys within a secondary school. The team use a Rights Based Approach to empower young people to be heard and listened to. They have undergone training with the Children's Commissioner for Wales and have been recruited onto the Commissioner's Community Ambassador Project.
- Physical alterations were made to schools - six primary schools and three high schools have had alterations to increase their accessibility enabling disabled pupils to access the whole school curriculum and supporting them to achieve their potential.
- Traveller awareness training has been delivered to key officers in Housing.
- Theatr Clwyd:
 - provided "Singing for the Soul" for people living with Dementia.
 - offered drama classes for young people with additional learning needs (ALN) –over 400 young people attend these;
 - worked with Betsi Cadwaladr University Health Board (BCUHB) on an "Arts from the Armchair" Project;

¹Show Racism the Red Card is an anti-racism educational charity.

² The Proud Trust helps LG BT young people empower themselves to make a positive change for themselves and their communities.

- provided placements for “Mind the Gap” project- this project provides opportunities for young women from disadvantaged backgrounds to prepare for work;
- piloted live streaming of theatre into local care homes with wraparound workshops;
- has become a member of the Mold Dementia steering group to help develop projects to meet local need;
- established a community focus group for individuals who would have struggled to visit the theatre. This group is helping the theatre develop their access strategy;
- offer sign language, audio and subtitles to increase access for people with sensory impairments;
- introduced Dementia Friendly screenings in cinemas;
- produced an all-female production of “Lord of the Flies”;
- has signed up to a change charter with PIPA (Parents in Performing Arts);
- increased female representation on their Board from 0% to 30%;
- Created “Bright Sparks” a project aimed at young people in years 2 and 3 to introduce them to STEM (Science, Technology, Engineering and Mathematics) .The latest programme has targeted engagement with young girls;
- worked with the ³Money Penny Foundation providing workshops to support young unemployed women have new opportunities in life and work;
- created the “Hub” project where artists takeover a secondary school for a week to provide unusual and surprise pop-up performances to stimulate and engage young people with the arts. Their performance of “Holly’s story” featured a monologue where the actors “comes out” to the audience; and
- offer concessionary tickets for Social Services’ service users.
- The Council participates in the White Ribbon Campaign to raise awareness of violence against women. We successfully applied for re-accreditation with the White Ribbon initiative.
- Over 36% of employees have completed level 1 of the national e-learning Domestic Abuse and Sexual Violence National Training.
- 100% of Looked After Children are registered with a doctor’s surgery and dentist ensuring they have access to health care.
- 62 events were held to raise awareness of dementia across the county.
- Developed an electronic tool for schools to report incidents of identity based bullying. This will facilitate more effective reporting, monitoring and analysis enabling trends and hotspots to be identified and resources targeted where needed.

³ The [MoneyPenny Foundation](#) gives unemployed young people new opportunities in life and work.

3.2 Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

Activities and Outcomes

- Offered the “[SHEP](#)” programme a Welsh Local Government Association initiative, a school-based programme that provides healthy meals, food and nutrition education, physical activity and enrichment sessions to children in areas of social deprivation during the summer holidays. ‘Food and Fun’ is the brand used to promote the clubs to children and families. The programme ran four days a week for the first three weeks of the holidays at two sites and was aimed at year 6 pupils from the feeder primary schools and existing year 7 students at the high schools.
- Performance of boys achieving five GCSE’s A*- C has improved by 4.3% and is 2% above the national average. The performance of girls improved by 2.5%. Girls still outperform boys, which mirrors the national trend.
- The Council is applying to become a Dementia Friendly organisation to ensure services are accessible to people living with dementia.
- The average number of days taken to complete a Disabled Facilities Grant (DFG) has improved during the year, when a new framework and improved processes were put in place.
- A contract is in place with Deafness Support Network to provide British Sign Language interpreters for Deaf people who use the Council’s services.
- A contract is in place with Language Line for the provision of telephone interpretation and document translation. Face to Face interpreters are also available if needed.
- The Fostering and Adoption Service undertake a series of targeted initiatives involving the Lesbian, Gay and Bisexual (LGBT) community to increase the number of LGB foster parents. These initiatives included using the rainbow flag on promotional material and encouraging LGBT foster parents.
- The Council has flexible, career break and agile working policies which have been in place for many years, enabling employees to balance work and home effectively whilst ensuring the needs of services are being met. Flexible working opportunities include:
 - Job-Sharing
 - Reduced Hours and Part Time Working
 - Term-Time Contracts
 - Compressed Hours
- Apprenticeship schemes are in place. The Council offers:
 - **Flintshire Trainees** – aimed at School leavers or returners who have 5 GCSEs or equivalent. Flintshire Trainees undertake a level 2 / 3 Apprenticeship framework usually over a two year period.
 - **Flintshire Graduate Trainees** – aimed at those wanting to enter the workplace following University and obtain professional qualifications.All our trainees are paid National Minimum Wage/ National Living Wage as a minimum.
- An employee assistance programme is in place provided by CareFirst who provide employees and Members with emotional and practical support for issues

at home or in work. In addition, all employees and Members have access to a counselling service via the Council's Occupational Health Team.

- Risk assessments are in place to ensure disabled employees have access to appropriate equipment and reasonable adjustments to enable them to be able to carry out their role effectively.

3.3 Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Activities and Outcomes

- The Council's Records' Office held an event "Celebrating Flintshire Women, Past and Present which included an exhibition, Ladies Barbershop Chorus, a talk on Women in the North Wales Asylum and a talk on Emmeline Pankhurst. There was also opportunity to meet a suffragette through a costumed actor.
- We raise the Trans Flag annually on 20 November to commemorate the Transgender Day of Remembrance in memory of all Trans people who have lost their lives to Transphobic violence.
- We raised the Rainbow flag during February 2019 to celebrate Lesbian, Gay, Bisexual, Transgender (LGBT) History Month and promoted information to raise awareness of LGBT issues. Students from Mold Alun Secondary School delivered an engaging presentation to elected members on the work that they have been undertaking to promote LGBT inclusion.
- The Council is continuing to work with partner agencies and supporting Refugees as part of the Home Office Syrian Refugees Resettlement Scheme.
- The Council is a member of Stonewall's Diversity Champions scheme demonstrating to current and potential employees that we are an LGBT friendly organisation. We have a virtual LGBT employee network.
- We have achieved and maintained Disability Confident status. This a Department of Work and Pensions scheme to help employers make the most of the opportunities provided by employing disabled people.

3.4 Hate Crime

There were 129 reports of hate incidents in Flintshire in the period 2018/19 a slight increase from 2018. The incidents were classed as follows:-

Type of incident	2015/16	2016/17	2017/18	2018/19
Racially motivated	33	37	84	76
Homophobic	6	6	26	29
Disability Related	6	9	8	14
Transphobic	0	1	0	1
Religious	4	6	5	9
Total	49	59	123	129

The members of North Wales Public Sector Equality Network (NWPSSEN) have worked together to encourage reporting of hate crime during Hate Crime Awareness week in October every year. The Council also published tweets and

Facebook messages alongside other public bodies to encourage people to report hate crime. These messages were republished during Trans Remembrance Day (November 2018) and Lesbian, Gay, Bisexual and Transgender History month (February 2019) respectively. Although there has been a slight increase in reports of hate crime, it is still felt that hate crime is under reported across North Wales; action will continue to encourage reporting.

4. Collating information and engagement

4.1 Systems have been developed within portfolios and services to capture and monitor the profile of our customers by protected characteristic. However, all the services are different and not all protected characteristics are captured on each system. There is insufficient data available for detailed analysis for most services. It is an ongoing action to improve data capture across services.

Categories used to collate diversity data are taken from the [Census 2011](#) where this information is available. However, data on all protected characteristics is not captured through the Census, for example, Transgender and sexual orientation. Some communities have relatively low numbers which make statistical analysis difficult, in these cases, the results of national research and reports are used.

4.2 Despite the challenges in collating data, improvements have been made to our processes. We now:

- record the ethnic details of Social Service users. This is now a mandatory field on the Social Services client database, PARIS.
- monitor the profile of tenants, homelessness applicants and people on the housing waiting lists. These have been included in the Housing Improvement Plan.
- record the profile of school pupils and school attainment levels.

Profile of Primary school pupils by ethnic background

Ethnic Background	2016		2017		2018		2019	
	Total	%	Total	%	Total	%	Total	%
BME	384	2.8%	409	2.9%	425	3.03%	459	3.2%
White British	12612	90.5%	12684	90.4%	12680	90.27%	12447	89.21%
Any Other White Background	671	4.8%	763	5.4%	752	5.35%	791	5.67%
Information Not Obtained	6	0.00%	6	0.0%	56	0.40%	136	0.97%
Information Refused)	60	0.4%	48	0.3%	44	0.31%	32	0.23%
Not Recorded by School	210	1.5%	120	0.9%				
Other					89	0.63%	87	0.62%
Total	13943	100%	14030	100%	14046	100%	13952	100%

Profile of secondary schools pupils by ethnic background

Ethnic Background	2016		2017		2018		2019	
	Total	%	Total	%	Total	%	Total	%
BME	183	1.9%	179	1.9%	188	2.02%	202	2.16%
White British	9053	95.1%	8883	94.8%	8755	94.08%	8784	93.77%
Any Other White Background	248	2.6%	272	2.9%	308	3.31%	335	3.58%
Information Not Obtained	8	0.1%	8	0.1%	10	0.11%	14	0.15%
Information Refused	31	0.31%	27	0.3%	34	0.37%	25	0.27%

4.3 Research has been undertaken for the North Wales Public Sector Equality Network (NWPSSEN), a network of all North Wales public bodies' Equality Officers, to help identify the inequalities experienced by protected groups. This [information](#) is available for use by services.

4.4 NWPSSEN developed an exemplar equality monitoring form with a Top Ten Tips Guidance note. This helps ensure consistency amongst the equality monitoring categories used by public bodies across North Wales and will contribute to more effective benchmarking.

4.5 Qualitative data is collated through other means such as surveys and focus groups and through engagement with local groups such as the Council's employee networks and with community groups:

- Flintshire Disability Forum
- Flintshire Youth Forum
- Faith contacts
- Older People's Forum
- North Wales Regional Equality Network
- School's Councils
- Stonewall Cymru
- Unique transgender group
- 50 plus Action Group

Officers attend meetings with community groups to identify issues at an early stage, receive feedback and views on any initiatives and involve them in equality impact assessments.

4.6 Using information to meet the general duty

The profile of customers/service users is compared against the profile of the community to identify areas of over/under representation or under achievement which enables services to set targets for improvement.

Using data in this way helps services to identify potential and actual areas of discrimination and also identify the opportunity to advance equality of opportunity through setting improvement targets which will be incorporated into the [SEP](#). This information has also been used to identify the [Council's local equality objectives](#).

Comparisons of satisfaction levels and complaints and information from focus groups is also used to identify any areas of potential and actual discrimination and areas of community tensions which in turn contribute to identifying opportunities for advancing equality and for fostering good relations.

4.7 Employment Information

The profile of the workforce and job applicants is monitored, the results for the period 1st April 2018 to March 31st 2019 can be found [here](#). Some of the data has been aggregated to ensure individuals cannot be identified. A full diversity profile of the workforce is published separately and includes information required by the specific duties of the Equality Act 2010.

The Council is now able to record gender identity after changes were made by the supplier of the Council's HR management system

All data on the HR system includes all protected characteristics. As further modules of the HR system are implemented and the fields populated additional reports will become available in the future, for example, grievances and disciplinary action and applications for training.

Qualitative information is gained through feedback from Trade Union representatives at the Joint Trade Union Consultative Committee and through the employee networks

Qualitative and quantitative information is used to inform equality impact assessments on HR policies and practices and to identify areas of potential/actual inequalities which require further investigation.

4.9 Equal Pay Review

The equal pay review is published on our website and is available [here](#). We are required to set an objective for pay. National research shows that the pay gap between men and women still exists. We have already completed a review of pay

to harmonise terms and conditions and have completed an annual Equal Pay Audit which is published on our website.

Gender

The Equal Pay Audit undertaken on 1st April 2018 indicated that:

- using the mean method of calculation, the average salary for women across all Single Status grades (grade A to grade N) is **£20,998** and the average salary for males across all grades is **£25,065** giving an overall gender pay gap of **16.22%**. The mean is a measure of the average which is derived by summing values for a given sample, and then dividing the sum by the number of observations in the sample. In earnings, the mean can be disproportionately influenced by a relatively small number of high paying jobs.
- using the median method of calculation, the average salary for women across all Single Status grades (grade A to Grade N) is **£18,319** and the average salary for males across all grades is **£21,074**, giving an overall gender pay gap of **13.07%**. The median is the value below which 50% of all jobs fall. This is less affected by a small number of very high earners. This therefore gives a better indication of typical pay than the mean.

Analysis of pay – disabled employees

	Number	Percentage	Average FTE salary
Disabled	127	1.91%	£25,563
Not Disabled	3849	57.89%	£26,009
Prefer not to say or undisclosed	2673	40.20%	£23,925

Note: It has not been possible to produce a meaningful view of a grade-by-grade comparison and of occupational segregation due to low numbers of employees who have completed the equality monitoring questionnaire.

There are significant numbers of employees who have not declared their disability status or for whom this status is not known and this makes it difficult to undertake a robust analysis of pay by disability status. Out of the 6649 records across all County Council employees, 127 (1.91%) have disclosed a disability, 3849 (57.89%) have registered not disabled and 2673 (40.20%) have not disclosed any information in relation to a disability.

There is a -1.71% mean pay gap between all employees across the County Council with a registered disability and those who have declared themselves as not disabled. This means the average salary of a disabled person is on average 1.71% points lower than a non-disabled person. This data however, is not considered to be robust due to the high proportion of employees who have not declared information on disability.

Pay by ethnicity

There are significant numbers of employees who have chosen not to disclose their ethnicity or who have not provided any information on their ethnic origin (37.39%). This makes it difficult to undertake a robust analysis of pay by ethnicity. 4,105 employees have disclosed their ethnicity as “white” (61.7%) and 49 employees have disclosed their ethnicity as BME (Black or Minority Ethnic) (0.74%). The ethnic profile of the county is 98.5% white (2011 census – Office for National Statistics).

The analysis of the average basic pay earned by white and BME employees shows that overall, BME employees earn 1.55% more average basic pay than white employees.

Sexual Orientation

The proportion of the total population of employees who have declared their sexual orientation as heterosexual is 34.55%. 0.65% employees who have completed have declared themselves as bisexual/gay/lesbian. 65% have preferred not to say or their sexual orientation is unknown. The data that the County Council holds on sexual orientation is not sufficiently robust to report on pay gaps.

Religion

The proportion of the total population of employees who have declared their religion or belief as Christian is 30.07% and 0.13% have declared another religion or belief (Buddhist, Hindu, Jewish, Muslim or Sikh.) 12.5% reported they have no religion and 2.06% prefer not to say and for 54.07% religion or belief is unknown. The data which the County Council holds on religion is not sufficiently robust to report on pay gaps.

5.0 Equality Impact Assessments (EIAs)

5.1 Equality and Welsh Language impact assessments (EIA) are one of the methods being used to mainstream equality and to support services identify specific equality targets.

5.2 Arrangements for assessing the impact of policies and practices

An electronic template (Integrated Impact Assessment (IIA)) has been developed to capture the relevant information required for a range of impact assessments- including environment, equality, health, poverty and Welsh language. An IIA Quality Assurance group (comprising members representing different protected characteristics) has been set up to identify potential adverse impact and suggesting solutions. The group also acts as a “safety net” to ensure that the views of people from across the protected characteristics are considered. The aim is to ensure that the IIA process is robust and thorough and contributes to improvement in outcomes

for both customers and employees. Guidance notes are available for each protected characteristic to support IIA authors.

6.0 Training

6.1 Details of how we promote understanding and knowledge about equality is set out in the [SEP](#). There are three e-learning packages:-

- Equality Act 2010
- Equality in the Workplace
- Equality and Welsh Language Impact Assessments

Diversity and equality is also included in

- Customer Services Award
- Institute of Leadership and Management (ILM) programme at all levels
- E-learning modules for new managers
- Induction workshops for new elected members

6.2 During 2018/19 in addition to the e-learning programmes, workshops were delivered on:-

- Gypsy and Traveller culture
- Anti-racism training for schools delivered by Show Racism the Red Card
- Hate Crime awareness- delivered by Show Racism the Red Card
- Modern Slavery training
- Training on the Syrian Refugee Programme
- “Prevent” anti-terrorism training, provided by North Wales Police to public facing employees to ensure they understand extremism and radicalisation, can identify signs and know how to make a report.
- Safeguarding awareness - half day workshop and a half day interactive theatre style workshop were delivered during 2018/19. The aim of the training is to increase awareness of safeguarding issues and ensure employees recognise the signs and know how to make a report.
- Trans-awareness e-learning module - the aim is to increase awareness of issues facing the Trans community and understand how to develop Trans inclusive services.

7.0 Procurement

7.1 Details of how equality is embedded into the procurement process is set out in the [SEP](#). Furthermore, the Council includes community benefit clauses within contracts over £1 million; contracts of £10,000 include an element of community benefits in the scoring methods. The Council has approved a new Strategy to increase the social value generated from its procurement activity. It is in the process of procuring a software solution to enable services, suppliers and third sector providers to better record the social value they generate. This will include, for example, support for unemployed people, fair employment practices, use of the minimum wage.

8.0 Conclusion


8.1 This report outlines the progress the Council is making to meet both the general and specific public sector equality duties. It is however clear that collating some data to monitor progress has been challenging. Priorities over the final year of the plan will be to:

- identify where we need to make the most impact to reduce inequalities experienced by protected groups.
- increase the number of employees who complete the equality e-learning modules and complete the diversity audit.
- increase the number of employees who complete the Equality Act e-learning modules.
- ensure equality impact assessments are undertaken robustly and increase the diversity of protected groups who are represented at the Integrated Impact Assessment Quality Assurance Group..
- review our objectives and develop a new Strategic Equality Plan 2020/24

Thank you for reading our Strategic Equality Plan Annual Report 2018/19.

Views and suggestions for our annual report are welcome.

Please contact us on:

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Appendix 2 Strategic Equality Plan Performance Progress Report 2018/19

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Print Date: 18-Jul-2019

Objective 1: Reduce Health Inequalities



Improved health outcomes for protected groups

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.4 [SEP] Develop e-learning module on Gypsy Traveller awareness	David Jolly - Gypsy Traveller Liaison Officer	In Progress	23-Jul-2018	31-Mar-2019	50.00%		



ACTION PROGRESS COMMENTS:

An e-learning package has been developed to include relevant issues regarding Gypsy Travellers but also to address some of the frequently asked questions from members of the public. This will include issues such as unauthorised encampments, negotiated stopping and health and well-being of this community. Completion of package will be by the 1st June 2019 as it is currently out for consultation with relevant stakeholders.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.5 [SEP] Continue to provide annual Gypsy Traveller awareness training to all relevant employees.	David Jolly - Gypsy Traveller Liaison Officer	Completed	23-Jul-2018	31-Mar-2019	100.00%		



ACTION PROGRESS COMMENTS:

Annual Gypsy Traveller awareness inputs have been delivered to the workforce internally who have direct contact with this community and this includes an appreciation of their culture, Equality Act legislation and best practice. This is an on-going commitment to be given to new employees going forward.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.7 [SEP] Implement Supporting People Commissioning Plan	Lesley Bassett - Housing Strategy Manager	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	



ACTION PROGRESS COMMENTS:

Outcomes achieved and submitted to Welsh Government. Small underspend due to additional funding being made available in January 2019 and difficulties procuring activities at such short notice.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.5 [SEP] Incorporate need for health assessment within Foster Care training	Jacque Slee - Team Manager Performance	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



The importance of timely health assessments for children who are looked after is emphasised in the training for prospective and current foster carers.



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.6 [SEP] Incorporate prompt registration with General Practitioner (GP) and dentist in PARIS (care assessment system)	Jacque Slee - Team Manager Performance	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

Recording of GP registration and dental registration is included in the revised assessment documentation for children, which was implemented in March 2019.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.7 [SEP] Implement Social Care Training Strategy	Jacque Slee - Team Manager Performance	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	
ACTION PROGRESS COMMENTS: Workforce Development Strategy has been implemented.							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.8 [SEP] Implement Dementia Friendly Communities action plan	Jacque Slee - Team Manager Performance	Completed	27-Jul-2018	31-Mar-2019	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Flintshire Council has made a commitment to become "Dementia Friendly". An early part of this work will be to challenge all Portfolios to consider what they currently do to support people living with dementia. All members of the steering group to lead this work will become Dementia Champions and deliver Dementia Friend sessions within their Portfolio.							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.9 [SEP] Seek accreditation for Flintshire County Council to become a Dementia Friendly organisation	Jacque Slee - Team Manager Performance	Completed	27-Jul-2018	31-Mar-2019	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The application for Flintshire Council to become a Dementia Friendly Council has been completed.							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.8 [SEP] Promote Trans awareness e-learning module	Fiona Mocko - Strategic Policies Advisor	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Trans awareness e-learning module was promoted during Lesbian, Bisexual, Gay and Transgender (LGBT) History month 2019 and Trans Remembrance Day November 2018. Further reminders to be circulated as completion rate is low.

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of care leavers who have experienced homelessness during the year	No Data	3	5	 GREEN	N/A	3	5	 GREEN

Lead Officer: Lesley Bassett - Housing Strategy Manager

Reporting Officer: Lesley Bassett - Housing Strategy Manager

Aspirational Target:

Progress Comment: 3 care leavers have experienced homelessness.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of Dementia Friendly Communities	No Data	7	3	 GREEN	N/A	7	6	 GREEN

Lead Officer: Dawn Holt - Commissioning Manager

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target:

Progress Comment: Flintshire has 7 Dementia Friendly Communities and 3 Dementia Friendly Organisations.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of employee who have completed the equality e-learning modules	No Data	163	50	 GREEN	N/A	163	200	 RED

Lead Officer: Annette Bailey - Learning and Development Officer

Reporting Officer: Annette Bailey - Learning and Development Officer

Aspirational Target:

Progress Comment: Ongoing reminders from managers and included in induction schedule



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of employees who attend Gypsy Traveller awareness training	No Data	25	25	 GREEN	N/A	50	50	

Lead Officer: Melville Evans - Senior Manager - Housing Programmes

Reporting Officer: David Jolly - Gypsy Traveller Liaison Officer

Aspirational Target:

Progress Comment: Housing Responsive Repairs and Voids teams have been given awareness sessions in person.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of employees who complete Gypsy Traveller e-learning modules	No Data	0	5	 RED	N/A	0	10	

Lead Officer: Melville Evans - Senior Manager - Housing Programmes

Reporting Officer: David Jolly - Gypsy Traveller Liaison Officer

Aspirational Target:

Progress Comment: This is still at development stage. This is being picked up by the recently appointed Gypsy Traveller Liaison Officer and Housing Training Officer.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of events to raise awareness of dementia across the county	No Data	62	5	 GREEN	N/A	62	10	 GREEN

Lead Officer: Dawn Holt - Commissioning Manager

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target:

Progress Comment: We continue to actively raise awareness of dementia in our community.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Percentage of Looked After Children (LAC) registered with General Practitioner (GP)	No Data	98.1	98	 GREEN	N/A	98.1	98	 GREEN

Lead Officer: Jacque Slee - Team Manager Performance

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target:

Progress Comment: This information is collected for all Looked After Children when they become looked after.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Percentage of Looked After Children (LAC) registered with a dentist within three months of becoming looked after	No Data	75	75	 GREEN	N/A	75	75	 GREEN

Lead Officer: Jacque Slee - Team Manager Performance

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target:

Progress Comment: All Looked After Children had dental appointments within 4 months.

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a DFG	305.54	300	247	 RED	↑	299.76	247	 AMBER

Lead Officer: Jen Griffiths - Benefits Manager

Reporting Officer: Joseph Muxlow - Regeneration Programme Lead



Aspirational Target:

Progress Comment: A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence.

A DFG review board meets monthly to review progress towards implementing improvements to processes and controls and to the wider adaptations system in the Council. One such action is the launch of a new contractor framework for the delivery of the DFG's which has resulted in a reduction of the number of days taken to deliver DFGs.

In 17/18 DFG work had to be suspended due to budgetary constraints and as a result outstanding works have been completed within 18/19. This has impacted on the overall performance for the service. DFG performance can be explained by splitting those older cases from 17/18 and the current year cases that have been delivered using the new framework as follows: 3 adaptations delivered this quarter were 17/18 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.

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.3M03 Percentage of looked after children with a timely health assessment	0	76.32	81	 AMBER	↑	70.57	81	 AMBER

Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Team Manager Performance



Aspirational Target:

Progress Comment: Significant improvement has been made since last year, with the Looked After nurse regularly attending team meetings and managing the assessment appointments.

Objective 1: Reduce Health Inequalities



Minimise the impact of substance misuse on individuals, their families and communities in the county

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.7 [SEP] Minimise the impact of substance misuse on individuals, their families and communities in the county	Fiona Mocko - Strategic Policies Advisor	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Providing effective services to people with protected characteristics is included within all new contracts and within existing contracts as they are reviewed. The service is a commissioning service and does not provide treatments directly.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.8 [SEP] Support those receiving treatment to complete substance misuse treatment	Fiona Mocko - Strategic Policies Advisor	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	



ACTION PROGRESS COMMENTS:

The Substance Misuse Team has received training on meeting the needs of older people who misuse substances. The needs of people with protected characteristics is included within the Substance Misuse Strategy.

Objective 2: Reduce unequal outcomes in Education to maximise individual potential

Reduce the gap in educational attainment levels between different groups at all stages



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.7 [SEP] Through GwE Challenge Advisors scrutiny of school improvement plans, ensure that schools are effectively targeting the use of the Pupil Deprivation Grant (PDG) to support learners entitled to Free School Meals (FSM) to improve outcomes	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	23-Jul-2018	31-Mar-2019	100.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The Support Improvement Advisers within GwE make termly visits to schools and monitor improvement plans. These plans will clearly articulate where PDG funding is being used to support learners entitled to Free School Meals and entitled to PDG. The GwE Senior Lead Officers report back on the progress of these reviews through the Local Quality Board attended by the Chief Officer, Cabinet Member and Chair of Overview & Scrutiny. In Key Stage (KS) 4, schools have been given access to support strategies that are clearly articulated within support plans. Overall performance of e-FSM pupils is generally good although the performance of e-FSM pupils needs to further improve at KS4. There has been an improving trend in the performance of e-FSM pupils attaining the Foundation Phase indicator. The Key Stage 2 e-FSM pupils in Flintshire have performed consistently better than the Wales average for the last four years. In Key Stage 3 the percentage of e-FSM pupils achieving the core subject indicator continued to improve. The performance of pupils entitled to FSM remains a priority however as only KS2 pupil attainment data for 2018 shows a small narrowing of the gap.

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Percentage of boys who achieve 5 G.C.S.E's A* - C grade	No Data	63.2	65	 RED	N/A	63.2	65	

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems

Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems

Aspirational Target:

Progress Comment: The performance of boys improved by 4.3% in 2017.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Percentage of girls achieving 5 G.C.S.E's A* - C grade	No Data	75.2	73	 GREEN	N/A	75.2	73	

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems

Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems

Aspirational Target:

Progress Comment: The performance of girls improved by 2.5% in 2018 and is 2% above the national average.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Percentage of year 11 pupils who receive free school meals achieving 5 GCSEs at A* - C, or equivalent,	25.2	43.6	40	 GREEN	↑	43.6	40	

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems

Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems

Aspirational Target:

Progress Comment: Following targeted access for schools to support strategies, the percentage of pupils achieving the level 2 inclusive increased by 8.8% on 2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome 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 English/Welsh and Maths	57	No Data	17.6		N/A	No Data	17.6	

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems

Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems

Aspirational Target: 86.00



Progress Comment: Changes to WJEC (formerly Welsh Joint Education Committee) 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.

Objective 2: Reduce unequal outcomes in Education to maximise individual potential



Ensure pupils feel safe at school

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.9 [SEP] Implement Transgender reassignment policy for secondary schools	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	In Progress	23-Jul-2018	31-Mar-2019	90.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:

The transgender policy and guidance for schools has been developed and shared for consultation with partners. There are minor amendments ahead of dissemination to schools in the summer term.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.10 [SEP] Develop Trans guidance and policy for Primary schools	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	Not Started	23-Jul-2018	31-Mar-2020	0.00%	 AMBER	 AMBER



ACTION PROGRESS COMMENTS:

The development of the primary guidance will commence once the secondary guidance has been finalised (summer term).

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.11 [SEP] Provide Trans awareness training for all secondary school	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	Completed	23-Jul-2018	31-Mar-2020	100.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

Stonewall "Train the Trainer" was funded by the Healthy Schools scheme for all high schools to attend the one day course on 05.10.18. Nine Secondary schools sent a team member to attend the full day training and were provided with a memory stick with a variety of resources to support training to be cascaded back to school employees.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.12 [SEP] Remind all schools to publish Annual Equality reports	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	In Progress	23-Jul-2018	31-Mar-2019	10.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:



Schools are encouraged to publish their annual equality reports at the end of the school year in line with their Head teacher report to the Governing Body and Governing Body report to parents. The number of school that publish their reports will be monitored in the summer term 2019 and specific targets will be set thereafter.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.13 [SEP] Raise awareness of identity based bullying during Anti Bullying Week	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	In Progress	23-Jul-2018	01-Dec-2018	90.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Anti-bullying week 2018 was promoted to all schools and resources were signposted to schools. The existing system for reporting identity based bullying to Flintshire Local Education Authority has been incorporated within all level 3 safeguarding training courses for designated safeguarding persons in 17/18. The new reporting system for schools to be able to notify the local authority of incidences of identity based



bullying has been developed and refined with IT. Final report arrangements to be agreed and the system will be launched to all schools in the summer term 2019.



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.14 [SEP] Ensure all schools access Modern Slavery training	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	Ongoing	03-Aug-2018	31-Mar-2020	-	 AMBER	 AMBER



ACTION PROGRESS COMMENTS:

Modern Slavery training provider utilised to train education officers. Funding to be allocated to enable training for schools.

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of reports of identity based bullying in all schools	No Data	4	15	 GREEN	N/A	6	30	 GREEN
<p>Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding Reporting Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding Aspirational Target: 0.00 Progress Comment: A new electronic system is being introduced to enable incidents to be reported and monitored more effectively so that trends can be identified and support provided where needed.</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of secondary schools who attend Trans awareness training	No Data	9	12	 RED	N/A	9	12	 GREEN
<p>Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding Reporting Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding Aspirational Target: 12.00 Progress Comment: Out of 12 secondary schools 9 attended training</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of teachers who complete modern slavery awareness training	No Data	0	50	 RED	N/A	0	50	 RED



Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding

Reporting Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding

Aspirational Target: 50.00

Progress Comment: The target is one employee per school to attend training (designated safeguarding person).

Objective 3: Reduce Inequalities in Employment

Identify and address any inequalities within pay, recruitment, retention, training and promotion processes

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.10 [SEP] Undertake annual workforce equality analysis of data in line with the Public Sector Equality Duty (PSED)	Andrew Adams - Business Information and Compliance Adviser	Not Started	23-Jul-2018	31-Mar-2019	0.00%		

ACTION PROGRESS COMMENTS:

Ongoing promotion and monitoring is carried out to gather information on the diversity of our workforce including potential recruits as well as existing employees. Information gathered is analysed regularly which helps us to identify barriers that prevent access to employment and career development for certain groups of people, and to develop solutions, such as positive action plans or alternative policies and practices.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.11 [SEP] Develop action plan following analysis of workforce information report and equal pay audit to address any areas of potential or actual inequalities	Andrew Adams - Business Information and Compliance Adviser	Not Started	23-Jul-2018	31-Mar-2019	0.00%		



ACTION PROGRESS COMMENTS: To be completed as part of annual Workforce Information Report

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.12 [SEP] Publish annual workforce information report and equal pay audit	Andrew Adams - Business Information and Compliance Adviser	Not Started	23-Jul-2018	31-Mar-2019	0.00%		

ACTION PROGRESS COMMENTS:

The Annual Equalities report is published each year on the Council website. The deadline for publishing the 2018-19 report is March 2020. However, the report is currently being compiled and will be published in the coming months. The Equal Pay Audit 2018-19 was published in September 2018 and is available on the Council website. As good practice going forward, the Equal Pay Audit and Annual Equalities report will be published in line with each other.

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Percentage of pay gap between all employees and employees from a Black and minority ethnic (BME) background	No Data	No Data	N/A		N/A	No Data	N/A	 GREEN



Lead Officer: Siân Croston - HR Policy and Reward Advisor

Reporting Officer: Rachel Roberts - HR Policy and Reward Advisor

Aspirational Target:

Progress Comment: There are significant numbers of employees who have chosen not to disclose their ethnicity or who have not provided any information (37.39%). This makes it difficult to undertake this analysis.

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Percentage of pay gap between men and women employees	No Data	13.65	13	 RED	N/A	13.65	13	 GREEN

Lead Officer: Siân Croston - HR Policy and Reward Advisor

Reporting Officer: Rachel Roberts - HR Policy and Reward Advisor

Aspirational Target:

Progress Comment: This is the gender pay gap across the whole Council using the mean method of calculating average pay from data extracted 1st April 2018.

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Percentage pay gap between all employees and	-1.71	-1.71	1			-1.71	1	

disabled employees



Lead Officer: Siân Croston - HR Policy and Reward Advisor

Reporting Officer: Rachel Roberts - HR Policy and Reward Advisor



Aspirational Target:

Progress Comment: There are a significant numbers of employees who have not declared their disability status or for whom this status is not known and this makes it difficult to undertake a robust analysis of pay by disability status.

Objective 3: Reduce Inequalities in Employment



Ensure employees receive equality training to equip them with skills and knowledge to meet the Equality Act 2010

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.13 [SEP] Promote equality training e-learning modules	Fiona Mocko - Strategic Policies Advisor	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	

ACTION PROGRESS COMMENTS:



The Induction checklist includes a requirement to complete the modules, but completion rates remain low. Human Resource Business Partners will report on compliance at Portfolio management team meetings to increase completion rates.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.14 [SEP] Equality incorporated into appraisal	Fiona Mocko - Strategic Policies Advisor	In Progress	23-Jul-2018	31-Mar-2019	46.00%	 AMBER	

ACTION PROGRESS COMMENTS:



Initially included within appraisal but has not been included within the updated appraisal form. This action will be carried forward within the Strategic Equality Plan 2020/24.

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of complaints made by employees of identity based bullying and harassment	No Data	0	1	 GREEN	N/A	0	2	

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: There have been no complaints made during 2018-19

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of discrimination complaints made by job applicants	No Data	0	1	 GREEN	N/A	0	2	

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: There have been no discrimination complaints made by job applicants during 2018-19.

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of employee who have completed the equality e-learning modules	No Data	163	50	 GREEN	N/A	163	200	 RED



Lead Officer: Annette Bailey - Learning and Development Officer

Reporting Officer: Annette Bailey - Learning and Development Officer



Aspirational Target:

Progress Comment: Ongoing reminders from managers and included in induction schedule.



Objective 3: Reduce Inequalities in Employment

Support protected groups gain and maintain employment



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.15 [SEP] Develop and implement action plan to support care leavers gain employment and training opportunities	Jacque Slee - Team Manager Performance	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	
ACTION PROGRESS COMMENTS:							

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Percentage of all care leavers who are in sustained education, training or employment continuously for 12 month after leaving care	No Data	80	65	 GREEN	N/A	80	65	 GREEN



Lead Officer: Jacque Slee - Team Manager Performance
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target:
Progress Comment: This represents 16 out of 20 care leavers.

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Percentage of all care leavers who are in sustained education, training or employment continuously for 24 months after leaving care	No Data	71.4	70	 GREEN	N/A	71.4	70	 GREEN
<p>Lead Officer: Jacque Slee - Team Manager Performance Reporting Officer: Jacque Slee - Team Manager Performance Aspirational Target: Progress Comment: This represents 15 out of 21 care leavers.</p>								

Objective 4: Reduce Inequalities in Personal Safety



Raise awareness of Hate Crime

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.8 [SEP] Develop joint initiatives with North Wales Public Sector Equality Network to raise awareness of hate crime	Fiona Mocko - Strategic Policies Advisor	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	



ACTION PROGRESS COMMENTS:



Hate Crime Awareness Week promoted November 2018. Initiatives include website banner, tweets and Facebook messages posted on social media, workforce news item and images posted on Council TV screens.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.9 [SEP] Implement Safeguarding training	Fiona Mocko - Strategic Policies Advisor	In Progress	23-Jul-2018	31-Mar-2019	50.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:



The module has been written and signed off and is being tested with a number of users before being launched to the wider workforce.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.10 [SEP] Implement early interventions / preventative training in Child Protection	Jacque Slee - Team Manager Performance	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Early intervention and preventative services are include in Child Protection training.							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.11 Develop guidance on the reporting of hate crime	Fiona Mocko - Strategic Policies Advisor	In Progress	04-Oct-2018	31-Mar-2020	74.00%	 GREEN	
ACTION PROGRESS COMMENTS: Framework for guidance in place and will be completed by 31st March 2020.							

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Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of incidents of hate crime reported to North Wales Police	No Data	76	45	 GREEN	N/A	151	65	 GREEN

Lead Officer: Fiona Mocko - Strategic Policies Advisor

Reporting Officer: Fiona Mocko - Strategic Policies Advisor



Aspirational Target:

Progress Comment: The overall number of hate crimes reported this year has reduced. However there has been an increase in the number of reports of the crimes based on religion and disability. This could be due to the impact of the campaign to increased awareness of how to recognise a hate incident and how to make a report.

Objective 4: Reduce Inequalities in Personal Safety



Raise awareness of Safeguarding

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.15 [SEP] Produce regular corporate safeguarding bulletin	Fiona Mocko - Strategic Policies Advisor	Completed	08-Oct-2018	31-Mar-2019	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:



Two Corporate Safeguarding Bulletins were produced and promoted this financial year.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.16 [SEP] Participate in Safeguarding Awareness Week	Fiona Mocko - Strategic Policies Advisor	Completed	08-Oct-2018	31-Mar-2019	100.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Promotional materials were circulated to key employees in Social Services and education. The majority of portfolios were represented at the Regional Safeguarding Week conference. Internal and external communications were published during Safeguarding Week 2018.

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of adult protection enquiries completed	103	155	100	 GREEN	↑	551	400	 GREEN

Lead Officer: Jayne Belton - Children's Safeguarding Manager

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target:

Progress Comment: The Safeguarding Unit continue to complete enquiries above the target rate.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of adult protection enquiries completed within 7 days	89	149	76	 GREEN	↑	525	376	 GREEN

Lead Officer: Jayne Belton - Children's Safeguarding Manager

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target:

Progress Comment: The Safeguarding Unit continue to prioritise enquiries within the 7 day timescale.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of employees who complete modern slavery elearning module	No Data	108	25	 GREEN	N/A	108	50	 RED

Lead Officer: Annette Bailey - Learning and Development Officer

Reporting Officer: Annette Bailey - Learning and Development Officer

Aspirational Target:

Progress Comment: Ongoing reminders from managers and included in induction schedule.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of employees who complete safeguarding elearning module	No Data	64	10	 GREEN	N/A	64	20	 RED



Lead Officer: Annette Bailey - Learning and Development Officer
Reporting Officer: Annette Bailey - Learning and Development Officer
Aspirational Target:
Progress Comment: E-learning module has been updated and is nearly ready to go live on Flintshire Academi.



Objective 4: Reduce Inequalities in Personal Safety

Address high risk instances of domestic abuse and enable victims of domestic abuse to remain in their own properties

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.9 [SEP] Home safe target hardening visits to victims of domestic abuse by Neighbourhood Wardens on referral by partner agencies	Gerwyn Davies - ASB Coordinator	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	
ACTION PROGRESS COMMENTS: NA							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.10 [SEP] Promote level 1 of Welsh Government Violence Against Women, domestic abuse and sexual violence e-learning module.	Annette Bailey - Learning and Development Officer	In Progress	27-Jul-2018	31-Mar-2019	24.00%	 RED	
ACTION PROGRESS COMMENTS: Struggle to get all employees to complete as over 60% do not have access to a computer. Face to face sessions taking place and a 20 minute managers training pack currently being written for managers to use at team meetings and toolbox talks.							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.11 [SEP] Public facing employees in Social Services, Education, Housing complete levels 2 and 3 of the national training framework for violence against women domestic abuse and sexual violence	Annette Bailey - Learning and Development Officer	Not Started	27-Jul-2018	31-Mar-2019	0.00%	 RED	

ACTION PROGRESS COMMENTS:

This has not been started yet by the North Wales Authorities. Waiting for steer from Regional Advisor. Train the trainer workshops to be held in 2019.

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of domestic abuse home safe visits completed	No Data	217	195	 GREEN	N/A	217	195	 GREEN



Lead Officer: Gerwyn Davies - ASB Coordinator

Reporting Officer: Gerwyn Davies - ASB Coordinator

Aspirational Target:

Progress Comment: Referrals increased on previous 12 months. Positive work has occurred to raise the profile of the service with partner agencies.

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Percentage of employee in housing, social services and Education who have completed levels 2 and 3 of the National Training framework for violence against women, domestic abuse and sexual violence e-learning module	No Data	0	25	 RED	N/A	0	25	 RED



Lead Officer: Annette Bailey - Learning and Development Officer



Reporting Officer: Annette Bailey - Learning and Development Officer

Aspirational Target:

Progress Comment: No progress made as training not started yet.

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and and Sexual Violence National Training Framework	8.98	19.36	45		↑	55.78	45	
<p>Lead Officer: Sharon Carney - Lead HR Business Partner Reporting Officer: Annette Bailey - Learning and Development Officer Aspirational Target: 50.00 Progress Comment: Actions in place such as face to face training and training pack for managers.</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	577	No Data	0		N/A	3803	0	
<p>Lead Officer: Lynne Fensome - Management and Support Manager Reporting Officer: Siân Jones - Public Protection Manager - Community and Business Aspirational Target: Progress Comment: Awaiting confirmation from North Wales Police on the validity of the data provided as there appears to be anomalies with figures reported previously.</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.3M03 The number of domestic abuse incidents reported to North Wales Police	442	No Data	0		N/A	3172	0	
<p>Lead Officer: Lynne Fensome - Management and Support Manager Reporting Officer: Siân Jones - Public Protection Manager - Community and Business</p>								





Aspirational Target:

Progress Comment: Awaiting confirmation from North Wales Police on the validity of the data provided as there appears to be anomalies with figures reported previously.

Objective 4: Reduce Inequalities in Personal Safety

Develop domestic abuse refuge for males to reduce inequality in provision in North Wales

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.6 [SEP] Promote domestic abuse refuge for males to reduce the inequality of provision in North Wales	Lesley Bassett - Housing Strategy Manager	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	

ACTION PROGRESS COMMENTS:

One 2 bed male refuge has been commissioned in Flintshire. This is being monitored in terms of capacity and further provision will be commissioned in the new year if there is evidence of demand.

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Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of referrals to the domestic abuse refuge for males	No Data	23	5	 GREEN	N/A	25	10	 GREEN

Lead Officer: Lesley Bassett - Housing Strategy Manager

Reporting Officer: Lesley Bassett - Housing Strategy Manager



Aspirational Target:

Progress Comment: Exceeded target highlighting demand for service.

Objective 5: Reduce Inequalities in Representation & Voice

Increase the diversity of the profile of people who participate in public life and representative bodies

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.10 [SEP] Deliver 'What Matters' training to Social Services	Jacque Slee - Team Manager Performance	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

"What Matters" training has been rolled out to workforce and will continue as a rolling programme.

Objective 5: Reduce Inequalities in Representation & Voice

Improve representation of Protected Groups in consultation activities and equality impact assessments



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.11 [SEP] Implement new assessment framework for children and young people	Jacque Slee - Team Manager Performance	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:



Assessment Framework is now Social Services and Well-being Act compliant.

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.12 [SEP] Implement new assessment framework for carers and training for carers	Jacque Slee - Team Manager Performance	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

Following a review of Carers Services which led to some changes in delivery in early 2018, the services have delivered on these new arrangements and have worked closely with the local authority to ensure that service provision in Flintshire is of a high standard.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.20 [SEP] Develop easy and accessible procedures for people to complain when things go wrong	Rebecca Jones - Customer Services and Registration Manager	Completed	23-Jul-2018	31-Mar-2019	100.00%	 AMBER	



ACTION PROGRESS COMMENTS:

The Council has a procedure for people to complain when things go wrong. The current procedure is based on an all Wales model for complaints handling in the public sector. The procedure is due to be reviewed in 2019/20 to take in to consideration the new Welsh Language Standards, providing advice and guidance to customers who wish to complain about non-compliance with Welsh Language Standards.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.21 [SEP] Ensure people with Protected Characteristics are represented at the Impact Assessment Quality Assurance Group	Stephanie Aldridge - Corporate Business and Communications Support Officer	In Progress	31-Jul-2018	31-Mar-2019	80.00%	 AMBER	

ACTION PROGRESS COMMENTS:

Most protected characteristics represented on this group. Contact made with Lesbian, gay, bisexual and trans (LGBT) youth group to ensure they are represented. No contacts currently with people representing race or religion and belief characteristic.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.22 [SEP] Encourage Services to present impact assessments to the Impact Assessment Quality Assurance Group	Stephanie Aldridge - Corporate Business and Communications Support Officer	In Progress	31-Jul-2018	31-Mar-2019	80.00%	 AMBER	



ACTION PROGRESS COMMENTS:



Not all impact assessment are being presented the Impact Assessment meetings. This will be raised at Performance Leads meeting to encourage Performance Leads to raise within their management teams. The Impact assessment toolkit added to the CAMMS performance management software to ensure that impact assessments cannot be completed until presented to the Impact Assessment group and has sign off from the chair of the group.

Objective 6: Reduce Inequalities in access to information and service, buildings and the environment



Promote and increase use of Language Line across all services when dealing with customers where language barriers may result in information not being clearly understood by either parties

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.17 [SEP] Promote and increase use of Language Line across all services	Rebecca Jones - Customer Services and Registration Manager	In Progress	23-Jul-2018	31-Mar-2019	1.00%	 GREEN	
ACTION PROGRESS COMMENTS: Language Line contractual arrangements to be reviewed in 2019/20. Small project team to consider current arrangements, future needs and procurement processes. The intention is to procure a Supplier for translation of all languages other than Welsh.							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.18 [SEP] Promote Deaf awareness week to raise awareness of the needs of the Deaf community	Fiona Mocko - Strategic Policies Advisor	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	
ACTION PROGRESS COMMENTS: Initiatives to promote Deaf Awareness Week took place during May 2018 and plans in place to promote during Deaf Awareness week May 2019.							

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of complaints of discrimination made by customers	No Data	No Data	0	 GREEN	N/A	0	0	 GREEN
<p>Lead Officer: Rebecca Jones - Customer Services and Registration Manager Reporting Officer: Rebecca Jones - Customer Services and Registration Manager Aspirational Target: Progress Comment: No complaints of discrimination made by customers</p>								



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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of requests for telephone interpretation through Language Line	No Data	120	16	 GREEN	N/A	120	16	 AMBER
<p>Lead Officer: Stephanie Aldridge - Corporate Business and Communications Support Officer Reporting Officer: Stephanie Aldridge - Corporate Business and Communications Support Officer Aspirational Target: Progress Comment: 195 requests made for the entire years April 2018 - March 2019. The total of minutes requires was 1,491.00.</p>								



Objective 6: Reduce Inequalities in access to information and service, buildings and the environment

Improve access to services, transport, the built environment and open spaces which the Council provides or manages

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.6 [SEP] NEW Homes employees to attend Transgender awareness training	Denise Naylor - Housing Programmes Support Manager	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: All NEW Homes employees have completed transgender awareness training.							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.7 [SEP] Continue to improve waiting times for adapted council housing	Cheryl Marland - Housing Access and Sarth Team Leader	Not Started	09-Oct-2018	31-Mar-2019	0.00%		
ACTION PROGRESS COMMENTS: Not currently started however baseline data will be available at the end of the Financial year 2019 - 2020.							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.8 [SEP] Ensure employees have the skills and knowledge to meet needs of Refugees	David Jolly - Gypsy Traveller Liaison Officer	Completed	23-Jul-2018	31-Mar-2019	100.00%	 GREEN	

ACTION PROGRESS COMMENTS:



All employees within Housing and Assets have received training from the Syrian Refugee Programme (SRP) co-ordinator. This has included awareness raising and also understanding their unmet needs. The SRP officer for FCC and he works alongside British Red Cross to meet the needs of refugees. We are currently supporting 6 families in Flintshire and we also support individuals who are asylum seekers. In order to understand safeguarding concerns employees have also received an input from the Modern Slavery Team from North Wales Police.

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.19 [SEP] Employees in customer facing posts to attend Transgender awareness training	Rebecca Jones - Customer Services and Registration Manager	In Progress	23-Jul-2018	31-Mar-2019	1.00%	 GREEN	

ACTION PROGRESS COMMENTS:

Transgender training is available through Academi. Employees working within Customer Contact will complete the training in 2019/20.

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of NEW homes employees who attend Trans awareness training	No Data	5	5	 GREEN	N/A	5	5	 GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes

Reporting Officer: Denise Naylor - Housing Programmes Support Manager

Aspirational Target:

Progress Comment: All NEW Homes employees and Bond team employees who provide support to the service have received transgender awareness training.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of employees who attend Gypsy Traveller awareness training	No Data	25	25	 GREEN	N/A	50	50	

Lead Officer: Melville Evans - Senior Manager - Housing Programmes

Reporting Officer: David Jolly - Gypsy Traveller Liaison Officer

Aspirational Target:

Progress Comment: Housing Responsive Repairs and Voids teams have been given awareness sessions in person.



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Number of employees who complete Gypsy Traveller e-learning modules	No Data	0	5	 RED	N/A	0	10	

Lead Officer: Melville Evans - Senior Manager - Housing Programmes

Reporting Officer: David Jolly - Gypsy Traveller Liaison Officer

Aspirational Target:

Progress Comment: This is still at development stage. This is being picked up by the recently appointed Gypsy Traveller Liaison Officer and Housing Training Officer.

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Percentage of NEW homes employees who attend Trans awareness training	No Data	100	100	 GREEN	N/A	100	100	 GREEN



Lead Officer: Melville Evans - Senior Manager - Housing Programmes

Reporting Officer: Denise Naylor - Housing Programmes Support Manager

Aspirational Target:

Progress Comment: All NEW Homes employees and Bond team employees who provide support to the service have received transgender awareness training.

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
[SEP] Waiting times for adapted housing compared with other housing	No Data	0	150	 GREEN	N/A	0	300	 RED

Lead Officer: Lesley Bassett - Housing Strategy Manager

Reporting Officer: Lesley Bassett - Housing Strategy Manager



Aspirational Target:

Progress Comment: We have no data currently to evidence this indicator.

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a DFG	305.54	300	247	 RED	↑	299.76	247	 AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Aspirational Target:

Progress Comment: A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence. A DFG review board meets monthly to review progress towards implementing improvements to processes and controls and to the wider adaptations system in the Council. One such action is the launch of a new contractor framework for the delivery of the DFG's which has resulted in a reduction of the number of days taken to deliver DFGs. In 17/18 DFG work had to be suspended due to budgetary constraints and as a result outstanding works have been completed within 18/19. This has impacted on the overall performance for the service. DFG performance can be explained by splitting those older cases from 17/18 and the current year cases that have been delivered using the new framework as follows: 3 adaptations delivered this quarter were 17/18 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.

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
the number of DFGs delivered	13	7	8	 GREEN	↑	34	30	

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Aspirational Target:
Progress Comment:





CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Care Inspectorate Wales (CIW) Annual Performance Review Letter
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report is brought to inform Cabinet of the content of the recent Care Inspectorate Wales (CIW) Annual Performance Letter published on the 28th June, 2019.

Following the implementation of the Social Services and Well-being (Wales) Act 2014, CIW have developed a new framework which works to ensure local authorities are inspected using the well-being outcomes of the Act. This places an emphasis on hearing the views and voices of people and their carers who have care and support needs.

An annual letter is sent to each local authority in Wales and published on the CIW website. The information contained within the letter is based on a meeting held with the Chief Officer for Social Services and Senior Officers, together with evidence and performance data submitted. The outcomes from any inspections, focused activities, self-evaluation returns and the content of the Social Services Annual Report are also reflected in the letter.

Each letter summarises CIW's evaluation of performance in relation to adults and children's services during the financial year and reports against the four core principles of the Social Services and Well-being Act, those being:

Well-being, People – voice and control, Prevention and Partnership.

The letters also set our individual work programme to review performance over the coming year.

RECOMMENDATIONS

1	That Cabinet note the content of the Annual Performance letter and CIW's assessment of the authority's performance during the year 2018/19.
2	That Cabinet note CIW's Performance Review Plan for 2019-20.

REPORT DETAILS

1.00	EXPLAINING THE CARE INSPECTORATE WALES (CIW) ANNUAL PERFORMANCE REVIEW LETTER
1.01	Members will be aware that CIW write and publish an annual letter for local authorities which provides feedback on inspections undertaken during the year and CIW performance evaluation activity complete.
1.02	The letter reports on the progress of the local authority and how it has implemented any recommendations from inspections Child Practice Reviews and Adult Practice Reviews.
1.03	The letter is also an opportunity for CIW to outline its forward work programme in Flintshire.
1.04	The content of the letter relates to the authority's performance in carrying out statutory social services functions and is separate to an inspections of the Council's Provider Services.
1.05	As stated in the Executive Summary above, the letter is informed by performance evaluation and meetings with the Chief Officer Social Services and Senior Managers within the service. It also takes into account CIW activity during the year and in particular the Adult Safeguarding Focused Activity which took place in February 2019.
1.06	The strengths of the authority and any areas for improvement are categorised into the four principles of the Social Services and Well-being (Wales) Act 2014 and these are summarised below.
1.07	Well-being
1.08	Senior Management Team are well sighted on strengths and areas of improvement and the authority has a positive regional partnership approach.
1.09	During the focussed activity, CIW saw evidence of timely and proportionate responses to adult safeguarding referrals with clarity on actions. There was evidence of effective multi-agency working.
1.10	In Children's Services the challenge to recruit foster carers was acknowledged and it was recognised that managers were aware and working to support the well-being of staff.

1.11	People – voice and control
1.12	Work has been undertaken to improve the co-ordinated response to adult safeguarding referrals through the Single Point of Access and then on to the Safeguarding Unit. Further work is now needed to support the wishes and feelings of the adult at risk during the safeguarding process.
1.13	In Children's Services the involvement of care experienced children in the development of services was soon as positive.
1.14	In Adult Services the experience of people with learning disabilities and older people living in extra care is being captured.
1.15	It was recognised that the service is working to improve capacity to provide services in Welsh and that whilst there are many initiatives ongoing, the local authority needs to ensure it continues to strengthen its ability to provide support bilingually.
1.16	CIW also recognised that, along with other local authorities in Wales, the council has to manage a waiting list for those requiring Best Interest Assessments. This list receives ongoing review with assessments prioritised to meet individual's changing needs.
1.17	Prevention
1.18	Positive regard was given to the establishment of the Early Help Hub in Children's Services and the same in adult services with the Single Point of Access integrating with the Community Resource Team.
1.19	Partnerships
1.20	CIW identified good partnership working between Adult Service Team and the Safeguarding Unit during the focussed activity and that the independence of the safeguarding team was valued.
1.21	The regulator also identified the strong partnership working with education, transport, and leisure and how all services work together to benefit the individual.
1.22	CIW Performance Review Plan for 2019-20
1.23	CIW's scheduled thematic impaction programme in adult services will be focussing on promotion of independence for older people and for children it will focus on prevention, partnerships and the experience of disabled children.
1.24	Flintshire will be receiving an Annual Focused Activity in October within Children's services with the focus on the information advice and assistance arrangements within the service and the experience of children focussing on the reviewing process.
1.25	CIW will undertake a second Annual Focussed Activity later in the year and details will be provided to the service at that time.

2.00	RESOURCE IMPLICATIONS
2.01	There are no direct resource implications as a result of this letter.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	The letter is a very positive review of the statutory Social Services provider by the local authority. The work of risk management associated with statutory services continues within the portfolio, there are no additional requirements as a result of the letter.	
3.02	Ways of Working (Sustainable Development) Principles Impact	
	Long-term	Positive – the CIW letter makes reference to Social Services’ forward work programme, the strengths of the authority and any areas for improvement.
	Prevention	Positive - the creation of the Early Help Hub in Children’s Services and the bringing together of the Single Point of Access and Community Resource Teams was given positive regard in the CIW Letter as part of our programme of preventative services.
	Integration	Positive – the CIW Letter references integration between the local authority and health at both the children’s and adult’s front-door services.
	Collaboration	Positive – the CIW Letter identifies good partnership working between Adult Services and the Safeguarding Unit. It also identifies strong collaborations with education, Transport and Leisure.
	Involvement	Positive – the body of the report 1.12 to 1.16 makes reference to CIW’s comments regarding the involvement of those using services.
3.03	Well-being Goals Impact	
	Prosperous Wales	Positive - the letter identified a well-functioning social services portfolio this in turn provides support to the in-house and independent care sector in Flintshire, supporting local employment and prosperity for the care workers in the county.
	Resilient Wales	Positive - the letter identified the work being undertaken by Flintshire to build resilience within the care home sector through the support provided (for example - Progress For providers).
	Healthier Wales	

	More equal Wales	Neutral – the letter, or the meetings that preceded it, did not make reference to a more equal Wales
	Cohesive Wales	Positive – whilst the CIW Letter itself does not make specific reference to a cohesive Wales the work undertaken in both SPoA and the Early Help Hub are growing cohesive communities and services, bringing people together to meet the needs of individuals.
	Vibrant Wales	Neutral – the letter again makes no specific reference to a vibrant Wales, however it did make reference to the Welsh language and the need for the authority to improve its capacity to provide services in Welsh.
	Globally responsible Wales	Neutral – the letter again makes no specific reference to a globally responsible Wales and there is was no reference to this as part of the pre-discussions with CIW.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	There are no consultation requirements as a result of this letter.

5.00	APPENDICES
5.01	Local Authority Annual Performance Letter 2018/19 – Flintshire County Council
5.02	CIW Letter to Flintshire Following Focused Activity.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officers: Jane Davies Telephone: 01352 702503 E-mail: jane.m.davies@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	<p>Social Services and (Well-being) Wales Act 2014: The Social Services and Well-being (Wales) Act came into force on 6 April 2016. The Act provides the legal framework for improving the well-being of people who need care and support, and carers who need support, and for transforming social services in Wales.</p> <p>Community Resource Team (CRT): A partnership between the Council and Betsi Cadwaladr University Health Board. It is a crucial part of what we are doing to implement the 'Care Closer to Home' agenda, a priority for the Health Board and Public Service Board. Nurses, therapists and social care workers work together to support people in their own homes. The CRT offers a seven-day service and access to this support is available to anyone over 18 with multiple health and social needs who is at risk of hospitalisation or would benefit from an expedited hospital discharge.</p>

Dear Director

CIW Local Authority Performance Review

We published our code of practice for review of local authority social services in April 2019 which outlined our intention to write and publish an annual letter for local authorities which will:

- provide feedback on inspection and performance evaluation activity completed by us during the year;
- report on progress the local authority has made in implementing recommendations from inspections and/or child and adult practice reviews;
- outline our forward work programme.

This letter summarises our review of Flintshire County Council's performance in carrying out its statutory social services functions. It follows the four principles of the Social Services and Wellbeing (Wales) Act 2014 (SSWBA) and our increasingly collaborative and strengths based approach to supporting improvement. The letter is intended to assist the local authority and its partners to continually improve.

The content is informed by our performance evaluation activity during the course of the year which includes the adult safeguarding focused activity in February 2019.

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

We discussed these matters and our proposed performance evaluation activity for 2019/20 with you at the annual performance review meeting on 15 April 2019.

Summary of strengths and areas for improvement in line with principles of SSWBA

- Well-being

People can be confident the local authority senior management team have a good understanding of the strengths and areas of improvement required in both adults and children's services. This is supported through positive regional partnership working to identify and develop services informed by consultations, population assessments.

During our focused activity in relation to adult safeguarding we saw evidence of timely and proportionate responses to adult safeguarding referrals which clarified matters and were clear on actions needed to protect people from abuse and neglect. Multi-agency discussions were consistently and effectively recorded in case notes and we found evidence of management oversight.

The local authority is aware of the challenges it faces in providing domiciliary care and is actively exploring alternative care models; the micro-care feasibility study being one example of this.

In Children's Services there is a clear understanding of the significant challenges it faces in recruiting and developing foster carers to support an increasing cohort of children with complex needs, older children and sibling groups. The service has secured funding to research a model of foster care known as Mockingbird. If the local authority decide to implement the Mockingbird Foster Care Model in Flintshire it will be the first in Wales.

Senior managers are aware of the significant pressure on their workforce and we heard how they are consistently working together to ensure arrangements are in place to support the well-being of staff.

- People – voice and choice

The safeguarding team are aware some further work is needed to ensure all safeguarding processes are robust. Recent improvements have been made, working closely with Single Point of Access, to ensure a co-ordinated response to all safeguarding reports. The local authority needs to ensure proper and consistent regard is given to the wishes and feelings of the adult at risk and that they are empowered to make their own informed decisions.

The involvement of care experienced children in service development is an area of positive practice. We heard how children have been involved in co-producing an action plan following a wellbeing survey, they were asked to participate in at the end of 2017/18. The key findings of which are being used to inform service development and support arrangements for children in care. In adult services the local authority has made arrangements to capture the experience of people with a learning disability and older adults living in extra care. The local authority is seeing the benefits of digital stories and shared with us an example from the Early Help Hub.

We assessed the local authority's leadership, direction and progress in embedding Welsh language in front-line services as part of annual performance evaluation activities. The

service is aware of the need to improve its capacity to provide services in Welsh. We heard of the conversation group Paned a Sgwrs which focuses on raising workers confidence in their use of the language. A specific Welsh language course for social care staff has been delivered and we also heard how the service is working to support people living in care homes whose first language is Welsh. The local authority needs to ensure it continues to strengthen its ability to provide bilingual support.

Our monitoring of the deprivation of liberty safeguards has identified the local authority, in common with many others in Wales, is unable to assure itself people's human rights are not being breached by being deprived of their liberty unlawfully. We will continue to monitor this.

- Prevention

The local authority has focused on developing and strengthening early intervention and preventive services. During our focussed activity we heard how the Flintshire Public Service Board commissioned the establishment of a multiagency Early Help Hub in Children's Service. We meet with managers and workers from statutory and non-statutory agencies and it was evident from the discussions that the information sharing and communication across agencies has improved outcomes for children and families. The diverse representation of different agencies is beneficial. It was recognised there is a need for better links with the adult mental health service and it was positive to hear from the senior manager in Children's Services of the ongoing discussions with Community Mental Health Team Managers to improve joint working.

In adults services we heard how the Single Point of Access opening hours had been extended and how the service is now integrated with the Community Response Team. The local authority, local health board and third sector are focused on working together to ensure people are receiving the right care at the right time. The partnership is effectively utilising integrated care funding to develop community based support which promotes independence. The plan to develop a discharge to assess model being an example of this.

Throughout 2018 our programme of work focused on care experienced children and young people. Qualitative evidence was gathered from six local authority children and fostering inspections, 22 self-evaluations completed by local authorities, challenge meetings held with those local authorities who were not subject to an inspection and engagement activity with care experienced children, care leavers and foster carers. The report will be published on our website, with key findings made in respect of profile, sufficiency, practice, partnerships, stability, governance and corporate parenting. Many of the areas we have identified for improvement are being considered by Welsh Government's Ministerial Advisory Group on improving outcomes for care experienced children and young people and we also hope local authorities will consider their own contribution to addressing these findings.

- Partnerships

During our safeguarding focused activity we found evidence of good working relationships between the safeguarding team and other Adult Service Teams. Staff talked positively and consistently about the support and guidance they received from colleagues in the Safeguarding Team. Their independence was valued by Senior Managers. We saw

evidence of regular case file audits to identify areas for development and to ensure a consistent approach.

There is clear recognition across the local authority of the contribution other such as transport, education and leisure have in promoting well-being.

The local authority is actively engaged in regional partnership working. Flintshire County Council has taken a lead in developing a new Integrated Autism Service and it is positive to note that from the outset this has been developed with people who have autism and their parents/carers. More recently the local authority has become the lead for the Regional Learning Disability Service. The Director of Social Services continues to chair the Adult Safeguarding Board.

CIW Performance Review Plan for 2019-20

Our scheduled thematic adult services inspection programme for 2019/20 will be focussing on prevention and promoting independence for older people and for children services thematic inspection the focus will be on prevention, partnerships and experiences of disabled children. If your local authority is selected for inclusion in this programme, you will receive four weeks' notice of the scheduled date of the inspection.

We will undertake engagement activities aligned to the thematic inspections and meet with people who receive care and support services. CIW will be convening a meeting with the local authority and its key partners in the summer to follow up areas identified in the self-evaluation submitted in January 2019 focusing on prevention and promoting independence for older people self-evaluation. A thematic national report will be published upon the completion of inspections and engagement activities.

In late 2019 we will pilot a joint inspection of child protection arrangements. The joint inspection will be led by CIW and in partnership with HIW, Estyn, HMI Constabulary (HMICFRS) and HMI Probation.

With the drive towards collaboration and integration in public services, CIW work closely with other inspectorates to share intelligence and jointly plan inspections. We will work closely with Social Care Wales to share information to support improvement in social care services.

CIW will continue in 2019/2020 to work with HIW in jointly inspecting community mental health teams. CIW will be following up recommendations made within HIW and CIW joint thematic review of Community Mental Health Teams as part of bi-annual head of service meetings with local authorities.

We will also undertake two pieces of focused activity during 2019/20; the details will be confirmed following summer meetings with Senior Managers.

This may be subject to change in the light of emerging issues.

You will note that this letter has been copied to colleagues in WAO, Estyn and HIW. CIW works closely with partner inspectorates to consider the wider corporate perspective in which social services operate, as well as local context for social services performance.

We will publish the final version of this letter on our website.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Sharon Eastlake', written in a cursive style.

Sharon Eastlake
Interim Head of Local Authority Inspection Team
Care Inspectorate Wales

Cc.
WAO
HIW
Estyn

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Mrs Jane Davies
Senior Manager Safeguarding and Commissioning
Social Services
Flintshire County Council
County Hall
Mold
Flintshire
CH7 6NB

Ein cyf / Our ref:

Dyddiad / Date: 05/03/2019

Dear Jane,

Re: CIW Safeguarding Focussed Activity

This letter summarises the findings of our Safeguarding Focussed Activity in Flintshire on February 12 & 13, 2019. The inspectors were Glenda Lloyd Evans (Senior Manager) and Sian Roberts (Inspection Manager).

Overview

Adult Safeguarding was the main focussed of this activity. This was agreed following queries raised by Regulatory Inspectors. The Flintshire Safeguarding Unit has been a single unified team since 2016 and oversees all aspects of work related to the core responsibilities which are

- Child Protection
- Adult Safeguarding
- Adults at Risk
- Deprivation of Liberty Safeguards
- Looked after Children

The Adult Safeguarding Team and the Adult at Risk Team has undergone a substantial restructure of both staff and processes in the previous 18 months.

Findings

- We saw evidence of timely and proportionate response to adult safeguarding report and good liaison with partner agencies during the enquiry stage to clarify matters and decide on the action required to protect the adult in question from abuse and neglect. Multi agency discussions were consistently recorded in case notes as was evidence of management oversight.
- Evidence of good working relationships between the Safeguarding Team and other Adult Service Teams. Everyone talked positively and consistently about the support and guidance they received from colleagues in the Safeguarding Team. Their independence was valued

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

by Senior Managers. We saw evidence of regular case file audits to identify areas for development and to ensure a consistent approach.

- Further evidence of good working relationship between the Safeguarding Team and other agencies involved in child cases/protection as well as evidence in the Child Protection Family Review of the main principles of the SSWBA [Wales] 2014 actively implemented in practice.
- The case files reviewed did not provide evidence that Adult at Risk are consistently consulted and involved during the enquiry stage. Neither did we see consistent evidence of the team assessing whether the person is an Adult at Risk requiring safeguarding. We wonder whether the decision to change the title of the Vulnerable Adult Social Worker to Adult at Risk Social Worker has had an impact. There is a need to ensure that all Practitioners are aware of the definition of Adult at Risk as in section 126[1] SSWBA [Wales] 2014
- The Safeguarding Team focussed their recent improvements at the front end of the safeguarding process. The Single Point of Access Team [SPOA} has also undergone substantial re structure and Managers told us how Safeguarding works closely with SPOA to ensure a co-ordinated response to all safeguarding referrals.
- The Safeguarding Team are aware that further work is needed to ensure their safeguarding processes are robust. The cases we reviewed following queries from Regulatory Inspectors were discussed with Senior Managers. The Managers were advised to review the cases. Our findings showed a need to ensure:
 1. all relevant information is shared at strategy meetings
 2. there is always an agreed plan at the end of a strategy meeting
 3. if the decision is made to close the safeguarding referral, partner agencies need to be made aware of the ongoing involvement of other teams, and this should be recorded in safeguarding minutes
 4. ensure care and support plans are reviewed and in addition to element required under Part 4 of SSWBA, the care plan should include the protection or risk management arrangement required to support the individual to achieve their personal outcomes
 5. case conferences are conveyed for individual cases
- All Managers within the Safeguarding Team work collaboratively to ensure adults and children are safeguarded holistically.
- Flintshire Corporate Safeguarding Board includes representation from all Portfolios and ensures that all services integrate safeguarding awareness into the way they work. We were told this included incorporating safeguarding training within contracts for Transport providers.

Early Help Hub

- The Flintshire Public Service Board commissioned the establishment of a multiagency Early Help Hub. The Hub was designed to enable the delivery of more timely and appropriate early intervention and support for children and families.
- Workers from different agencies are co-located and it was evident from the discussions that the information sharing and communication across agencies has improved outcomes for children and families. Information sharing can identify potential safeguarding concerns and when this happens they are actioned in line with relevant procedures.
- The diverse representation of different agencies is beneficial as well as the recognition of the need for better links with the Adult Mental Health Service. It was positive to hear from the

Head of Children's Service of the ongoing discussions with Community Mental Health Team Managers.

Areas for improvements

- The LA need to ensure that proper and consistent regard is given to the wishes and feelings of the Adult at Risk and that they are empowered to make their own informed decisions. This is an area already identified by Flintshire Safeguarding Team in their Case File Audits.

Methodology

- Review of 6 Adult Safeguarding report and sec 126 enquiries
- Review the Strategy and Case Conference minutes of the adult cases where queries had been raised by regulatory inspectors
- Interview with frontline workers and managers working in Safeguarding Team and Children's Services
- Brief introduction to the Early Help Hub Team
- Attend 2 Adult Initial Strategy Meetings and a Child Protection Family Review.

We have not identified any significant areas for development and CIW will reflect the findings of this focussed activity in our annual Local Authority Performance Review letter.

I wish to extend our thanks to all those who helped with the arrangements for this work and the staff who spoke with us.

Yours sincerely

Glenda Lloyd Evans
Senior Manager – CIW Local Authority Inspection Team

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CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	On Street Car Parking in Town Centres
Cabinet Member	Deputy Leader and Cabinet Member for the Streetscene and Countryside
Report Author	Chief Officer (Streetscene & Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

In April 2015 Cabinet approved the County wide car parking strategy which introduced parking charges in all town centre car parks which were designated as being within the scope of the new strategy.

The impact of car parking charges on the vibrancy of the town centres was considered at length during their introduction and subsequent reviews of both the strategy and the charging levels were aimed at striking a balance between affordability for shoppers and visitors, raising income to cover the cost of providing the car parking service and managing car parking availability in our town centres.

The availability of a small number of free, short stay, on-street parking spaces in a town centre is essential to allow shoppers to make short visits to collect shopping and staff from the portfolio have worked with each Town Council to review the number of spaces available. As a result, some amendments to the current local traffic orders have been made, to provide additional on-street parking capacity.

The local road layout in the area around Buckley town centre does not permit the provision of on-street parking and this may discourage shoppers who may wish to visit the town for short periods. This report provides a solution which would balance the provision of free short stay parking spaces in Buckley to more closely reflect that available in other towns across the County.

The report also seeks approval for a pilot scheme to remove the existing pedestrianisation order which is currently in place in Buckley town centre, to further improve access to the town. The proposal would be subject to receiving the support of Buckley Town Council to the proposal.

RECOMMENDATIONS

1.	That Cabinet approves the re-designation of a section of Brunswick Road car park in Buckley to provide some free, short stay car parking to compensate for the shortage of on-street, short stay spaces within the town centre
2.	That Cabinet supports the pilot de-pedestrianisation of Buckley town centre and approves the introduction of such an arrangement for a fixed period, which is sufficient to measure the impact on footfall in the town. The introduction of the pilot scheme would be subject to receiving support for the proposals from Buckley Town Council.

REPORT DETAILS

1.00	BACKGROUND OF THE CAR PARKING STRATEGY
1.01	<p>Following approval of the Council's car parking strategy in April 2015, car parking charges were introduced at the following locations within the County:</p> <p>Mold – Revised charging tariffs introduced in August 2015 Buckley – Introduced charging arrangements in August 2015 Talacre – Introduced charging arrangements (partial) in July 2015 Holywell – Introduced charging arrangements in September 2015 Connah's Quay – Introduced charging arrangements in November 2015 Shotton – Introduced charging arrangements in November 2015 Queensferry – Introduced charging arrangements in November 2015 Mold, County Hall – Introduced Summer 2016 Flint – Introduced charging arrangements in May 2018</p>
1.02	<p>The availability of a small number of free, short stay, on-street parking spaces in a town centre is essential to allow shoppers to make short visits or to collect shopping and staff from the portfolio have worked with each Town Council to review the number of spaces available.</p> <p>Whilst it is difficult to define the town centre area in each case, the approximate number of free on-street parking spaces available in each town centre is as follows:</p> <p>Mold – Approximately 55. Shotton – Approximately 25. C'Quay – Approximately 50+ side street parking spaces available Flint – Approximately 45. Queensferry – Approximately 45. Holywell – Approximately 20 on street spaces - following reconfiguration of High Street</p> <p>The road layout in the Buckley area does not permit the provision of short stay parking and the provision is therefore limited to just a handful of spaces.</p>

1.03	In order to provide some balance between the provision of on-street free parking in Buckley and every other town in the Council, it is proposed to re-designate a section of Brunswick Road car park to offer free car parking for up to half an hour. This will provide an additional 18 spaces for short visits to the town centre. In order to ensure that the management of parking within the town centre area is continued and to avoid abuse of the car park by long stay motorists, it will be necessary for users to display a parking ticket, albeit that the ticket is provided free of charge from the ticket machines.
1.04	The cost in terms of lost income from the car park will be approximately £14k per year and this will create a financial pressure against existing budgets.
1.05	Removing pedestrianised areas within town centres, allowing vehicles to freely access the shopping areas is contentious however, following extensive local campaigns and the introduction of pilot de-pedestrianised state in Holywell, Holywell Town Council, with the support of Welsh Government and Flintshire County Council are currently constructing a revised town centre layout that allow free access for cars directly into the centre of the town.
1.06	Buckley town centre currently has a pedestrianisation order in place and the County Council has previously requested the Town Council to consider supporting a similar pilot scheme to assess the benefit of a revised trafficked layout for the town. Whilst there has been some local discussions on the matter, a final decision has yet to be reached by the Town Council and this report recommends the County Council formally offers and supports a pilot de-pedestrianisation scheme for Buckley, subject to the Town Council supporting the proposal.

2.00	RESOURCE IMPLICATIONS
2.01	The cost of advertising and reconfiguring the signage and ticket machines in Brunswick Road car park would be £5k. The estimated annual loss of income from the existing pay machines would be £14k.
2.02	The cost of advertising, signing and promoting the de-pedestrianisation scheme would be approximately £5k and staff resources from the portfolio would be required to deliver the scheme.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT						
3.01	Ways of Working (Sustainable Development) Principles Impact						
	<table border="1"> <tr> <td>Long-term</td> <td>The proposal will help provide a long term sustainable solution for Buckley town centre</td> </tr> <tr> <td>Prevention</td> <td>No impact</td> </tr> <tr> <td>Integration</td> <td>No impact</td> </tr> </table>	Long-term	The proposal will help provide a long term sustainable solution for Buckley town centre	Prevention	No impact	Integration	No impact
Long-term	The proposal will help provide a long term sustainable solution for Buckley town centre						
Prevention	No impact						
Integration	No impact						

	Collaboration	The proposals will provide an opportunity for the County Council to work more closely with the Town Council to regenerate the town centre for the benefit of the residents
	Involvement	The residents will be asked to review the outcome of the pilot before a final decision is made.
Well-being Goals Impact		
	Prosperous Wales	Positive – improving town centre viability
	Resilient Wales	Positive – strengthening the retail offer in the County
	Healthier Wales	Negative – encourage driving rather than Active travel options
	More equal Wales	No Impact
	Cohesive Wales	No impact
	Vibrant Wales	Positive – improving the access to the town centres will improve the vibrancy and footfall levels
	Globally responsible Wales	Encouraging local shopping options rather than longer journeys to out of town options will reduce carbon outputs.
3.02	Loss of car parking income will result in financial pressures within the service.	
3.03	The introduction of car parking charges was intended to ensure the availability of parking within the town centre. This will be continued by the requirement to display a valid ticket in the car park for the period of free parking.	

4.00	CONSULTATIONS REQUIRED / CARRIED OUT	
4.01	With Town Council on the proposed changes to car parking tariffs in Brunswick Road car park.	
4.02	With Town Council regarding support for the proposed de-pedestrianisation pilot.	
4.03	Consultation has already taken place with the Cabinet Member	

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: S Jones Chief Officer Streetscene and Transportation Telephone: 01352 704700 E-mail: Stephen.o.jones@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	None

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CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Housing Strategy and Action Plan
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Housing and Assets)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Housing Strategy builds on the achievements delivered through the previous strategy and sets out the Council's vision:

'to work with key stakeholders to inform and deliver the right type of quality housing and most appropriate support to meet the needs of our population'.

It sets out 3 priorities with key areas for action within in each priority:

Priority 1: Increase supply to provide the right type of homes in the right location through new builds, use of the private rented sector, and better use of existing stock.

Priority 2: Provide support to ensure people live and remain in the right type of home through support which will prevent vulnerable people becoming homeless and sustain them in their homes.

Priority 3: Improve the quality and sustainability of our homes including addressing fuel poverty through energy efficiency measures.

RECOMMENDATIONS

1	That Cabinet supports and adopts the Housing Strategy and Action Plan for 2019-2024.
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REPORT DETAILS

1.00	EXPLAINING THE HOUSING STRATEGY AND ACTION PLAN
1.01	Flintshire's Housing Strategy and draft Action Plan sets out the vision for how the Council with its partners, will deliver its affordable housing needs, provide the relevant support to its residents and ensure it creates sustainable homes.
1.02	<p>The Housing Strategy builds on previous achievements but is developed within the context of the current challenges such as welfare reform, the increase in 'hidden' homeless and limited resources.</p> <p>The Strategy sets out the Council's ambitions for the future in meeting the housing needs of Flintshire's residents and the vision is:-</p> <p><i>'To work with key stakeholders to inform and deliver the right type of quality housing and most appropriate support to meet the needs of our population.'</i></p>
	The Housing Strategy and draft Action Plan
1.03	<p>The Housing Strategy identifies 3 priorities with key areas for action within in each priority:</p> <ul style="list-style-type: none"> • Priority 1: Increase supply to provide the right type of homes in the right location • Priority 2: Provide support to ensure people live and remain in the right type of home • Priority 3: Improve the quality and sustainability of our homes
1.04	<p>Priority 1 aims to address the lack of supply of affordable housing to meet the demand, which is evident on the Single Access Route to Housing (SARTH) for social housing and on the Affordable Housing Register - Tai Teg. To address this challenge we have identified in the strategy a number of solutions including:</p> <ul style="list-style-type: none"> • Building more new homes; • Improving access to the private rented sector; • Better use of existing stock; and • Strategic acquisitions. <p>The action plan sets out how we ensure that the right type of homes to meet people's needs are provided in the right locations.</p>
1.05	<p>Priority 2 aims to ensure we have the right type of housing related support in place to prevent issues that can cause vulnerable people to become homeless.</p> <p>The principle of housing related support is to support a person to access, maintain and manage their accommodation by assessing and developing or maintaining the necessary skills and confidence to live as independent a life as possible. The priority will focus on prevention and intervention, and complements the priorities set out in the Regional Homelessness Strategy and local action plan.</p>

	It is, however, wider than homelessness and the action plan identifies interventions for different vulnerable groups including disabled and older people.
1.06	<p>Priority 3 aims to improve the quality of existing housing stock and develop innovative, energy efficient new stock to contribute towards target of reducing the emissions of greenhouse gases by 3% per year as set out in the Climate Change Strategy for Wales Delivery Plan for Emission Reduction. Decarbonisation is an evolving agenda and Welsh Government has recently produced a consultation document on improving energy efficiency in existing dwellings, which will all need to be taken into account over the lifetime of the strategy and reflected in the action plan.</p> <p>The key areas includes:</p> <ul style="list-style-type: none"> • maximising energy efficiency methods; • improving standards in the private rented sector; • improving the standard of public sector stock; and • addressing fuel poverty. <p>Importantly priority 3 includes sustainability of homes and includes the provision of adaptations to allow people to stay in their homes as long as feasible.</p>
	Next Steps
1.07	<p>A number of workshops have been held with Members and key stakeholders to review the Strategy and Action Plan, including our Housing Association Partners and other groups with an interest, so as to:-</p> <ol style="list-style-type: none"> a) Ensure the actions identified under each of the priorities are comprehensive, deliverable and affordable; b) Identify any gaps in terms of the actions listed; and c) Identify outcomes / outputs and lead organisations.
1.08	The final version of the Housing Strategy and Action Plan was placed on the Council's webpage over the summer for final consultation, which ended on 20 th September 2019 and final comments have been collated.

2.00	RESOURCE IMPLICATIONS
2.01	<p>Revenue: there are no implications for the approved revenue budget for this service for either the current financial year or for future financial years.</p> <p>Capital: there are no implications for the approved capital programme for either the current financial year or for future financial years</p> <p>Human Resources: there are no implications for additional capacity or for any change to current workforce structures or roles.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	Ways of Working (Sustainable Development) Principles Impact	
Long-term	Positive - more affordable homes will be provided in the right location	
Prevention	Preventing - preventing people becoming homeless through ensuring there is relevant services and accommodation	
Integration	Positive – the delivery of a range of affordable homes will contribute to integration within communities	
Collaboration	Positive – the strategy’s premise is on delivering in partnership with relevant stakeholders.	
Involvement	Positive - individual decision making will involve all partners with strategic oversight by the Strategic Housing Partnership.	
Well-being Goals Impact		
Prosperous Wales	Positive - Providing good quality affordable homes, aiming for low / zero carbon. Also ensuring the homes are in the place that people need them and will meet their housing needs. Maximising local employment and training opportunities for local people.	
Resilient Wales	Positive - Developing low / zero carbon homes though adopting modern methods of construction and other relevant technologies.	
Healthier Wales	Positive - Ensuring our homes are fit for purpose and will enable people to stay in their home for longer, and ensuring we have homes that meet the needs of all people in our society including those who are most vulnerable supporting their well-being.	
More equal Wales	Positive - Providing good quality and decent homes for the most vulnerable people in society including temporary, single household, adapted etc.	

	Cohesive Wales	Positive - Contributing to attractive, viable, safe and well-connected communities through promoting good design and collaborative delivery.
	Vibrant Wales	Positive - Ensuring our communities are diverse through good communication of housing opportunities and support.
	Globally responsible Wales	Positive - The outcomes of the strategy will contribute to improving the economic, social, environmental and cultural well-being of Wales.
	<p>The Housing Strategy contributes towards meeting the Council's Well-being objective 'caring council' through:</p> <ul style="list-style-type: none"> • Ensuring a supply of affordable and quality housing of all tenures. • Making early interventions to support healthy and independent living. 	

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The draft Housing Strategy was considered by the Chief Officers Team in December 2018 with a number of comments / amendments provided.
4.02	On 14th January 2019 there was a Member's workshop which provided feedback, comments and observations for consideration and inclusion within the report where relevant.
4.03	A further workshop took place in February 2019 with key stakeholders to consider the action plan and identify gaps / further actions and outcomes.
4.04	Wider and extensive consultation was undertaken over the Summer through the Council's website and ended on 20 th September 2019. The responses have been collated and form an appendix to this report.

5.00	APPENDICES
5.01	Appendix 1 - Housing Strategy and Action Plan version September 2019 Appendix 2 - Consultation responses and follow up actions

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	https://www.flintshire.gov.uk/en/PDFFiles/Housing/North-Wales-Regional-Homelessness-Strategy.pdf

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Lesley Bassett, Housing Strategy Manager Telephone: 01352 701433 E-mail: : lesley.bassett@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>Single Access Route to Housing (SARTH) Policy – the regional common policy for all major social landlords allocating social housing properties across Conwy, Denbighshire and Wrexham.</p>

Flintshire Housing Strategy & Action Plan

DRAFT COPY



2019 - 2024

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Foreword

We are pleased to present our Housing Strategy and Action Plan for 2019-2024, which sets out our ambition to provide affordable housing and support across Flintshire, for our residents. Whilst the Council faces significant challenges with reducing resources, delivering 'more for less', we are nonetheless committed to the principle that a good quality home is at the heart of individual and community wellbeing, and we will continue to enable the provision of appropriate and affordable homes, particularly for those in the greatest need.

Our Housing Strategy sets out how we intend to achieve this through working collaboratively with our strategic partners in an intelligent and innovative way to deliver our ambition. As a result of the activity outlined in our previous Housing Strategy we collectively delivered over 400 new affordable homes for rent and ownership. The new Strategy details our key priorities and actions for delivery going forward as well as acknowledging our progress to date.

We look forward to working collectively to deliver our vision of providing the right type of quality homes and most appropriate support to meet the housing needs of our residents.

Cllr Dave Hughes
Cabinet Member for Housing

Neal Cockerton
Chief Officer for Housing and Assets

1. Introduction

1.1 Achievements to date

Flintshire County Council and its' partners are proud of what has been achieved collaboratively over the last 5 years including the delivery of 418 additional affordable homes. Below sets out some of the headline outcomes achieved during the period of the previous housing strategy 'A quality home for everyone' (2012 – 2017):

- 138 new social and affordable rent properties delivered through the Council's Strategic Housing And Regeneration Programme (SHARP) as well as 146 new social rented properties delivered through the Social Housing Grant programme by our partner Housing Associations
- 134 Shared Equity homes built for applicants on the Affordable Housing Register
- The 214 Maisonettes in Flint Town Centre have been demolished as part of the Flint Town Centre Regeneration project and created 92 new affordable homes through SHARP.
- The Council's Capital Programme has worked towards achieving WHQS for the Council's stock with 6,700 WHQS compliant kitchens delivered and 6,500 WHQS compliant bathrooms delivered and aims to be complete by 2020.
- Established a common approach to housing access through the North Wales Access to Housing Group's Single Access Route to Housing (SARTH) project.
- Established a housing company, namely North East Wales Homes, to increase the accommodation available for local people.

A more detailed breakdown of our achievements against the individual objectives and priorities are set out in Appendix A.

*Delivered between 2011/12 and 2017/18 and includes provision from Flintshire County Council, the Housing Associations and private sector.

1.2 The 2019-2024 housing strategy

Going forward the housing strategy for 2019-2024 builds on previous achievements whilst taking into account the range of challenges we face including the reduction in resources, as well as the opportunities such as the Growth Deal. Importantly however, the Council knows that it can only achieve its strategic aims and priorities set out in this strategy by working in partnership and by combining resources.

We have identified three strategic priorities for the next 5 years, which we believe will provide the right framework for delivering homes, supporting people and promoting sustainability of place. These are:

Priority 1: Increase supply to provide the right type of homes in the right location;

Priority 2: Provide support to ensure people live and remain in the right type of home; and

Priority 3: Improve the quality and sustainability of our homes.

1. Introduction

1.3 Principles framing the strategy

The Housing Strategy priorities align with those set out in our Regional Homelessness Strategy and the Local Action Plan, as well as the Regional and Local Commissioning Plans for Supporting People. These strategic documents have been developed in conjunction of each other to ensure all the delivery is complimentary and the delivery principles are shared, including:

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

In addition the seven goals set out in the Well-being for Future Generations Act (Wales) 2015 has informed the development of the strategy, by ensuring that we consider how we work better with people, communities and other organisations, as well as looking at how we prevent problems and take a more joined-up approach in delivery of the strategy.

A prosperous Wales - An innovative, productive and low carbon society which recognizes the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

A resilient Wales - A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales - A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales - A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

A Wales of cohesive communities - Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh language - A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales - A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

The umbrella term 'affordable housing' includes:

- Social rented for people who are in greatest housing need and have low incomes;
- Affordable / Intermediate rent is less than market rent but higher than social rent and is for people who employed but on lower incomes and are unable to afford open market rents;
- Affordable ownership incorporates a range of products including shared equity, shared ownership and low cost home ownership. It provides an opportunity for people to purchase on the open market at a reduced value, enabling people to access the housing market.

Social rented housing can be accessed through the Single Access Route to Housing (SARTH) managed by Flintshire County Council; and

Affordable / Intermediate rent or affordable ownership can be accessed through the affordable housing register Tai Teg.

2. Housing in Flintshire: The Key Facts

PLACE

- There are 67,090 dwellings in Flintshire (Council Tax data 2017) of which 73% are houses; 17% are bungalows; 8% are flats; and 2% are other types of properties (park homes/caravans etc).
- 73% of all Flintshire housing stock is owner occupied with 16% being affordable housing and 11% private rented properties
- 32% of all social housing is for over 55s or sheltered housing
- 41% of social rented properties are 3 bed houses and 5% are one bed properties
- There were 584 social housing lettings in 2016/17, with a current average wait time of 338 days for a 1 bed home
- There are around 350 houses of multiple occupation in Flintshire, equivalent to 0.4% of all the housing stock
- 11% of households rent in the private sector compared with 15% across Wales
- The lower quartile rent in the private sector has risen from £494 in 2010 to £550 in 2017
- The average lower quartile rent in the private sector for a 1 bed flat is £395 per month and the local housing allowance is £353 per month
- An additional 84 affordable homes were built in 2016/17 and 249 in 2017/18
- 49 new affordable homes were delivered through the planning system (16/17)
- There are around 500 empty homes which have been reported to Flintshire County Council
- The median house price has risen from £141,500 in 2007 to £155,450 in 2017 and the income required to be affordable is £39,973 (the median household income in Flintshire is £26,989)
- The affordability ratio of lower quartile household incomes to lower quartile house price is 6.24, higher than the Welsh average of 5.78
- 71% of households living in affordable housing have an income of less than £300 gross each week
- 11.2% of the working age population is in receipt of welfare benefits

2. Housing in Flintshire: The Key Facts

PEOPLE

- There are around 1,400 households in housing need registered for social housing, with around a third being under the age of 35 years
- 55% of all social housing applicants require a 1 bed property
- On the affordable housing register there are 188 households registered for affordable rent and 153 for affordable ownership (October 2018)
- 228 additional affordable homes are required each year to meet demand
- There is an identified need for a transit site for the Gypsy and Traveller community
- At the end of June 2018 there were 67 people in emergency or temporary accommodation
- There is a shortfall of temporary and supported accommodation for those groups identified as priority in the Homelessness Strategy: young people; prison leavers; rough sleepers; and those with complex and multiple needs.
- Almost a quarter of all households in Flintshire are pensioner households
- It is projected by 2021 over one fifth of the population will be over 65 years old
- 19.5% of the Flintshire population has a limiting long term illness
- There are 55 people on the Specialist Housing Register requiring a wheelchair accessible property and 13 households in need of larger homes (2018)
- The majority of single households are in the social housing sector, with a shortfall of smaller homes being developed through the open market
- There is a shortfall in support for people with mental health issues and with complex need

2. Housing in Flintshire: The Key Facts

QUALITY

- 10.1% of occupied dwellings in the private sector across Flintshire contain a household which is in fuel poverty
- 1.6% of private dwellings do not have central heating
- A quarter of private rented dwellings fail the decent homes standards
- 30% of excess cold hazards can be remedied with an intervention that savings to the NHS will offset within one year
- The tenures with the highest percentage of dissatisfaction with the state of repair of their property is in the Council housing stock and private rented stock (2014)
- The Council and Welsh Government are investing £50m in the Welsh Quality Housing Standards addressing the levels of disrepair in the Council housing stock (due for completion in 2020)

3. Where housing fits: the bigger picture

3.1 National strategic context Housing Act (Wales) 2014

The housing act, this aims to improve the supply, quality and standards of housing in Wales. The key elements are:

- The introduction of a compulsory registration and licensing scheme for private sector landlords and letting agents, which will be delivered by Rent Smart Wales.
- A reform of homelessness law, placing a stronger duty on local authorities to prevent homelessness and allowing them to use suitable accommodation in the private sector. Authorities must also review their homelessness services and have a homelessness strategy in place by 2018.
- A duty on local authorities to provide sites for Gypsies and Travellers where a need has been identified.
- Empowering local authorities to charge more than the standard rate of council tax on long-term empty properties and certain types of second homes.
- Assistance for the provision of housing by Co-operative Housing Associations.

Social Services and Wellbeing (Wales) Act 2014

The Social Services and Wellbeing (Wales) Act is the new law for improving the well-being of people who need care and support, and carers who need support. The act recognises the concept of “social value” which aims to quantify the importance and “value” of positive changes to a person’s well-being.

The Act changes the way people’s needs are assessed and the way services are delivered with people having more of a say in the care and support they receive. It also requires Councils to promote the services provided by social enterprises, co-operatives, and third sector organisations.

Local authorities and health boards must jointly carry out an assessment of the population to find out the care and support needs in an area. We have used the North Wales Assessment to inform our evidence base.

Welfare Reform Act 2012

As a result of the Welfare Reform Act 2012 and further Central Government announcements relating to the welfare and benefits system, households in Flintshire are experiencing significant changes to their finances and entitlements. These include:

- From April 2013, a limit on the amount of housing benefit working age tenants in social housing can claim, now covering the size of property that they are judged to need, (known as the ‘bedroom tax’). Similar conditions have been in place in the private sector since 2008.
- From April 2013 the single-room rate entitlement which previously applied to persons aged under 25 was extended to people aged 35 and under.

The Welfare Reform Act introduced Universal Credit which is to replace six of the main means-tested benefits and tax credits, including housing benefit.

Welsh Government Housing Pathway for ex Armed Forces personnel

In support of the UK Government’s Armed Forces Covenant, the Welsh Government has developed a Package of Support for the Armed Forces, veterans and their families in Wales. This package includes support for people in areas such as healthcare; education; and housing including priority status in the Homebuy scheme, Disabled Facilities Grants (DFGs) for disabled ex-servicemen, Physical Adaptation Grants (PAGs) and priority need status under the Housing (Wales) Act 2014.

3. Where housing fits: the bigger picture

Renting Homes (Wales) Act 2016

This Act aims to make it simpler to rent a home and protect tenants' rights. In general, the Act replaces all current tenancies and licences with just two types of occupation contract; secure or standard. At present it is anticipated that all new and existing tenancy agreements will need to be re-issued. The Act also creates new rights for victims of domestic abuse, for people in shared houses and for tenants needing repairs to be carried out.

Abolition of the Right to Buy and Associated Rights (Wales) Act 2018

The number of homes lost through the Right to Buy across Wales is equivalent to 45% of the total social housing stock as it was in 1981. This has resulted in longer waiting times for people in housing need, many of whom are vulnerable, to access a home they can afford.

This Act aims to encourage the development of new housing stock and protect recent investment. The Right to Buy and Right to Acquire will end on the 24 March 2018 for 'new homes' which have not been let as social housing for the six months prior to this date. For existing social housing stock, final abolition will take place on 26 January 2019. However as the Right to Buy in Flintshire had been suspended tenants have not been able to purchase their council property since February 2017.

Additional legislative considerations include:

- The Homelessness (Suitability of Accommodation) (Wales) Order 2015 (Council's statutory requirement)
- Equalities Act (Wales) 2010
- Allocation of Housing and Homelessness (Eligibility) (Wales) Regulations 2014
- Code of Guidance to Local Authorities on the Allocation of Accommodation and Homelessness, 2016

3.2 Regional strategic context

North Wales Population Assessment

The North Wales Population Assessment is a review of the care and support needs of the population in North Wales, including the support needs of carers. It was produced by the six North Wales Councils and Betsi Cadwaladr University Health Board (BCUHB) supported by Public Health Wales, to meet the requirements of the Social Services and Wellbeing Act (Wales) 2014 (the act).

Some of the key housing related findings for Flintshire include:

- Maintaining the local council care home provision and exploring the development of intermediate care hub focused on preventative and early intervention work.
- An increase (based on projected need from demographic changes) of a further 178 care home placements by 2020.
- Continue to explore and develop housing options to meet the needs of people with learning disabilities in partnership with other organisations.
- Local councils should consider the needs of veterans, as a vulnerable group, in their corporate planning and corporate priority setting.
- Housing Associations and third sector support providers who have experience of delivering services to particular vulnerable groups will have an important role in assisting the efforts of statutory organisations. There will be a continuing need to provide support services that complement the statutory sector, as we anticipate a steady increase in population up to 2020.
- Address the gaps in service / support including:
 - Lack of single person accommodation
 - Limited hostel provision
 - Shortage of specialist provision for individuals with ongoing medical conditions
 - Gaps in support services

3. Where housing fits: the bigger picture

North Wales Economic Growth Deal

The six North Wales Local Authorities are working collaboratively on a Growth Deal, with housing as one of the strategic priorities. The proposal is to establish a regional Housing Enabler project that would accelerate the rate of house building and provide support for Small to Medium Enterprises (SMEs) developers across North Wales. The proposed scheme provides support for SME house builders currently experiencing barriers to entering the market; increase the number of housing completions; provide more affordable housing; and increase the number of construction jobs. Outcomes from the project would include 250 affordable housing as part of 1,000 housing programme delivery.

Regional Homelessness Strategy and Local Action Plan

The 6 Local Authorities across North Wales have worked collaboratively to develop a Regional Homelessness Strategy and locally each Local Authority has a Local Action Plan, and will be in place by the end of 2018 as set out in the Housing Act (Wales) 2014. The strategy is aligned with the housing strategy with the primary objective of ‘reducing homelessness across North Wales’. The Homelessness strategy has 3 themes and priorities (set out below) and the Local Action Plan identifies key actions to address them.

People	Homes	Services
Youth homelessness; prison leavers; rough sleepers; and people with complex needs.	Improved access to accommodation (supply); temporary accommodation; alternative delivery models; and housing first.	Prevention / intervention; mitigation of welfare reform; health and social care; and communication.

A Regional Homelessness Delivery group has been established to implement the regional strategy and action plan. The group consists of the Housing Strategy leads from the 6 Local Authorities. Where necessary there will be sub-groups to focus on the different priority areas and come up with a range of actions at a regional level and make recommendations to local areas in order to address the issues.

The Regional Homelessness Strategy will link into the new Housing Support Grant regional structures, ensuring a joined up and effective mechanism for delivery and monitoring of outcomes.

3. Where housing fits: the bigger picture

North Wales Supporting People Regional Strategic Plan 2017-2020

The Supporting People Programme is a Welsh Government funded programme that provides housing related support to vulnerable groups, supporting them to maximise, maintain and sustain their independence. The strategy is overseen by the Regional Collaborative Committee (RCC). The regional priority areas identified in the strategy are: domestic abuse; people leaving prison; mental health; learning disabilities; and rough sleepers.

3.3 Local strategic context

The Council Plan (2017 – 2023) Strategic Priorities

Flintshire County Council has identified housing as a key strategic priority as set out in the Council Plan for 2017 - 2023, ensuring its residents have access to:

- Appropriate and affordable homes, through ensuring the supply of affordable and quality council housing of all tenures; and
- Modern, efficient and adapted homes, through ensuring the supply of affordable and quality housing of all tenures.

The Council's aim is to:

- Prevent homelessness
- Meet the diverse housing and accommodation needs of the local population
- Develop more opportunities for people to access affordable rent and low cost home ownership
- Build the maximum number of Council houses possible as part of the housing supply solution
- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

Flintshire Local Development Plan (LDP) 2015-2030

Flintshire is in the process of preparing its LDP and has produced its Preferred Strategy Consultation Document, which sets out the growth ambition for the County and its strategic policy for meeting housing needs through the planning system. The Preferred Strategy identifies a requirement for 7,645 new houses during the plan period, 2015 – 2030 with a percentage of affordable homes of different tenures to meet the local demand as set out in Flintshire's Local Housing Market Assessment (LHMA) 2019.

Housing Support Grant

In April 2019 Welsh Government are introducing the Housing Support Grant which incorporates Supporting People Grant, the Homelessness Prevention Grant and the Rent Smart Wales legislation grant. These will be managed in a coordinated way, with the aim of reducing duplication in delivery whilst maximising the impact.

4. The challenges we face

4. The challenges we face

4.1 A lack of the right type of homes

- A significant number of households in need of social rented homes, outstripping the projected provision of new homes being provided.
- An increasing number of people registering on Tai Teg website to access affordable rented homes or affordable ownership properties.
- There is a mismatch between the type of existing social housing available compared to what is actually needed, resulting in long waiting times on the housing register and an increase in 'hard to let' properties. This includes a lack of single persons accommodation and specialist housing such as adapted properties or large properties for families.
- There are approximately 500 empty properties across Flintshire but there is limited resources to address the problem or incentivise owners to bring them back into use.
- There has been a reduction in available properties in the Private Rented Sector (PRS) for the Local Authority to access for homeless people as a result of tax changes, the implementation of Universal Credit and resulting risk of rent arrears, as well as the introduction of Rent Smart Wales.
- There is a lack of good quality, small (i.e. 4 bedroom maximum) shared housing for single people who are unable to afford their own home or need temporary accommodation.
- There is a lack of specialist supported housing for people who have complex needs including drug / alcohol recovery, mental health issues or other support needs.
- Increasingly unaffordable rents in the private sector.

4.2 Increasing demands

- An aging demographic with people with multiple and complex issues increasing demand on support services and types of housing including adaptations. There are limited resources to meet these demands and the level of resources available can depend on the tenure.
- Increase for the demand for, and subsequent cost of, emergency and temporary accommodation. The quality of the temporary accommodation can also be poor and the management demands can be high if the temporary accommodation is of multiple occupation.
- With the introduction of Universal Credit there has been an increase in rent arrears across the social rented sector and an increase in demand for intervention measures to support tenants to sustain their tenancies and keep evictions within the social housing sector from having a significant impact on levels of homelessness.
- Notable levels of fuel poverty across Flintshire which is a risk if fuel costs increase.
- A need to improve the housing standards in the private sector to reduce wider costs to the public purse.

5. Where we want to be

5.1 Our vision

The vision for the Housing Strategy is:

To work in partnership with key stakeholders to inform and deliver the right type of quality housing and the most appropriate support to meet the housing needs of our population.

5.2 Our priorities

Priority 1: Increase supply to provide the right type of homes in the right location

We have a significant demand for social rented properties through the Single Access Route to Housing (SARTH) and for affordable rented and ownership on the TAI TEG register. To meet these demands we need to consider a range of solutions including building new homes; improving access to the private rented sector; better use of existing stock; or through strategic acquisitions. Importantly we need to ensure we are providing the right type of homes to meet peoples' needs in the right location.

1.1 To increase the supply of all types and tenures of affordable housing through new build developments by:

- Influencing the Welsh Government Social Housing Grant programme, managed by the Local Authority, to ensure maximum investment to meet the right type of new build social housing across Flintshire.
- Developing a forward development plan for the Council's new build programme post 2021 - Strategic Housing and Regeneration Programme (SHARP).
- Maximising investment for development through North East Wales Homes.
- Maximising the provision of affordable housing on market led sites through negotiations with developers on S106 requirements.
- Exploring innovation across the Construction sector to increase supply whilst reducing development costs.
- Meeting the annual shortfall of 228 affordable homes, of which 137 social or affordable rent and 91 affordable ownership (e.g. shared equity).

1.2 To increase the supply through better use of existing social housing stock by:

- Reviewing the Council's housing stock and our partner Housing Association stock to establish whether there is scope to utilise stock in a more effective way to meet local housing needs.
- Developing an Accessible Housing register, identifying all properties which have an adaptation.

1.3 To increase the supply by bringing empty homes back into use through:

- Developing policies which identify options for securing empty properties and bringing them back into use.
- Reducing the number of empty properties identified through the Council Tax system, working collaboratively with key partners to establish a priority list of target properties and focus resources on addressing them, particularly those which are long term empty or that attract complaints.
- The provision of financial support to bring empty properties back into use by utilising existing funding available including through the social housing grant.

5. Where we want to be

1.4 To increase the supply through the private rented sector (PRS) by:

- Ensuring a dedicated PRS team / Officer is available in the Council to co-ordinate and promote the PRS in order to increase availability.
- Developing a dedicated PRS action plan with the aim of delivering an effective service for landlords and tenants across Flintshire.
- Delivering a bespoke landlord offer and working with the Landlord Forum to develop innovative approaches to addressing the challenges faced by landlords and tenants.

1.5 To provide the right type of homes to meet the increased demand for single person accommodation and larger properties for families through:

- The Housing Strategy team informing the Housing Associations and Council's new build programmes of specific housing demands in the area of development for incorporation into schemes.
- Developing innovative approaches to the delivery and management of properties to future proof and ensure sustainability of the properties.
- Considering the use of strategic acquisitions where resources are available.

1.6 To provide the right type of homes to improve the offer and scope of specialist housing provision through:

- Developing an overarching framework for providing the most cost effective and equitable delivery of specialist housing between the Council and its partners, whilst meeting the needs of our communities.
- Using the information gathered through the specialist housing register ensure we provide housing which meet the needs of people with disabilities.
- Working with partners in health and social services develop housing provision for people with complex health needs.
- Providing the right type of housing to meet the needs older people now and in the future.

1.7 To provide the right type of accommodation for the Gypsy and Traveller community through:

- Ensuring the need for residential pitches are met in Flintshire working with the community.
- The provision of a transit site within the County.
- Ensuring ongoing effective management of the Council owned site at Riverside.

5. Where we want to be

Priority 2: Provide support to ensure people live and remain in the right type of home

Housing related support aims to prevent the problems that can cause vulnerable people to become homeless. The principle of housing related support is to support a person to access, maintain and manage accommodation by assisting in developing or maintaining the necessary skills and confidence to live as independently as possible.

2.1 To reduce homelessness through prevention by:

- Working across the region with Local Authority partners to deliver the regional homelessness strategy and local action plan.
- Working with all relevant partners in Flintshire to prevent homelessness and support people to sustain their tenancies.

2.2 To reduce the demand for temporary accommodation by:

- Ensuring suitable accommodation is provided to meet the needs of homeless people / families.
- Increasing the supply of suitable move on accommodation, particularly for people with support needs.

2.3 To provide the right type of support for the most vulnerable people with complex needs through:

- Strategic commissioning of support services which will be responsive to the full range of support needs.
- Working with all partners and other teams in the Council to ensure availability and quality of support.

2.4 To provide a range of financial and social support through:

- Ensuring a range of financial products to support people to access and remain in their home.
- Developing a range of innovative support to address key barriers in accessing and remain in their home.

2.5 To provide support for older people to either remain in their own home or move to more suitable accommodation by:

- Reviewing the Single Access Register To Housing (SARTH) and understand the housing needs of older people.
- Developing a wider understanding of housing requirements for older people and developing innovative solutions.

5. Where we want to be

Priority 3: Improve the quality and sustainability of homes

Improving the quality of existing housing stock and developing innovative, energy efficient new stock is an important objective to contribute to the decarbonisation by 2020 target set by the Welsh Government and the Council's aim to address fuel poverty.

3.1 Maximising energy efficiency standards and delivery methods through:

Co-ordinate the provision of funding to improve private sector energy efficiency.

- Increase the number of properties connected to the mains gas network through gas infill programmes.
- Retro fit energy efficiency measures for social housing stock.

3.2 Improving the quality and standard of accommodation in the private sector through:

- The 'Healthy Homes and Healthy People 2025' project bringing together a voluntary group of concerned people and organisations working with a shared purpose of ending avoidable health inequality in North Wales.
- Proactively working with Landlords and Tenants to improve knowledge and compliance with legislation

3.3 Completion of the WHQS programme by 2020 across all social housing stock in Flintshire.

3.4 Adopt a collaborative approach to plan for the increase in demand for adaptations in properties to allow residents to remain in their home by:

- Setting appropriate strategic objectives for adaptations that focus on wellbeing and independence for delivery by all partners.
- Improving the intelligence on the demand for adaptations and using it to establish resource implications.
- Linking the systems for managing and delivering adaptations.

3.5 Improve the standard of new build properties built by the Council and Housing Associations by:

- Evaluating and delivering the Flintshire House Standard.
- Promoting the Welsh Government's Design Quality Requirements (DQR).
- Delivering different construction methods to improve energy efficiency.

3.6 Address fuel poverty across Flintshire housing by:

- Improve standards in the private sector (outside of PRS and energy), as part of the Council's statutory duty.
- Offer WG-funded loan products to reduce the incidence of Category 1 hazards in owner-occupied properties.
- Implement housing renewal programmes to improve the quality of the private sector housing stock as funding resources allow.

6. Delivering our strategy

6.1 Governance

The Housing Strategy will be overseen by Flintshire's Strategic Housing Partnership which consists of the Chief Executives of our partner Housing Associations, as well as representatives from the Council including the Lead Member for Housing and the Chief Officer for Housing and Assets.

6.2 Monitoring and review

Flintshire's Housing Strategy team will be responsible for monitoring the progress of the plan against the actions set out in the action plan. The action plan will be reviewed on an annual basis to ensure relevant actions are included to ensure the vision and priorities are met. There will be an annual report detailing quantitative progress against outputs and a qualitative report of progress against outcomes.

6.3 Resources

The actions within the plan will be met through existing funding resources including for example social housing grant, flexible funding grant and ICF etc. The strategy aims to provide a framework for the different funding sources.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 1: Increase supply to provide the right type of homes in the right location

Output	Timescale	Lead organisation/s
To meet the annual shortfall of 238 affordable housing as identified in the Local Housing Market Assessment (LHMA) 2019 by delivering the following tenures: (i) To increase the number of new social rent properties (RSL or Council) by 86 per annum (ii) To increase the number of intermediate rent properties (NEW Homes or RSLs) by 57 per annum (iii) To increase the number of intermediate ownership properties (through s106 provision or RSLs) by 95 per annum	Annual	Flintshire County Council and RSL Partners
Deliver 5% (10) new build properties per annum to meet demand specialist provision	Annual	Flintshire County Council and RSL Partners
Deliver 20 major adaptations on existing properties per annum (all tenures)	Annual	Flintshire County Council and RSL Partners
Increase the percentage of one bedroom social rented properties by 20% (16) per year of all new build social rented properties	Annual	Flintshire County Council and RSL Partners
Reduce the number of empty properties by 10% (50) over the lifetime of the strategy	March 2025	Flintshire County Council

Priority 1.1 To increase the supply of all types and tenures of affordable housing through new build developments

Action	Task
The RSL Welsh Government Social Housing Grant programme	<ul style="list-style-type: none"> Increasing development capacity in Flintshire through zoning additional Housing Associations. Ensuring maximum number of properties delivered using the available funding. Ensuring a robust reserve list of schemes. Ensuring the type and tenure meets local housing needs, primarily social rent properties, informed by the Council's Housing Strategy Team.
The Council's new build programme: SHARP/ HRA	<ul style="list-style-type: none"> Meeting the HRA Business Plan's ambition to deliver 50 new social rent homes per annum up to 2030 in order to meet the demand of the social housing register. Ensuring the delivery of new builds adds value through addressing the pressures for certain housing types by basing development plans on intelligence. Utilising Welsh Government's Affordable Housing Grant to support delivery. Securing a lift in the borrowing cap to enable additional financial resources to meet the Council's delivery ambitions. Developing a forward delivery plan for the SHARP once 500 new homes target achieved.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 1: Increase supply to provide the right type of homes in the right location

Priority 1.1 To increase the supply of all types and tenures of affordable housing through new build developments	
Action	Task
NEW Homes investment	<ul style="list-style-type: none"> Supporting the delivery of affordable rented properties through SHARP for NEW Homes. Ensuring NEW Homes maximises its ability to invest in the delivery of affordable rented properties through using their existing assets.
Maximising the provision of affordable housing on market led sites through S106 requirements	<ul style="list-style-type: none"> Ensuring the new LDP affordable housing planning policy requirements maximises appropriate on-site provision. Supporting and encourage our delivery partners to utilise private finance and Rent to Own grant to acquire units from developers for affordable rent and rent to own / shared ownership, in addition to the planning requirement. Working with developers to ensure delivery of affordable ownership models, such as shared equity, where there is demand.
Exploring innovation and social value across the sector	<ul style="list-style-type: none"> Working with partners to use off site manufacturing / Modern Methods of Manufacturing Explore opportunities through the regional growth deal partnership Considering investing in designs for multi-generational / flexible homes Increasing the use of social value in service planning and procurement in order to maximise opportunities to support vulnerable residents.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 1: Increase supply to provide the right type of homes in the right location

Priority 1.2 To increase the supply through better use of existing social housing stock	
Action	Task
The Council's housing stock	<ul style="list-style-type: none"> • Undertaking a review of the stock and tenancies to determine where there is under occupation or where there is capacity to realign the use of the stock • Reviewing the existing use of stock to assess best use • Developing an incentive scheme to encourage movement in the stock where it can be proven to meet a need from the housing register and address under occupation / overcrowding.
Partner Housing Association stock	<ul style="list-style-type: none"> • Review existing use of stock to assess best use in line with strategic priorities
Accessible Housing	<ul style="list-style-type: none"> • Develop an Accessible Housing Register for all social housing stock to enable better use of adapted stock • Assess the register to identify where there are homes with adaptations that could be utilised. • Engage with Housing Occupational Health and Social Services as early as possible on all developments to ensure all accessible needs are met.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 1: Increase supply to provide the right type of homes in the right location

Priority 1.3 To increase the supply by bringing empty homes back into use	
Action	Task
Developing relevant policies to maximise legal powers	<ul style="list-style-type: none"> • Develop a policy for Flintshire to maximise legal powers including the potential to compulsory purchase or take ownership on a temporary basis. • Explore potential resources with Welsh Government for compulsory purchase orders • Developing an initiative, in partnership with our Housing Associations, to bring back empty properties into use to meet specific needs such as for larger families.
Reducing empty properties	<ul style="list-style-type: none"> • Working closely with partner Housing Associations and the Council Tax Team to identify those properties which are long term empty and are causing issues to the local community.
The provision of financial support to bring empty properties back into use	<ul style="list-style-type: none"> • Promoting 'Houses to Homes' loans, which aims to bring empty properties back into use through providing affordable loans up to £25k in the private sector.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 1: Increase supply to provide the right type of homes in the right location

Priority 1.4 To increase the supply through the private rented sector (PRS)	
Action	Task
A dedicated PRS team / Officer in the Council	<ul style="list-style-type: none"> • Realign existing staffing resources and expertise to develop an improved PRS offer across Flintshire.
Develop a PRS action plan ensuring an effective service	<ul style="list-style-type: none"> • Undertaking a review of the affordability of the sector and explore ways to address them through incentives or interventions if required. • Working with Environmental Health team to improve standards within the sector.
The delivery of a bespoke landlord offer	<ul style="list-style-type: none"> • Consulting with private sector landlords through the Landlord Forum to establish a better understanding of the barriers and what the critical success factors would be to provide a successful offer. • Providing a range of offers for Landlords to incentivise their engagement and commitment to the Council including the BOND. • Ensuring the offer is flexible as well as robust and cost effective.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 1: Increase supply to provide the right type of homes in the right location

Priority 1.5 To provide the right type of homes to meet the increased demand for single person accommodation and larger properties for families	
Action	Task
The RSL's and Council's new build programmes	<ul style="list-style-type: none"> • Requiring higher numbers of single person accommodation and larger properties as part of all new build developments. • Continuous assessment of priorities and regular updates
Developing innovative approaches	<ul style="list-style-type: none"> • Reviewing best practice elsewhere and identifying a range of options that could meet our emerging demands for single person and larger units in a cost effective way. • Identifying innovative delivery models which can provide smaller units which are flexible and can be altered to meet changes in demand in the future. • Considering the appropriat-eness of different delivery methods such as self build/custom build and co-operative approaches to meet the need.
Strategic acquisitions	<ul style="list-style-type: none"> • Providing a strategic acquisition fund for properties which would meet a very specific need and for small numbers of properties. • Requesting partner Housing Associations to utilise social housing grant to acquire individual properties where there is a specific need which is either urgent or cannot be met through current stock.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 1: Increase supply to provide the right type of homes in the right location

Priority 1.6 To provide the right type of homes to improve the offer and scope of specialist housing provision	
Action	Task
An overarching / strategic framework for determining the most cost effective delivery	<ul style="list-style-type: none"> • Reviewing the options for delivery i.e. adaptations; acquisition or new build and develop a universal assessment mechanism to determine the most cost effective delivery option within an equality framework. • Reviewing and mapping resources available to meet the increasing demand for adaptations. • Exploring a partnership approach to funding and delivery including Council Housing / DFG teams, HAs Housing teams, Supporting People, Social Services, Occupational Health, Health and ICF partnership. • Lobbying Welsh Government to simplify funding for adaptations across all delivery partners.
Meeting the housing needs of people with disabilities	<ul style="list-style-type: none"> • Continuing to deliver as a partnership to meet the needs of people on the specialist housing register. • Maximising the use of adaptations to help sustain tenancies and reduce increased pressure on the housing register. • Considering potential strategic acquisitions to meet the needs of particular complex cases. • Ensuring adapted properties are included on all Housing Association new build developments to meet the needs of the specialist register. • Exploring the delivery of adapted properties on market led schemes.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 1: Increase supply to provide the right type of homes in the right location

Priority 1.6 To provide the right type of homes to improve the offer and scope of specialist housing provision	
Action	Task
Meeting the needs of people with complex health needs	<ul style="list-style-type: none"> • Developing a proactive relationship with the Health sector to improve communication with Housing Strategy around housing needs of those in their care. • Delivering affordable transitional accommodation to reduce delayed transfer of care – Glan y Morfa – through securing funding and undertaking the necessary works. • Working with the Homeless Prevention team to inform provision and identify best practice
Providing the right type of housing to meet the needs older people	<ul style="list-style-type: none"> • Understanding the housing needs of the older people. • Exploring alternative and innovative housing models for older people such as intergenerational properties or co-operative models, which help to keep older people active and healthier for longer. • Providing specialist provision such as extra care and supported housing for those older people with care needs including dementia. • Reviewing existing specific older persons social housing stock to ensure they can sustain tenancies. • Exploring potential to include age-friendly properties as part of new build market developments.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 1: Increase supply to provide the right type of homes in the right location

Priority 1.7 To provide the right type of accommodation for the Gypsy and Traveller community	
Action	Task
Meet the need for residential pitches	<ul style="list-style-type: none"> Increasing the number of pitches in line with Flintshire's Gypsy and Traveller Accommodation Assessment (GTAA) through market led schemes and the refurbishment of the Council owned site.
Provision of a transit site within the County	<ul style="list-style-type: none"> Identifying and assessing potential sites to deliver a transit site in Flintshire. Applying for planning permission for transit site and secure Welsh Government grant to deliver provision.
Management of the Council owned site	<ul style="list-style-type: none"> Review different management models for the Council owned site. Redesigning and delivering the refurbishment of the site to provide modern pitches. Developing an allocation policy for the site.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 2: Provide support to ensure people live and remain in the right type of home

Output	Timescale	Lead organisation/s
Deliver the actions identified in the Flintshire Homelessness Local Action Plan	March 2024	Flintshire County Council
Develop a Youth Homeless 'hub'	March 2024	Flintshire County Council
Reduce the number of people in temporary accommodation by 50% (33) over the period of the plan	March 2024	Flintshire County Council and RSL Partners
Deliver a transit site for the Gypsy and Traveller Community	March 2022	Flintshire County Council
Deliver one Extra Care during the period of the Strategy	March 2024	Flintshire County Council and RSL Partners

Priority 2.1 To reduce homelessness through prevention	
Action	Task
Work across the region with partners to prevent homelessness	<ul style="list-style-type: none"> Working across the region to develop a cross Local Authority Regional Homelessness Strategy, pulling together resources to deliver shared interventions where appropriate and cost effective. Developing a better understanding of the causes of homelessness to inform the development of the right interventions through collective, regional intelligence gathering.
Work with partners in Flintshire to prevent homelessness	<ul style="list-style-type: none"> Develop a Local Action Plan for homelessness to ensure local issues are addressed. Develop preventative measures by providing tenancy support and crisis management to enable the people to sustain their tenancies.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 2: Provide support to ensure people live and remain in the right type of home

Priority 2.2 To reduce the demand for temporary accommodation	
Action	Task
Provide suitable accommodation to meet the needs of homeless	<ul style="list-style-type: none"> • Develop different models of delivery such as Housing First. • Develop a 'hub' to provide a range of services for the homeless including emergency beds and support services. • Working closely with Housing Strategy and development partners to inform the delivery of flexible and suitable accommodation.
Increase availability of move on accommodation	<ul style="list-style-type: none"> • Undertake a review of the existing stock and explore options for increasing supply of move on accommodation. • Ensure commissioning priorities incorporate the necessary support required to sustain tenancies.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 2: Provide support to ensure people live and remain in the right type of home

Priority 2.3 To provide the right type of support for the most vulnerable people	
Action	Task
Strategic commissioning of support services	<ul style="list-style-type: none"> • Develop the Local Commissioning Plan incorporating the Regional Homelessness Strategy priorities to ensure a joined up approach. • Support the work of the Regional Collaborative Committee. • Commission support for priority groups: Youth homeless; Prison Leavers; Rough Sleepers; and Complex Needs.
Working with partners and other teams in the Council to ensure available support.	<ul style="list-style-type: none"> • Working with key stakeholders e.g. health to provide support packages at an early stage through joint protocols. • Working with Social Services and health colleagues to ensure supported living. • Working with strategic delivery partners to ensure capacity and scale of support is available to avoid unacceptable delays in provision for the individual.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 2: Provide support to ensure people live and remain in the right type of home

Priority 2.4 To provide a range of financial and social support	
Action	Task
Ensuring a range of financial products to support people to access and remain in their home	<ul style="list-style-type: none"> • Promote and develop affordable ownership products including Shared Equity; Homebuy and Rent to Own. • Promote private rent support through the BOND. • Develop access to affordable starter furnishing packages. • Provide financial management advice and access to financial products with the aim of reducing the risk of rent arrears / eviction.
Develop a range of innovative support to address key barriers	<ul style="list-style-type: none"> • Explore a range of initiatives, based on best practice, which will provide cost benefits in the medium term to the public finances. For example a furniture rental social enterprise.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 2: Provide support to ensure people live and remain in the right type of home

Priority 2.5 To provide support for older people to either remain in their own home or move to more suitable accommodation	
Action	Task
Review the SARTH to understand the housing needs of older people in social housing	<ul style="list-style-type: none"> • Develop a plan with our Housing Association partners to address the needs of older people on SARTH. • Develop an understanding of demand for adaptations to enable future planning of resources. • Links with Social Services; Residential Care homes; Extra Care and supported housing to scope out move on options.
Develop an understanding of the wider housing requirements for older people	<ul style="list-style-type: none"> • Consult with interest groups to identify key issues, barriers and potential opportunities for the an action plan. • Review tenancy support and the potential of incentives to encourage downsizing where appropriate.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 3: Improve the quality and sustainability of homes

Output	Timescale	Lead organisation/s
Reduce the number of households in the private sector in Flintshire who are in fuel poverty from 10.1% to 8% during the period of the strategy	March 2024	Flintshire County Council
Complete the Welsh Housing Quality Standard programme by 100%	March 2021	Flintshire County Council and RSL Partners

Priority 3.1 Maximising energy efficiency standards and deliver	
Action	Task
Deliver private sector renewal energy loans	<ul style="list-style-type: none"> Maximise the use of the loan products aimed at owner occupiers to bring properties up to a good standard by making them energy efficient and removing hazards.
Gas infill programme for social housing properties that are off-gas	<ul style="list-style-type: none"> Work with Wales and West Utilities to extend the gas network to bring more convenient and cost-effective heating to residents across all tenures.
Retro fit of energy efficiency measures for vulnerable residents in all tenures	<ul style="list-style-type: none"> Secure external funding from all suitable sources to implement measures to reduce fuel poverty. Co-ordinate funding and support providers to ensure a joined up service for residents that maximises the resources available to them.
Deliver the Warm Homes Fund	<ul style="list-style-type: none"> The Council has secured £3m to tackle fuel poverty in Flintshire by improving efficiency through for example: fitting new heating systems or accessing the gas network.
Arbed for wales programme	<ul style="list-style-type: none"> A spatially targeted WG programme focusing on windows and doors and external wall insulation, to address fuel poverty in the private sector.

Priority 3.2 Improving the quality and standard of accommodation in the private sector	
Action	Task
Healthy Homes and Healthy People – 2025 project bringing together a voluntary group of concerned people and organisations working with a shared purpose of ending avoidable health inequality in North Wales	<ul style="list-style-type: none"> Encourage different teams to think more broadly when undertaking their daily roles to improve the homes of people in the private sector.
Rent Smart Wales	<ul style="list-style-type: none"> Work with Landlords to promote Rent Smart Wales and improve the standards of the private rented stock.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 3: Improve the quality and sustainability of homes

Priority 3.3 Completing the WHQS programme by 2020 across all social housing stock	
Action	Task
The Council stock	<ul style="list-style-type: none"> • Complete environmental improvements by 2020 and identify funding to undertake the external works.
Housing Association partners' stock	<ul style="list-style-type: none"> • Complete environmental improvements by 2020

Priority 3.4 Adopt a collaborative approach to preparing for the increase in demand for adaptations in properties to allow residents to remain in their home	
Action	Task
Set appropriate strategic objectives for adaptations that focus on wellbeing and independence	<ul style="list-style-type: none"> • Establish a partnership which incorporates all partners with funding for adaptations including: <ul style="list-style-type: none"> (i) The Council's HRA budget (ii) Private sector Disabilities Funding Grant; (iii) Care and Repair, ENABLE for minor and major adaptations for those in the private sector; (iv) Housing Associations can access Physical Adaptation Grants for existing tenants.
Improve the intelligence on the demand for adaptations	<ul style="list-style-type: none"> • Pull together a range of data from all partners to establish a better understanding of future demand.
Link the systems for managing and delivering adaptations	<ul style="list-style-type: none"> • Collaboratively develop adapted housing policies for all partners as part of the Specialist Housing Group. • Review service standards for adaptations in line with Welsh Government. • Consider how the EHRC toolkit can be utilised in Flintshire.

7. Making it happen: the action plan

In order for the strategy to be delivered and be effective we will utilise a range of resources with the aim of ensuring they meet our strategic priorities as set out above.

Priority 3: Improve the quality and sustainability of homes

Priority 3.5 Improve the standard of new build properties built by the Council and Housing Associations	
Action	Task
Utilising the Flintshire House Standards	<ul style="list-style-type: none"> Continually review and evaluate the standards to ensure they are relevant and contribute to the wider energy efficiency agenda. Consider introducing further requirements such as solar panels / PVs, electric car charging points.
Welsh Government's Design Quality Requirements (DQR)	<ul style="list-style-type: none"> Ensure a consistent standard of quality of internal layout is achieved across a range of standard house types that are as flexible as possible to cater for most residents needs.
Deliver different construction methods	<ul style="list-style-type: none"> Deliver new builds using sustainable materials including timber frame / SIPs, and improve SAP ratings as part of SHARP. Develop procurement opportunities through collaboration with Housing Association partners to deliver new construction methods. Develop using off site manufacturing to reduce waste and quicker construction methods.

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Overall, does the Housing Strategy and Action Plan 2019-2024 identify and offer solutions to successfully address key housing issues facing Flintshire residents?	FCC Response	Are there gaps in the Housing Strategy and Action Plan 2019-2024? If so, what are they?	FCC Response	Please provide any additional comments you may have here.	FCC Response
<p>No. The Council seem to be saying that the scale of the problem is increasing, while at the same time their financial resources are shrinking. There are few firm and clear ideas for improving things, and much is left to 'innovative approaches' to be developed in the future that may or may not happen. The document is heavy on aspiration but light on fresh approaches with firm proposals. If the various actions have failed in the past, why will they succeed in the future while supported with diminished resources? The final HS needs to be much more explicit about what will be done.</p>	<p>Relevant response - will review the action plan when updating the final version of the strategy to ensure it is more explicit in terms of delivery.</p>	<p>Yes. Much is left to others to develop, whether the 'dedicated PRS team / Officer' (why has there been no decision whether to appoint a team or single officer?), establishing a partnership to 'set appropriate strategic objectives for adaptations that focus on wellbeing and independence', or 'supporting the work of the Regional Collaborative Committee'. The document cites data indicating that there is a growing crisis, emphasises the lack of resources to solve these problems, and yet there is a dearth of specific commitments that might address the crisis without additional resources. By way of an example, the Council acknowledges that the Housing Act (Wales) 2014 empowers local authorities to charge more than the standard rate of council tax on long-term empty properties and certain types of second homes. The Draft HS says that "There are around 500 empty homes which have been reported to Flintshire County Council." Later the Draft HS says (4.1): "There are approximately 500 empty properties across Flintshire but there is limited resources to address the problem or incentivise owners to bring them back into use." Really? What about the new powers? The action plan says (Priority 1.3) the Council will be "Working closely with partner Housing Associations and the Council Tax Team to identify those properties which are long term empty and are</p>	<p>Relevant response - will review the approach and clarify delivery when updating final version of the strategy, taking these comments into account.</p>	<p>The three Priorities seem sensible if predictable and not particularly fresh. If the Council expect to be able to make a significant difference through the use of s106 agreements (requiring the provision of affordable housing when approving market-led housing), it follows that their planning policies must allow for a significant amount of market-led housing development, and probably more than has been built in recent years. One of the actions that the Council could take is reviewing its Green Barrier boundaries and the policies operated within them, to ensure that the Green Barrier approach is not unreasonably constraining development and adding to the crisis. The Council admit that they face a range of challenges including a reduction in resources, so there must be doubts as to whether the Growth Deal will make up for this. The draft HS says that the proposal is for 250 affordable housing (units) as part of 1,000 housing programme delivery. Over the six local authorities? Over what period? We hope the final HS will be more explicit. The Draft HS says that under the Regional Homelessness Strategy and Local Action Plan "each Local Authority has a Local Action Plan, and will be in place by the end of 2018". It seems rather late to be saying what will be in place by 2018. Were they? The Council say they want to increase supply through better use of existing social housing stock but the two</p>	<p>Comments regarding green barrier and planning policies relate more to the forthcoming LDP and those matters should be raised as part of the consultation. The delivery of the Growth Deal sits out with the Housing Strategy remit. The Regional Homelessness Strategy and Flintshire's Local Action Plan is accessible on the Council's website.</p>

		causing issues to the local community.” But will the Council use the 2014 Act? The final HS should be much more explicit about the measures to be adopted.		methods entail reviewing the existing stock to see if it can be utilised more effectively, and opening a register of accessible housing. That won't increase capacity.	
Does not address the issues associated with the use of existing brownfield sites that could be used for housing; in particular the buildings that could be re-purposed for housing needs, as opposed to the current use of vacant land. I am pleased that this AP addresses the issues based around the lack of emergency accommodation and single person accommodation for those that need it the most.	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.	The housing strategy plan is not congruent with the aims and objectives of Flintshire planning department. The reticence that Flintshire planning have to approve new schemes, in particular conversions of existing vacant sites.	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.	Flintshire planning department, in particular the planning officers need to read this report and understand in its entirety before they pass judgements on development schemes in the future. There are ample properties that could be converted to housing use, but the LA has a nostalgic reverence for some of the towns in Flintshire which are no longer viable as town centres. Some of these town centres could re-purposed to economically viable assets. Some of the town centres i.e. Buckley, Connahs Quay are not getting any footfall due to bigger towns having more popular facilities. These town centres should be re purposed tastefully to allow for more residential accommodation.	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.
Yes where it is in suitable places	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.	Gaps in promises that open spaces would be protected.	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.	The green space on Llwyeni Drive in Wepre used to be designated as a play area in the old LDP, it actually had play equipment on it during the 80s but this became unsafe so it was removed, the council did not replace it but the field was still used as a recreational play area and still is today. In this new LDP you have now proposed that is it suitable for development, if there is a	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.

				<p>development there then it would impact the open space so much that it would no longer be an open space and would not be able to be used by residents therefore goes against your own policy. I have no objection to developing on the edges of communities but to drop a development in the middle of one and take away the only open safe recreational space is absurd and should be stopped at all costs as it would heavily impact the wellbeing of all the current local residents.</p>	
<p>Overall yes. The provision for increased single-person and two-person homes on new build sites is good considering many developments only feature 3+ bedroom properties aimed at larger families. The focus on environmentally friendly measures is welcome also.</p>	<p>Noted</p>	<p>More focus on the impact of potentially increasing populations on infrastructures (transport, services, schools etc.). More focus on redeveloping long-term unused waste land (there are a number of derelict spaces that could be put to use) and empty properties (rather than building sites on green belts). More focus on how HMOs are being granted and their impact to local housing and communities - there is a worrying trend for large-scale unauthorised HMOs appearing and the council granting retrospective permission for these (an example being a former shop in Shotton being turned into mass occupancy housing without permission - this resulted in the further loss of retail space/diversity in the town and the poorly maintained "shop-front" exterior is now an eyesore. There are also examples of the council failing to properly intervene in cases where houses have been rented out to excessive numbers of people (the landlords are fined a small amount but no action is taken to remove HMO licenses). This is obviously poor for the occupants</p>	<p>Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.</p>	<p>I appreciate some of the possible benefits of a traveller transit site, but I think the priority should always be those most in need - people who are involuntarily homeless or in desperate need of housing due to health or social needs. Local residents have unfortunately experienced a noticeable amount of crime in Flintshire from some members of the traveller community (fly tipping, vehicular arson, theft, animal cruelty) who are passing through the county, and so the safety and security of the wider public must be fully considered when considering planning permanent or transit sites (are these sites going to be close to existing communities, how will the sites be vetted, how will the council ensure transit sites aren't permanently resided on? etc.).</p>	<p>The Housing Strategy has a duty to consider the housing needs of society, as well as focusing on homeless it relates to meeting the needs of the Gypsy and Traveller community.</p>

		living in poor quality housing, and it can only negatively affect the surrounding communities in terms of noise, traffic and house values. The council need to consider this seriously, focussing on increasing accommodation rather than relying on private HMOs and rogue landlords to meet demand for them.			
No, because in my village, a high percentage of the people buying houses on the new development where from Cheshire where housing is dearer. Cheaper housing is needed for locals instead. The developers should not be allowed to market Mold in Flintshire as North West England (Stewart Milne Homes website)	Affordable housing is only nominated to local people from Flintshire.	Healthy living includes cutting down on cars, and too many developments are being marketed as great for commuting to Chester. This puts more vehicles onto the roads as people from Chester are buying around Mold because it's cheaper.	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.	Locals should have affordable, well-built houses. The developers build bigger houses to attract people from outside the area, so too many houses are not hitting the target for homing Flintshire residents. Local needs should be met first - build what we need, not for maximum profit and certainly not for Cheshire residents to get cheaper housing.	Affordable housing is only nominated to local people from Flintshire.
No, not at all.	Noted	Yes, the whole plan is flawed.	Noted	We're coming for you, kind regards, residents of Ewloe.	
No it's a disgusting service	Not relevant to the Housing Strategy	Leaving carers for disabled children on the streets after attending offices every day for 2 weeks	Not relevant to the Housing Strategy		
Yes	Noted	No	Noted	Very well covered.	Noted
No there is not enough social housing to meet the needs of Flintshire residents.	Noted	Not enough social housing	Noted	So called affordable housing in the hands of private landlords does not address the severe housing needs in the county	The Housing Strategy and the Homelessness Strategy recognises the Private Rented sector can assist in alleviating homelessness. It is not deemed as affordable housing.

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No Flintshire seem to only want to build on areas of green farming land	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.	Flintshire do not consider the impact on schools, doctors, residents affected and general resources for the area	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.	Flintshire residents might have a say but what difference will it make to fat cat builders when Flintshire don't have the resources to fight these planning applications??	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.
No. Too many green spaces developments identified - these then overload existing infrastructure.	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.	First consider developing brown land sites, use existing disused buildings like old Shire Hall, disused council recycling centre in Queensferry and Dock Road Connahs Quay	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.	Do not act in isolation- work to develop liaison projects with neighbouring authorities.	Noted
The affordable housing and housing gifted to the council to rent through North East Wales homes need to include 3 and 4 bedroom homes not just 2 beds.	Noted				
No, too much building in 'green' spaces	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.	Yes, lack of infrastructure such as schools, GP provision, roads. The main problem is lack of consideration of current residents who have paid increased charges for many years but received fewer services.	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.		
yes, with the limited funds, you seem to be doing your best	Noted	No, balance etc. seems fair	Noted		
No	Noted	Yes affordability doesn't cover everyone....unless they're in a higher wage bracket....I'm quite a good earner but still can't afford to buy and private rent is too dear so need more council	Noted		

Yes, more houses are needed and this has to be addressed somehow.	Noted	Parks/green space in new developments just leads to antisocial behaviour. It would be better to use the money spent on that to invest in youth clubs. There are enough green areas on our doorstep that are properly maintained	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.	Rather than giving money to existing schools, a new school should be built.	Comments relate more to the forthcoming LDP and these matters should be raised as part of the consultation.
Not completely	Noted	Support for people who wish to build their own homes (private sector) Support for people who wish to make their homes more energy efficient (private sector)	Relevant comment and the final version will include self-build	I don't enough know Flintshire's policies regarding self-build homes	Relevant comment and the final version will include self-build



CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Disabled Facilities Grant Policy
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Housing & Assets)
Type of Report	Strategic

EXECUTIVE SUMMARY

Housing Grants, Construction and Regeneration Act 1996 places a mandatory duty on Local Authorities to provide disabled facilities grants. The grant is available for adapting or providing facilities for a disabled person in a dwelling.

As part of the Internal Audit review of the Disabled Facilities Grant service in June 2018, it was identified that the current policy required a review in order to make the process and detail clearer and easier to understand.

RECOMMENDATIONS

1	That Cabinet support the revised policy.
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REPORT DETAILS

1.00	EXPLAINING THE DISABLED FACILITIES GRANT POLICY
1.01	<p>A Disabled Facility 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.</p> <p>The administration of DFG is carried out within the Housing and Asset portfolio following a referral from an Occupational Therapist once the appropriate considerations have determined that the best option for the individual is to have an adaptation to the property they live in.</p>
1.02	<p>A DFG is available to owner occupiers and private tenants, for Local Authority tenants and for tenants in social housing, there are separate arrangements in place with their housing provider.</p>
1.03	<p>The maximum amount of grant available in Wales is £36,000 per allocation.</p>
1.04	<p>Where the application is for a child, or the applicant is in receipt of certain qualifying benefits, there is no means test and the cost of the adaptation up to the maximum grant will generally be awarded.</p>
1.05	<p>For other applications the amount of the grant will vary from zero to the maximum grant depending on the cost of the approved works and the financial circumstances of the applicant.</p> <p>A means test will be carried out to establish, based on the financial circumstances of the applicant, whether the applicant will be required to make a financial contribution to the adaptation costs.</p>
1.06	<p>As part of the 2016/17 internal audit scheduled programme an audit of the DFG service was undertaken with the following brief:</p> <ul style="list-style-type: none"> • Compliance with relevant policies, procedures and regulations; • Administration of the DFG scheme; • Third party service level agreements and protocols; and • Performance monitoring
1.07	<p>The review identified that the previous Private Sector Housing Renewal and Improvement Policy, that included the Disabled Facilities Grant process, was out of date and had been due for review by 30 June 2015.</p>
1.08	<p>The previous policy did not align to current practices in operation within the service and was unclear as to processes and criteria that were required in order to qualify for this grant</p>
1.09	<p>Work has been ongoing to address and implement the recommendations contained within the report and to review service delivery in order to make improvements.</p>

1.10	A significant amount of work has also been carried out to ensure that our customers, and the professionals who support them, have all the relevant information at the earliest opportunity.
1.11	The revision of the policy does not alter the context, however it does provide a simple programme summary and eligibility criteria for each area as appendices.
1.12	This work is now reflected in the revised policy and appendices that are appended to this report.

2.00	RESOURCE IMPLICATIONS
2.01	None as a direct result of this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT										
3.01	No risks identified as a direct result of this report										
3.02	<p>Under the five delivery principles of the Well-being of Future Generations Act the revised Disabled Facilities Grant Policy can have the following impacts:</p> <p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td>Positive impact on longer term solutions to enable people living with disabilities to remain in their own home for longer</td> </tr> <tr> <td>Prevention</td> <td>Positive - Enabling the grant will have a significant positive preventative impacts for people</td> </tr> <tr> <td>Integration</td> <td>Positive- The Grants policy and the wider best practice group that reviews and aligns best practice is a positive example of integration across sectors</td> </tr> <tr> <td>Collaboration</td> <td>Positive - As above</td> </tr> <tr> <td>Involvement</td> <td>Positive - The policy has been through a consultation process and user/customer satisfaction will be built into processes to ensure user involvement in shaping improvements to service</td> </tr> </table>	Long-term	Positive impact on longer term solutions to enable people living with disabilities to remain in their own home for longer	Prevention	Positive - Enabling the grant will have a significant positive preventative impacts for people	Integration	Positive- The Grants policy and the wider best practice group that reviews and aligns best practice is a positive example of integration across sectors	Collaboration	Positive - As above	Involvement	Positive - The policy has been through a consultation process and user/customer satisfaction will be built into processes to ensure user involvement in shaping improvements to service
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Collaboration	Positive - As above										
Involvement	Positive - The policy has been through a consultation process and user/customer satisfaction will be built into processes to ensure user involvement in shaping improvements to service										

Well-being Goals Impact	
Prosperous Wales	No Impact
Resilient Wales	No Impact
Healthier Wales	Positive - The Disabled Facilities Grants are there to support people living with disabilities to be in a position to live safely and more comfortably in their own home for longer. The revised policy sets out the process for disabled facilities grant in a clear and easy to understand way.
More equal Wales	Positive - By supporting people living with disabilities to live more comfortably and safely in their own homes will also contribute to enabling them to fulfil their potential no matter what their background
Cohesive Wales	No Impact
Vibrant Wales	No Impact
Globally responsible Wales	No Impact
<p>The revision of the Disabled Facilities Grants Policy, when implemented will contribute to the Council's Well-being objective of 'Caring Council' through:</p> <ul style="list-style-type: none"> • Provision of appropriate interventions (i.e. support or adaptations) to assist people to remain in their homes wherever possible 	

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Review and initial consultation with an Officer Working Group undertaken to review and revise the previous policy.
4.02	The Policy was presented to the Community and Enterprise Scrutiny Committee on the 18 September 2019, who were supportive of the revised policy.

5.00	APPENDICES
5.01	Appendix 1 – Draft Policy

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Jen Griffiths, Benefits Manager Telephone: 01352 702929 E-mail: jen.griffiths@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>Disabled Facilities Grant (DFG) – A statutory grant of up to £36,000 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.</p>

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PRIVATE SECTOR HOUSING

DISABLED FACILITIES GRANTS

POLICY

2019 – 2021

Introduction

Housing Grants, Construction and Regeneration Act 1996 places a mandatory duty on local authorities to provide disabled facilities grants. The grant is for adapting or providing facilities for a disabled person in a dwelling. Discretionary assistance for adaptations in addition to, or instead of, a mandatory disabled facilities grant may be awarded in exceptional circumstances.

For the purpose of the grant a person is considered disabled if one of the following applies:

- Sight, hearing, or speech is substantially impaired
- Having a mental disorder, or impairment of any kind
- Are substantially physically disabled by illness, injury, impairment present since birth, or otherwise
- Are registered (or could be registered) disabled with the Social Services Department

Purposes of the grant

Prior to a disabled facilities grant being approved, Flintshire Council needs to be satisfied that the works are necessary and appropriate to meet the needs of the disabled occupant, and that it is reasonable and practicable to carry out the works having regard to the age or the condition of the building. To establish this the Regeneration Team will assess the application in consultation with the Occupation Therapy Team.

The property is inspected to check that the proposed works are technically feasible, that there are no other reasonable alternative solutions and that there are no other health and safety issues.

A decision will be taken in consultation with the applicant as to whether to proceed to a Disabled Facilities Grant, or a Disability Relocation Grant, or to explore alternative housing solutions.

In order for a disabled facilities grant to be made available one or more of the following reasons must be established:

- Help a disabled occupant with access to and from their premises (such as widening doors, or installing ramps)
- To allow access to internal rooms, specifically a main living room, bathroom, bedroom or kitchen facilities. (such as by providing a stair lift)
- To have easier access and movement around the home to enable the disabled person to care for someone dependent on them, who also lives there (such as a child, husband, wife or partner)
- To make the building safe for the disabled occupant or other people living with the disabled occupant

- Improving any heating system in the dwelling to meet the specific specialist needs of the disabled occupant, or, if there is no existing heating system or it is unsuitable, providing a suitable system
- To allow access to and from a garden by a disabled occupant or making a garden safe for a disabled occupant

The relevant works are limited to, or include, such works as is believed to be necessary to achieve that purposes stated above.

The Regulatory Reform (Housing Assistance) Order 2002 provides flexibility for Council's to provide assistance in the a way which best suits local circumstances.

Resource implications

Generally, the Council will resource the Policy through a combination of the following: -

- Capital allocations received from the Council's Capital Programme.
- Specific complementary funding made available by Welsh Government from the Enable support for independent living fund.
- Support to delivery smaller adaptations through the Care and Repair charity, utilising their resources to provide a whole house approach to care and support.

Review and revision

This Policy shall remain in force until April 1st 2021. The Policy will be reviewed and revised accordingly in-line with Welsh Governments current review of the impact of the grants and the Enable budget.

The Council will advise members of the public of any amendments to this Policy, for example due to minor legislative changes, via press releases and our website as appropriate.

Equality and diversity

This Policy produces significant positive outcomes for vulnerable groups and those with disabilities. It reduces inequalities experienced by those groups in respect of health, housing and income.

We aim to continuously improve the quality of our services for our residents and are committed to giving an equal service to all members of the public regardless of age, disability, race, religion or belief, gender or sexual orientation.

Appeals and applications for assistance falling outside the Policy

Although this Policy will be the primary consideration in determining applications for assistance, all such applications shall be dealt with on an individual basis, based on the

merits of each particular case. The Council will not refuse to consider an application that falls outside this Policy.

It is recognised that there will always be exceptional circumstances. Exceptional cases will be considered for Welsh government provided Enable funds by the Regeneration Lead or Service Manager.

Alternative Assistance

Flintshire County Council works in partnership with Care and Repair North East Wales, which is a Community Benefit Society with charitable status that provides advice and support on adaptations and delivers minor adaptations to properties.

Care and Repair can carry out a provisional test of resources if requested, to see if an applicant is eligible for a grant or provide alternative solutions if the applicant is not eligible. They can assist with completing application forms and obtaining evidence required for the means test.

Care and Repair have a wholly owned subsidiary company called for You Property Services Ltd which provides property repairs, maintenance and adaptations service if required.

Care and Repair call 01352 758700 or 03001113333

www.careandrepairnew.co.uk or email enquiries@careandrepairnew.co.uk

Care and Repair North East Wales, Place for You, Rowleys Drive, Shotton, Flintshire, CH5 1PY

Conditions of assistance

General conditions

All forms of assistance referred to in this Policy document are subject to a number of general conditions.

We write to each person being provided with assistance, confirmation of the terms and conditions.

The following list is not exhaustive.

- All applications for assistance must be made on the Council's official application forms.
- All applicants will be required to have their property registered with HM Land Registry.
- The payment or part payment of grants is conditional on the eligible works being carried out to the satisfaction of the Council and the receipt of an acceptable invoice for the works and any ancillary or professional fees.

Unless stated otherwise, any additional funding utilising an equity based loan or grant will be secured as a legal charge against the property where breach of a condition would require repayment of all or part of the financial assistance. This charge will not be removed until either the conditions expire or until the financial assistance is repaid.

No grant assistance will be awarded for works that have commenced prior to the date of formal notification of grant or loan approval.

- Where it is ascertained that an application for assistance has been determined on the basis of inaccurate or incomplete information, we can withhold or demand repayment of monies from the applicant.
- If an applicant knowingly makes a false statement, in respect of any information they provide as part of an application for financial assistance or payment, including details of income and savings, we may refer the matter to the Police with a view to prosecution.
- In exceptional cases, where the property must be vacated in order for works to be carried out, the Council may be able to assist in finding temporary accommodation. Applicants must be unable to arrange temporary accommodation privately e.g. with family or friends and will be liable for the cost of any rent, removals or furniture storage costs incurred. However, if the applicant would suffer undue hardship, the Council may be able to provide discretionary assistance.

Exceptions to repayment conditions

It is recognised that there will be certain situations where it would be inappropriate or unreasonable for a disabled person to be required to repay the grant on disposal of their dwelling. A written request for a repayment waiver must be made to the Council, explaining the circumstances of the case and the reasons why repayment of grant would cause undue hardship. The particulars of each individual case will be considered on their own merits and the applicant will be notified of the outcome in writing.

Where a property is vested in another individual's name under a will or intestacy, the death of the owner will trigger repayment, unless the property was the inheriting person's main residence at the time of application. In this case the condition to repay the loan or grant assistance and occupy the property will transfer to the new owner.

Revisions after grant approval

Where, owing to circumstances beyond the control of the applicant, the eligible works cannot be completed for the estimated costs submitted with the application, we will continue with the work without considering any additional charge to the client.

- **Appendix one** – Disabled facilities Grant process
- **Appendix two** - Eligibility limitations
- **Appendix three** - Adaptation qualifications

General Process

Making an enquiry

We will provide clients with the appropriate information pack. The pack includes information on the eligibility criteria and any conditions of assistance, together with an application form and a letter explaining the application procedure.

Application forms and information leaflets setting out a summary of the types of assistance available, including details on eligibility criteria, levels of assistance and any conditions that apply. This information is also available on www.flintshire.gov.uk under Housing grants.

Making an application

If a disabled person wishes to apply for a Disabled Facilities Grant. They should contact the Single Point of Access team, the Social Services Duty Team, Social Services on 01352 702642. The duty team advise whether or not an applicant meets the criteria for assessment by an Occupational Therapist.

Applicants are then asked to provide financial information to help calculate whether they are eligible for a grant. Disabled Facilities Grants are subject to a 'means test' unless the application relates to a child.

A Building Surveyor will work with the Occupational Therapist and discuss the recommendations and may inspect the property to ensure that this work can be reasonably and practicably carried out.

Payments

Applicants who have requested to use their own contractors may have a release of a payment made to start the work. Where works undertaken are of a satisfactory standard and are supported by an acceptable invoice, interim payments can be made, subject to conditions. Grant payments will be made, directly to the main contractors.

Upon notification of completion of the works, we undertake a full inspection of the works. We will only release final payment when all works have been completed satisfactorily and all relevant invoices, guarantees and certificates have been received and conditions met.

In cases of dispute between the applicant and the contractor over the satisfactory completion of grant works, we reserve the right to adjudicate and release payment to the contractor if deemed appropriate, however the contractual arrangement for quality and warranties is between the client and the contractor.

Financial Assistance

In terms of assessing potential contributory funding to the property adaptations, eligible applicants will be means tested using one or more of the following income related or disability benefits: -

- Income Support
- Housing Benefit
- Council Tax Benefit (excluding single persons discount)
- Disabled Persons Tax Credit
- Income Based Job Seekers Allowance
- Working Families Tax Credit
- Attendance Allowance
- Disability Living Allowance
- Industrial Injuries Disablement Pension
- Child Tax Credit
- Working Tax Credit
- Pension Credit
- Universal Credit
- Personal Independence Payment

Additional funding may be available based on the equity within an applicant's homes.

The Council facilitates the lending of money to home owners in exchange for a share in the value of the property. There are no regular repayments or interest added to the loan. The Council recovers its money either when the property is next sold or transferred to a new owner or after a set period of time. Example: If the property value is £100,000 and the cost of the grant work is £46,000, then a charge of £10,000 is required. £10,000 of the sale proceeds will be repaid to the Council.

Summary of support programmes

Minor adaptations

Minor adaptations are classed as those which cost less than £1,000 and these are dealt with directly by Care and Repair North East Wales

Disabled Facilities Grant (DFG)

If the adaptation is likely to cost up to the current maximum of £36,000, then a DFG may be considered subject to the following criteria:

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Referral by Occupational Therapist confirming that works are necessary and appropriate • Adaptation is the most satisfactory course of action subject to a reasonable and practicable assessment • Available across all tenures (Separate arrangements apply for Registered Social Landlord tenants) • Work costs in excess of £1,000 • Amount of Disabled Facilities Grant depends on the income and savings of the disabled person and his or her partner, even if the disabled person is not the applicant for the grant (such as when an application is made by a landlord with a disabled tenant). • If the income and savings are below the test limits 	<ul style="list-style-type: none"> • As set out in the Housing, Grants Construction and Regeneration Act 1996 • The grant will only be paid when the Council are satisfied that the work is being completed to their satisfaction and in accordance with the grant approval • Repayment of a grant above £5,000 to a maximum repayment amount of £10,000 will be required if the applicant chooses to move within 10 years of the completion date. The potential repayment amount will be placed as a local financial charge against the property. • Subject to a means test (except for children) 	<ul style="list-style-type: none"> • Maximum of £36,000 • If the Council is managing the adaptation construction works on behalf of the client then any unforeseen costs that cause the cost of the work to exceed the grant maximum of £36,000 will be met by the Council. This will not apply where the client is managing the works themselves or where the extra costs arise from additional items requested by the client which did not form part of the original grant agreement with the Council.

<p>there will be no need for a contribution.</p> <ul style="list-style-type: none"> • If the income and savings are more than the test limits, then a contribution will be required towards the cost of the works. • There is no requirement for a means test for all Children’s Disabled Facilities Grants (under the age of 19). 		
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Disabled Facilities Relocation Grant

If the adaptation is not practical, or cost effective, then a Disability Relocation Grant or the exploration of alternative housing solutions will be considered but cannot be guaranteed.

In order to qualify for a discretionary Disability Relocation Grant for up to £20,000, the Council must be satisfied that the new property can be more easily and cost effectively adapted to meet the long term need of the disabled occupant.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Referral by Occupational Therapist confirming that works are necessary and appropriate • Property is unsuitable for adaptation, or it is more cost effective to move rather than adapt • Available to owner occupiers and private rented tenants (not registered social landlord tenants or Council tenants) 	<ul style="list-style-type: none"> • Repayment of grant will be required if applicant chooses to move within 10 years of the completion date, up to a maximum repayment of £10,000 	<ul style="list-style-type: none"> • Maximum of £20,000 available to help bridge the affordability gap between the value of the applicants existing home and the purchase price of the new property. • Subject to means testing • Maximum of £2,000 available for removal expenses, subject to means testing. • The grant is discretionary and the availability is dependent upon the detail of each individual case.

Discretionary Top Up Assistance

If the initial estimate of the works goes above the mandatory limit, then a Scheme Review is carried out, to see whether the need can be met at lower cost, or whether a Relocation Grant is more appropriate.

However, if it is not possible to reduce the cost of the scheme, or practicable for the householder to move, Discretionary Top-Up Assistance may be considered.

In order to be considered for this type of assistance, the applicant must undergo a full test of financial resources.

This process also includes assistance for adaptations which exceed £36,000 in respect of children.

An Assessment Panel comprising of senior officers from Social Services and Housing Renewal will determine whether a Top-Up can be issued.

For owner occupiers that receive a Top-Up Loan this will be registered as a financial charge against their property, repayable on sale, or transfer to another person, or after a 25 year period. (This will require the consent of the mortgage lender if applicable.)

Disabled Facilities Discretionary Top up Grant

If the work is likely to cost in excess of the current maximum then a discretionary top up grant or an equity based top up loan maybe offered, or there may be a need for the applicant to provide contributory funding.

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant eligible for a Disabled Facilities Grant which requires a top up. • Applicant has an owners interest 	<ul style="list-style-type: none"> • The grant will only be paid when the Council are satisfied that the work is being completed to their satisfaction and in accordance with the grant approval 	<ul style="list-style-type: none"> • Maximum grant of £3,000 subject to eligibility testing and loan assessment

Disabled Facilities Discretionary Top up Loan

This loan will be considered in very exceptional circumstances where the required expenditure to provide a disabled adaptation is above the statutory limit (currently £36,000). **It will only be provided to owner occupiers and the loan amount will be registered as a financial charge against the property at the Land Registry.**

Eligibility Criteria	Conditions	Amount
<ul style="list-style-type: none"> • Applicant eligible for a Disabled Facilities Grant which requires a top up. • Applicant has an owners interest • Applicant must have sufficient equity within their property to cover the loan amount and have 20% free equity remaining 	<ul style="list-style-type: none"> • Property must be occupied by the applicant or a family member as their main residence until the loan is released • If the property has a mortgage the loan requires the mortgage lenders consent 	<ul style="list-style-type: none"> • Maximum loan of £20,000 subject to eligibility testing and loan assessment • The Council’s loan administrator holds a share of the property value, proportional to the cost of the works, as a percentage of the property’s unimproved value • Loan is repaid on sale or transfer unless to a person who occupied the property at the time of application or after a 25 year period. • Voluntary early repayment may be made at any time.

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CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Review of Procurement Strategy
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council spends approximately £198 million per annum on goods, works and services. The Procurement Strategy sets out the broader aims and ambitions, such as promoting the local economy, which the Council wishes to achieve from that spend. Whilst the Strategy runs from 2016 to 2021 there have been changes in the wider policy context that justify a review now.

Significant changes since the strategy was adopted are:

- 1) Welsh Government published, and the Council signed up to, the code of practice on Ethical Employment in Supply Chains;
- 2) Welsh Government has published Prosperity for All – A low Carbon Wales, committing the public sector to being carbon neutral by 2030;
- 3) The Council has revised its own approach to achieving social value from procurement with the adoption of a new social value policy earlier this year.

These changes need to be reflected within the procurement strategy and in the performance measures contained within it.

RECOMMENDATIONS

1	That the revised Procurement Strategy is adopted.
2	That further reports are brought back to Cabinet on the changes that are proposed to Procurement Strategy in order to reduce the Council's carbon footprint.

REPORT DETAILS

1.00	EXPLAINING THE PROCUREMENT STRATEGY
1.01	<p>The Council spends £198 million approximately each year on goods, works and services. Whilst the primary aim of that spend is to buy those goods etc. at the most cost effective price, the Council is able to achieve broader aims as well by how it directs that spend. The Council's current Procurement Strategy 2016 – 2021 seeks to increase the impact that spend has within the local economy by directing spend to businesses within Flintshire and more broadly within the geographical area of the Mersey Dee Alliance.</p>
1.02	<p>The strategy also seeks to gain additional value by seeking social value (previously termed community benefits) from every contract over £25,000 in value. The Council has recently taken a fresh approach to how it seeks to maximise social value and adopted a Social Value Policy in March 2019 that encourages officers to look more broadly and flexibly at how additional benefit can be derived from contracts for example:</p> <ul style="list-style-type: none"> • by restricting competition for a contract to charities or organisations operating protected workplaces; • packaging contracts so that they are attractive to and winnable by smaller, more local contractors; • scoring bidders for the social value they offer during the contract award process. <p>A programme of workshops for contract managers is being put in place to help them understand what to request and how to include it as part of the procurement process. The Council is also introducing a system to record that social value thereby ensuring and monitoring its delivery.</p> <p>That change of approach needs to be reflected in the Procurement Strategy.</p>
1.03	<p>There are other changes to the wider policy context that need to be reflected within the Procurement Strategy. In June 2018 Council signed the code of practice on Ethical Employment in Supply Chains published by Welsh Government. It adopted an action plan to ensure compliance with the code and many of those actions impact on procurement and thus need to be reflected in the Procurement Strategy. Progress against that action plan has been separately reported to Cabinet.</p>
1.04	<p>Another significant change in the wider context is Welsh Government's paper Prosperity for All – A Low Carbon Wales. This document commits the public sector to providing leadership on reducing mankind's impact on climate change by reducing its carbon footprint. Studies indicate that between 50% and 60% of an organisation's carbon footprint is generated through the goods and services it procures. Clearly therefore to achieve the challenging target of carbon neutrality within 11 years we will need to work with our suppliers to reduce their carbon emissions.</p>
1.05	<p>Welsh Government has already estimated baseline CO2 emission levels for all categories of procurement across Wales. It intends to develop tools and guidance that will enable the public sector to target and work with high emitting sectors to reduce emissions. As those tools and guidance are</p>

	<p>delivered the Council will be able to work with increasing confidence on reducing its carbon footprint through procurement. Such tools, for example, might include helping to judge which of 2 different proffered low carbon alternatives produces the least emissions, or a guide to accreditation schemes so that officers know which ones have the best focus on carbon reduction.</p> <p>There is also clear overlap between achieving carbon neutrality and the aims for benefitting the local economy. For example, by sourcing goods and services locally, the Council can benefit the Flintshire/Mersey Dee Alliance economy whilst also reducing the emissions from transportation</p>
1.06	<p>Work on reducing the carbon footprint from procurement will be happening simultaneously across all public organisations in Wales. It would be beneficial to develop a common approach sector by sector on how to specify low carbon alternatives for contracts and how to assess bids from suppliers offering proposed solutions. This will enable common standards to be set which will -</p> <ul style="list-style-type: none"> • increase their traction with suppliers; • reduce the compliance costs for suppliers thereby reducing their costs (and thus saving us money). <p>It is proposed that this work should therefore be undertaken through a partnership approach co-ordinated via the Public Service Board.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Revenue: there are no immediate implications for the approved revenue budget arising from this strategy for either the current financial year. The impact of the move to carbon reduction may be cost neutral or achieve a small saving.</p> <p>Capital: there are no implications for the approved capital programme for either the current financial year or for future financial years</p> <p>Human Resources: there are no implications for additional capacity or for any change to current workforce structures or roles.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT								
3.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td>A strategic imperative to undertake ethical sourcing of goods and services with a reduced carbon footprint will have a positive impact.</td> </tr> <tr> <td>Prevention</td> <td>No impact.</td> </tr> <tr> <td>Integration</td> <td>No impact.</td> </tr> <tr> <td>Collaboration</td> <td>The strategy will promote the use of collaborative purchasing with Denbighshire</td> </tr> </table>	Long-term	A strategic imperative to undertake ethical sourcing of goods and services with a reduced carbon footprint will have a positive impact.	Prevention	No impact.	Integration	No impact.	Collaboration	The strategy will promote the use of collaborative purchasing with Denbighshire
Long-term	A strategic imperative to undertake ethical sourcing of goods and services with a reduced carbon footprint will have a positive impact.								
Prevention	No impact.								
Integration	No impact.								
Collaboration	The strategy will promote the use of collaborative purchasing with Denbighshire								

	County Council and increased collaboration to achieve the low carbon aims.
Involvement	No impact.
Well-being Goals Impact	
Prosperous Wales	Local sourcing of goods and services will improve prosperity within Wales.
Resilient Wales	No impact.
Healthier Wales	No impact.
More equal Wales	No impact.
Cohesive Wales	No impact.
Vibrant Wales	No impact.
Globally responsible Wales	The revisions to the strategy will recue the impact of Wales on the global environment.
<p>The revisions to the Procurement Strategy will contribute towards the achievement of the Economy and Environment Priorities in the Well Being Strategy.</p>	

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None.

5.00	APPENDICES
5.01	Appendix 1 – Proposed Procurement Strategy

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Ethical Employment in Supply Chains Cabinet Report Adopting Ethical Employment in Supply Chains Prosperity for All: a low carbon Wales

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Gareth Owens, Chief Officer Governance Telephone: 01352 702344 E-mail: gareth.legal@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	None.

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Procurement & Commissioning Strategy 2016 - 2021

Mid Term Review

October 2019



FOREWORD

The Council is dealing with significant financial pressures resulting from reductions in government funding, coupled with increasing expectations from our residents and businesses. We need to make savings, and a fundamental part of this will be ensuring that we use our spending power ethically, wisely and strategically. In this context, our Procurement and Commissioning Strategy is more important than ever. With an annual spend in the region of £198 million on bought-in goods, services and works, it is imperative that we manage this responsibly to ensure we obtain value for money for our citizens and support our wider corporate objectives.

This strategy has been reviewed in 2018 following a recommendation from the Welsh Audit Office in its report on Public Procurement in Wales, dated October 2017. The report requires that a procurement strategy should set out the role of the procurement function in securing and optimising value for money, along with underpinning actions and associated performance indicators. Further, the report says:

Effective procurement involves:

- having adequate numbers of appropriately qualified staff and appropriate organisational structures and policies to manage and govern procurement activity;
- a well-planned process for deciding what the public body needs, including deciding how the public body should provide services and looking at alternative ways of delivering services;
- sourcing strategies and collaborative procurement – having a good idea of how the public body can best meet its needs;
- effective contract and supplier management; and
- effective and reliable processes and ICT systems to support procurement.

The strategy sets out key principles which are there to help guide all our procurement and commissioning activity and ensure that it is undertaken legally, fairly and transparently, with a proper understanding of the impact on our local communities – now and into the future – and in accordance with the Council's ethical principles. The strategy also has a specific outcome around achieving value for money through our procurement and commissioning activity, and outlines how we will consider different delivery models, review our processes, use technology, improve our contract management and invest in upskilling our workforce to achieve this outcome.

The strategy also recognises the impact the money the Council spends on the local economy, with around **£32 million of our** total spend in 2017/18 being with Flintshire based businesses. This spend helps ensure that those businesses continue to provide employment for local people, and provides them with the opportunity to grow and create new jobs in the County. The strategy has a specific outcome around improving the contribution our procurement and commissioning activity has on the local economy, and how it will achieve this by working with our local supply chain, developing new approaches to how we procure and commission to ensure there are opportunities for local businesses going forward, and delivering wider community benefits such as training placements and supply chain opportunities for local businesses. It is

also an important part of the procurement process that the Council's suppliers do not engage in practices which it would not engage in itself and which it would find unacceptable.

Procurement is a strategic function that influences early planning and service design and is involved in decision making to support delivery of the Corporate Plan. However, effective and compliant procurement and commissioning is the responsibility of every Officer in the Council.

The Collaborative Procurement Unit co-ordinates all commissioning and procurement activities across the Council. It has a key role in:

- a) Promoting awareness and the need for compliance with legislation and the Council's own rules;
- b) Promoting awareness of the need to collaborate on procurement and commissioning across the Council and with other public sector bodies, in particular Denbighshire County Council;
- c) Providing assurance to Elected Members and management that the objectives in this Strategy are being met;
- d) Ensuring that the risks associated with commissioning and procurement activities are being identified and met and
- e) Ensuring that opportunities to drive through greater efficiencies and improvements are identified and implemented.

We acknowledge that delivering this strategy continues to require some significant changes from the way we currently procure and commission, and will result in new ways of working and, in some cases, changing roles and responsibilities. The Council is committed to making this change and will provide the clear leadership and support that will be needed to ensure success.

INTRODUCTION

Purpose of the Strategy

Flintshire County Council currently spends in the region of £198 million a year with private and third sector organisations on the goods, services and works needed to deliver public services. It is the Council's responsibility to manage this money efficiently and effectively to achieve Council objectives. The purpose of this strategy is to set out how we are undertaking procurement and commissioning within the Council and to provide the vision and strategic direction necessary to better achieve our objectives.

This strategy is aimed at promoting effective commissioning and procurement across the whole organisation. It will assist all internal officers who are involved in commissioning and procurement to better understand their role in supporting the delivery of this strategy. It also provides a basis for interaction with other key stakeholder groups; primarily our suppliers, the wider public and their elected members.

The aims of this strategy are to:

- Establish key commissioning and procurement policy principles
- Clearly set out what we are going to do and why

The strategy has been developed with a full appreciation of the complex regulatory framework within which procurement and commissioning operates. It also recognises that it is an area with high risks – with potentially significant impacts on service delivery, financial management and legal compliance, as well as the overall reputation of the Council.

What is Procurement?

For the purposes of this strategy, we have used the same definition of procurement as detailed in the Wales Procurement Policy Statement (June 2015):

“The process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment”

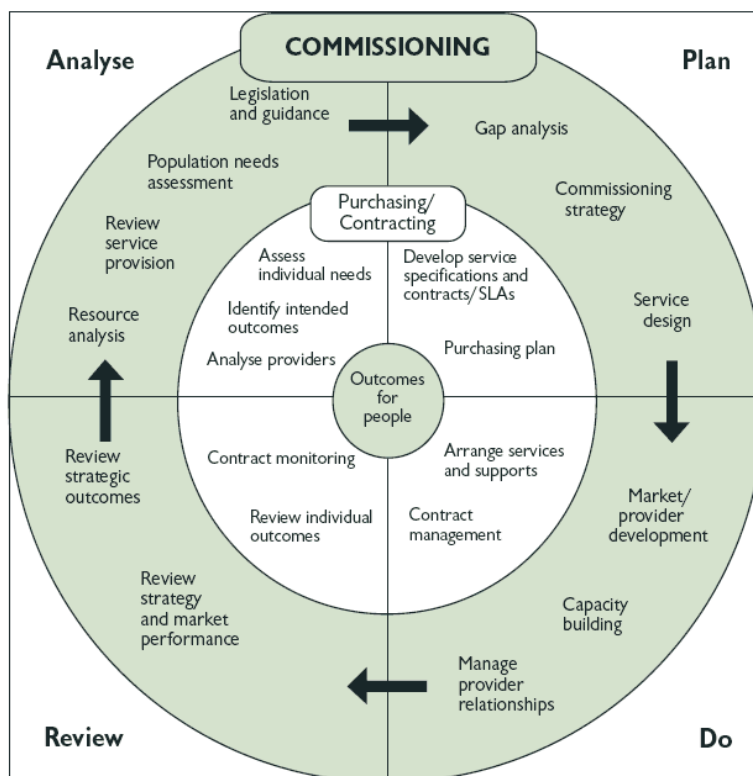
A key part of procurement will also be ensuring that when purchasing goods and services the Council

- supports and encourages its suppliers to
 - reduce their carbon emissions
 - deliver social value
 - adopt sound ethical working practices
 - comply with employment best practice and legislation; and
- discourages and seeks to eliminate any illegal practices such as modern slavery and people trafficking

What is Commissioning?

Commissioning of public services is about public sector agencies working with purchasers, providers and, most importantly, communities, to identify and understand end users' needs so that services can be designed to meet them. This is done by working within a structured and planned process called the commissioning cycle (see below), which ensures services are improved and developed against past experience and current community need.

The Commissioning Cycle



Good commissioning is underpinned by the following principles:

1. Understand the needs of those using the service
2. Consult provider organisations when setting priorities
3. Put outcomes for users at the heart of the process
4. Map the fullest practical range of providers
5. Consider investing in the provider base
6. Ensure contract processes are transparent and fair
7. Ensure long-term contracts
8. Seek feedback to review effectiveness of the commissioning process

Where Council services directly impact upon communities and influence the day to day lives of citizens, such as in the field of social care, service areas will use the commissioning cycle to develop specific strategies and plans which adhere to the eight principles of good commissioning.

CURRENT ARRANGEMENTS

Joint Collaborative Procurement Team

On 1st July 2014 an agreement was signed between Denbighshire County Council and Flintshire County Council which established a new collaborative procurement service.

The team is hosted by Denbighshire County Council (i.e. employment contracts are with Denbighshire rather than Flintshire), but provides a collaborative service across the two councils. In terms of scope of activities, the remit of their responsibilities are:

- **Policy** – provide advice on legislation and regulatory framework policies that impact on procurement; develop, and maintain and implement the Council's respective Corporate Procurement Strategies.
- **Advice** – advise and support service areas on the preparation of tender documents; provide a strategic lead covering all procurement activities; working with service areas to identify opportunities for co-ordination and co-operation; co-ordinate initiatives aimed at improving purchasing power and lowering prices; lead on corporate procurement initiatives and projects; develop and deliver a procurement training programme; develop and produce clear, user-friendly guidance and information on procurement; and disseminate examples of procurement best practice.
- **Compliance** – ensure that agreed procurement processes are adhered to; develop, promote and maintain supply chain management solutions; analyse trends and expenditure to identify areas for improved coordination of purchasing; produce an annual report on procurement activity, expenditure and savings; and promote corporate procurement standards across all service areas,
- **Collaboration:** advise and promote collaborative procurement and commissioning across the Council and with other public sector bodies, in particular Flintshire County Council;
- **Liaison** – represent the Council(s) on external procurement related bodies; liaise and manage relationships with other public sector purchasing bodies and external consortia; and provide a central link between the Council(s) and the supply/provider market.

THE NATIONAL CONTEXT

There are a number of regulatory, strategic and policy initiatives that impact on procurement and commissioning at a national level. The Council will comply at all times with legislation and will support national policies and strategies where they can be demonstrated to support the achievement of the Council's objectives. All Officers of the Council shall have regard to this strategy when undertaking procurement and commissioning.

Public Contracts Regulations 2015

The 2014 EU Procurement Directive became a legal requirement in Wales with the coming in to force of the Public Contracts Regulations 2015 in February 2015. One of the key themes of the Regulations is to make public procurement faster, more flexible and easier – especially for small and medium sized enterprises (SME's). The council must be legally compliant with these regulations in all of its procurement and commissioning activity.

The Wales Procurement Policy Statement

In December 2012 the Welsh Government launched the Wales Procurement Policy Statement (WPPS) which set out the principles by which they expected public sector procurement to be delivered in Wales. Since that launch the Welsh Government has secured legislative powers in respect of procurement for Wales, and has subsequently reviewed the document and, in June 2015, launched a revised Statement.

The ten principles of Welsh Public Procurement Policy are:

1. **Strategic** – procurement should be recognised and managed as a strategic corporate function.
2. **Professionally resourced** – procurement expenditure should be subject to an appropriate level of professional involvement and influence.
3. **Economic, Social and Environmental Impact** – Value for Money should be considered as the optimum combination of whole-of-life costs.
4. **Community Benefits** – delivery of social, economic and environmental benefit through effective application of Community Benefits policy.
5. **Open, accessible competition** – public bodies should adopt risk based, proportionate approaches to procurement to ensure that contract opportunities are open to all.
6. **Simplified Standard Processes** – procurement processes should be open and transparent and based on standard approaches.
7. **Collaboration** – areas of common expenditure should be addressed collectively using standardised approaches.
8. **Supplier Engagement and Innovation** – dialogue with suppliers should be improved to help get the best response from the market place.
9. **Policy Development and Implementation** – deployment of policy which supports the achievement of the seven well-being goals for Wales as set out in the Well-being of Future Generations (Wales) Act (2015)
10. **Measurement and Impact** – in accordance with good management practice, procurement performance and outcomes should be monitored to support continuous improvement.

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

The Well-being and Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It is designed to make public bodies think more about the long-term, work

better with people and communities and each other, look to prevent problems and take a more joined-up approach in order to create a Wales that we all want to live in - now and in the future. The Act puts in place the following 7 well-being goals:

1. **A prosperous Wales** – an innovative, productive and low-carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately; and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities.
2. **A resilient Wales** – a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
3. **A healthier Wales** – a society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
4. **A more equal Wales** – a society that enables people to fulfil their potential no matter what their background or circumstances.
5. **A Wales of cohesive communities** – attractive, viable, safe and well-connected communities.
6. **A Wales of vibrant culture and thriving Welsh language** – a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sport and recreation.
7. **A globally responsible Wales** – a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

The Social Services and Wellbeing (Wales) Act

The Social Services and Wellbeing (Wales) Act is about changing the way people receive health and social care and requires the Council to increase client and carer involvement in the design and procurement of their care and treatment, giving them more voice and control in relation to the services they receive. It also encourages greater consideration of the role that social enterprises, co-operatives, co-operative arrangements, user led services and the third sector can play in achieving the policy objectives of the Act.

Welsh Government Code of Practice Ethical Employment in Supply Chains

The Council has adopted this code to ensure lawful and ethical practices are evident throughout all commissioning, procurement and contract management activities and also the Council’s supply chain. The Strategy delivers a commitment that supports the Council’s development of ethical supply chains and procedures to implement the code.

Prosperity for All – A low Carbon Wales, Welsh Government 2019

Welsh Government published Prosperity for All- A low carbon Wales to set out how it would meet its obligation under The Environment (Wales) Act 2016 to reduce Green House Gas emissions across the whole of Wales by at least 80% from their pre-1990 levels by 2050. One limb of this strategy was for the public sector, including local authorities such as Flintshire County Council, to become carbon neutral by 2030.

Studies within the public sector carried out on behalf of Natural Resources Wales and the NHS in Wales have shown that between 50% and 60% of an organisation’s carbon footprint can come from its procurement activity and supply chain. Assuming that a similar proportion of our own carbon footprint is generated by our supply chain then achieving carbon neutrality across all the Council’s suppliers will be a

significant challenge but one that entirely dovetails with and assists the Council's own ambitions on reducing climate change.

Welsh Government has already estimated baseline CO2 emission levels for all categories of procurement across Wales. It intends to develop tools and guidance that will enable the public sector to target and work with high emitting sectors to reduce emissions. As those tools and guidance are delivered the Council will be able to work with increasing confidence on reducing its carbon footprint through procurement. This work can be undertaken collectively with other public sector bodies who are members of the Flintshire Public Services Board as part of the actions to achieve the Environment priority.

At this stage the Council can commit to the broad aim of seeking to reduce emissions caused as a result of its supply chain and to begin looking at ways this can be achieved. The Council will need to review these commitments and increase its activity as understanding grows around how this can be achieved. Initial actions could include more commissioning more local contractors to avoid travel costs which would have overlapping benefits for promoting the local economy.

THE LOCAL CONTEXT

At a more local level, it is important to recognise the contribution procurement can make to delivering our aspirations and priorities.

Council Plan – 2017-2023

The new version of the Council Plan sets out the priorities for the forthcoming five years of the Council and what the Council aims to achieve. Public Services Board partners include: Natural Resources Wales, Public Health Wales, North Wales Police, Betsi Cadwaladr University Health Board, National Probation, Flintshire Local Voluntary Council, North Wales Fire and Rescue Service, Coleg Cambria, Glyndwr University and Welsh Government.

The Council Plan focuses on the objectives the Council intend to deliver during 2017/18. The Plan sets out the Council's six priorities and detailed sub-priorities for action. In addition, the Council Plan takes into consideration the Well-being of Future Generations (Wales) Act by linking the impact statements to the Council's Well-being Objectives.

The six priorities are:

- Caring Council
- Ambitious Council
- Learning Council
- Green Council
- Connected Council
- Serving Council
- Safe and Clean Council

Each priority has a number of sub-priorities to reflect specific aspects that are of particular significance during the current municipal year. Some such sub-priorities are always important e.g. safeguarding will always be within the Council Plan. Other sub-priorities e.g. reducing plastics, reflect a specific issues that the Council wishes to address either as a one off or to give prominence to a project that will, once successfully implemented, become business as usual.

How effectively we spend our money will have a direct impact on our ability to deliver our ambition and priorities. Thus the Council recognises that an effective commissioning and procurement strategy is fundamental to achieving organisational success and is instrumental in the delivery of the Corporate Plan, as it will:

- have a direct impact on overall spend, savings, value for money and the cost of service provision to the people of Flintshire;
- help shape the delivery of services to meet the needs of citizens, communities and customers;
- contribute to the achievement of corporate and service objectives; and
- be part of the process of delivering key policy objectives.

Growth Vision

The North Wales Economic Ambition Board, comprising the six North Wales local authorities together with representatives from the business community and higher and further education, have developed an ambitious vision for economic growth in the region. The Ambition Board aims to:

- Improve infrastructure across the region;
- Promote and support business growth and innovation; and
- Improve and upgrade the region's skills base and provide employment growth.

The Ambition Board have submitted proposals for the first wave of major capital projects to the UK and Welsh Governments for implementation from 2021 onwards. The proposals call for £280m of investment by Government which will result in £1bn of overall investment and the creation of over 4,000 new jobs.

The Growth Vision recognises the importance of links between North Wales and the North West of England. Flintshire County Council is a member of the Mersey Dee Alliance which aligns the economic aims of North East Wales with the Liverpool City Region and Chester West and Cheshire.

Flintshire Wellbeing Plan

Flintshire Public Services Board has issued a wellbeing plan for Flintshire 2017-2023. The Board consists of Flintshire County Council, Betsi Cadwaladr University Health Board and Flintshire Public Services Board. The five priorities of the Public Services Board are:-

- Community Safety
- Economy and Skills
- Environment
- Healthy and Independent Living
- Resilient Communities

Working together to make an impact in these priorities is the collective aim of the PSB, realising that no single organisation can achieve this on their own; the partner organisations represented on the PSB can collectively make a positive difference for the people who live, visit and work in Flintshire.

The procurement strategy will have a key role in achieving the outcomes of the Flintshire Wellbeing Plan, working collaboratively regionally and sub-regionally with key partners, local businesses and citizens.

Ethical Procurement Code

The Council has signed up to Welsh Government's Code of Ethical Employment in Supply Chains. The Council will not engage in any of the following activities, discourages its suppliers from engaging in such activities and will seek to work with its suppliers to stamp out such activities:

- Modern slavery
- False self-employment
- Unfair use of umbrella schemes and zero hours contracts
- Stance on Blacklisting and freedom of association

The Council has agreed a pay model with its recognised trade unions that means its lowest pay scale equates to the Living Wage Foundations Living Wage. All of its employees therefore will be paid (pro rata) the Living Wage or more. The Council encourages its suppliers to do likewise whilst recognising the impacts this may have on smaller suppliers and those operating in highly competitive sectors.

The Council will as its preferred model engage workers through direct employment. However, from time to time Services may require specialist expertise and additional capacity or experience difficulties with the availability of workers. In order to maintain and develop services, temporary workers via recruitment or employment agencies, or by using employment businesses to cover business imperatives such as:

- seasonal or other fluctuations in work,
- the recruitment of people with specific skill sets on arrangements may be needed to provide additional resources. This may be achieved through the supply of Agency Workers, Interims and

Consultants. Careful specification, procurement and “contract for service” management is needed to ensure that appropriate use, quality and value for money is delivered to meet such temporary projects, and , time limited and/or specialist requirements.

- to cover sickness or other absence.

Where using Agency Workers, Interims and Consultants we will apply the following principles:

- Before engaging an Agency Worker or Consultant, we will consider the skills, capacity and expertise of our internal workforce to meet the identified need.
- Fixed term contracts (employed by the Council thinks all workers) and internal secondments will always be considered prior to the use of Agency Workers and Consultants
- There will be a justifiable business case, authorised at the correct level and using the appropriate method
- Procurement and supply will be carried out with integrity and fairness. We will ensure legal compliance and aim to achieve best value for public money spent
- Contract procedure rules (CPR’s) must be followed when procuring a Consultant using a “contract for services”
- Expenditure associated with the supply of Agency Workers will normally be met through pre planned budgets or existing workforce budgets to avoid any overspends. Accurate coding to enable budget analysis, monitoring and planning must be maintained
- A monthly review of the use, including length of time and expenditure on Agency Workers must be carried out by Service Managers in conjunction with HR Managers. A review of Consultants, at least quarterly, should be treated equally in so far as is possible.
- Managers must minimise the risk of implying a contract of employment (contract of service) when ordering and supervising an Agency Worker or agreeing and managing the “Contract for Services” with Consultants. Guidance for Agency Workers is available.

When engaging temporary workers the Council will therefore extend the same pay and benefits plus terms and conditions of employment (apart from those relating to issues around duration of employment) to such temporary workers from the commencement of their employment. After 12 weeks the Council will treat them as permanent employees for all purposes e.g. whether they can apply for internal vacancies.

The Council accepts that for some contracts, particularly larger and complex works contracts, it may be necessary to use sub-contractors to deliver the full specification. Whether sub-contracting is permitted will be decided on a contract by contract basis by the contracting officer in accordance with the Contract Procedure Rules. If it is permitted then the Council will require the head contractor to treat all sub-contractors fairly, to pay them promptly and in any event within 30 days, and will expect the same levels of compliance with the Ethical Procurement Code.

The Council purchases from a wide range of suppliers whose supply chains may extend around the world. Public funds limit the detailed level of direct scrutiny to which the Council can subject such supply chains. However, it will:

- work with partners such as WG and Value Wales to identify areas of spend and suppliers who may be high risk and undertake more detailed scrutiny during the procurement process; and
- will investigate any suggestion that those supply chains encompass unfair or unethical practices and commits to work with its suppliers to remove such practices in so far as is possible; and
- Will expect its suppliers to have in place appropriate mechanisms to enable their own employees to constructively raise issues of concern without fear of reprisal

The Council has already extended its whistleblowing policy to contractors and their employees so that they can raise issues of concern directly with the Council. It is possible to undertake this in confidence, or even anonymously, via the Report It function on the Council's website.

The Council will actively promote the aims and contents of this strategy to its own workforce as follows:

- The code of practice e-learning module to be also promoted once finalised and available from Welsh Government; and
- All Middle Managers & Procurement staff are expected to undertake the Anti-slavery training through the e-learning platform. The Council staff in appropriate roles will complete the eLearning module on the Code of Practice once it is finalised by Welsh Government

The Council has already published a progress update on the Ethical Code incorporating a statement on actions taken to address modern slavery. The Council will report annually via its scrutiny and Cabinet on further progress and the operation of the Ethical Code.

Contract Procedure Rules and the Council's Constitution

The Contract Procedure Rules and the Council Constitution set out the required levels of ethics and conduct that are expected of all those who are involved in commissioning and procurement.

Social Value

"Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract." (Social Value UK)

The Council has approved a separate strategy on delivering social value which includes how to maximise the social value derived from procurement. Implementing the Strategy will require, as with the Procurement Strategy, a focus on designing services to deliver better social value to Flintshire communities by:

- better integration with other public bodies;
- increased support for the use of local labour and local supply chains,
- higher ethical and environmental standards adopted by suppliers; and
- suppliers providing support for the priorities set out in the Council Plan.

The Council will:

- Design contracted works and services to increase wider social goals e.g. ring fencing contracts to social enterprises or protected workplaces
- Encourage suppliers to provide added value e.g. donating to community projects
- Help suppliers to build long term social partnerships e.g. by encouraging their employees to volunteer
- Encourage suppliers to do business in more socially responsible way

Whilst procurement is a vitally important element of generating social value, the strategy also focusses on: supporting companies to improve their corporate social responsibility; helping third sector organisations to evidence the social value they generate through their work; and on helping social enterprises to compete more effectively for public services by evidencing the social value they generate.

THE FUTURE CHALLENGES FOR PROCUREMENT

There are clearly a number of challenges which need to be addressed as part of this procurement strategy.

The need for Sustainable Public Procurement including Social Value

The Well-being of Future Generations (Wales) Act 2015 provides an opportunity to transform the way procurement is done in Wales so that decisions consider prevention, the long-term, integration, collaboration and involvement whilst seeking to improve the economic, social, environmental and cultural well-being of Wales.

Sustainable procurement activities should support the Welsh Government's Procurement Policy whereby "Value for Money" should be considered as the optimum combination of whole-of-life costs in terms of not only generating efficiency savings and good quality outcomes for the Council, but also be of benefit to society and the economy, whilst minimising damage to the environment.

The Council will need to respond to this challenge by:

- Advocating a collaborative approach with organisations such as the Federation of Small Businesses (FSB), Business Wales and Flintshire Local Volunteer to ensure that there is sufficient training and support for local businesses and the third sector when competing for council contracts. Developing and maintaining a process of continuous review of procurement systems, including benchmarking and review by user groups including small businesses, to ensure that they are proportionate as required in the 2015 Public Contracts Regulations.
- Applying social value to all procurement and commissioning activity where social value can be achieved.

Leaving the European Union

As it leaves the EU, the UK can decide how to open up its public procurement market to suppliers in other countries. It can choose to commit to opening up (all or part of) its own markets to foreign suppliers in exchange for foreign markets being opened up to UK suppliers, through agreements with the EU and other countries.

There will be transitional arrangements for procurement processes which were commenced prior to the end of the transition period and certainty will be required for framework agreements where the framework agreement was established prior to the end of the transition period but continues on after the transition period ends.

Future obligations would only apply in the procurements covered by international agreements that the UK is part of. This potentially opens up the possibility of a more flexible or different procurement policy especially for smaller procurements.

The Council will need to respond to this challenge by reviewing this procurement strategy once the impact of leaving the EU is fully known and understood, and the UK Government has published guidance and or new legislation.

Budget constraints

Whilst the Wales Procurement Policy Statement advocates a minimum of one procurement professional per £10 million of expenditure, the Council recognises that it already falls far short of that aspiration, with the current corporate procurement team providing approximately one officer per £20 million across

Denbighshire and Flintshire. In the current and likely future financial situation, it is difficult to envisage a scenario whereby the Council could increase the budget of the procurement team to meet the Welsh Government aspiration.

The procurement strategy will need to respond to this challenge by:

- Consideration of how we can maintain an effective corporate procurement service in the face of shrinking budgets
- The use of collaborative procurement with Flintshire County Council and other public bodies
- Establishing and maintaining a strong corporate core of Services which leads and manages the procurement process
- Developing and maintaining a process of continuous review of procurement systems to ensure that a risk based and proportionate approach is used which maximises the resources available.

It is a constant pressure to manage market and cost pressures in an ongoing period of financial austerity for local government.

The procurement strategy will need to respond to this challenge by:

- Delivering successful partnerships and driving collaboration through procurement, both locally and regionally acting as a facilitator between our partner organisations and beyond;
- Changes to procurement legislation and maximising the use of technology to drive simpler and more cost effective processes for buyers and suppliers;
- Ensuring that we have the skills, capability and capacity to deliver against our purpose as a service;
- Supporting the local economy by helping to drive spend through our local suppliers and developing markets which meet the needs of our services;
- Deliver and record savings achieved through the procurement and commissioning process;
- Delivering the best possible outcomes for our residents by adopting and embedding a consistent and high quality category management approach to all services procured and commissioned both internally and externally; and
- We will increase our focus on lessons learned to capture and apply these to other projects.

THE STRATEGY

Key principles

Flintshire County Council is committed to setting rigorous quality standards and robust commissioning and procurement procedures to ensure that all commissioning and procurement is managed and conducted appropriately in compliance with all legislative requirements and local, UK and EU guidelines. We are committed to making sure that every pound we spend provides value for money for the council and our constituent residents and businesses.

This strategy outlines how we intend to deliver on that commitment, but in order to achieve this the council requires that all staff that are involved in commissioning and procurement to adhere to and promote the following principles:

1. To help reduce or eliminate non-essential spend all staff, before commencing any commissioning or procurement activity, will first consider whether there is an alternative approach to delivering the outcome without the need for the council to spend at all, or at least to reduce the spend.
2. In undertaking any procurement or commissioning activity, all officers must have due consideration of our duties under the Well-being of Future Generations (Wales) Act 2015 to take into account the impact of any decisions we make on the people of Wales – now and in the future. The “sustainable development principle” should be applied to all procurement activity
3. All service areas will work with the corporate procurement team to develop and implement appropriate strategies and mechanisms for delivering value for money in the goods, services or works that they procure.
4. Every procurement exercise will be managed and led by an officer with skills appropriate to the value and risk associated with that arrangement and be conducted with openness, honesty and accountability.
5. The council’s regulatory framework (contract procedure rules, delegations and financial regulations), UK and EU legal requirements will be complied with.
6. Ensure that due regard is made in all commissioning and purchasing decisions to local economic prosperity.
7. Hold ‘Meet the Buyer Events’ where relevant to engage with local businesses and the wider supply community.
8. Simplify, as far as possible, our procurement procedures and documents.
9. To deliver benefits from continued and new collaborative opportunities, we will work collaboratively with other public bodies, in particular Denbighshire County Council, in all procurement and commissioning activity.
10. Develop key performance indicators to capture of outcomes achieved through procurement and commissioning.

11. Services will develop and maintain a rolling and up to date 3 year procurement and commissioning plan for major and recurring contracts to ensure effective planning in the procurement and commissioning cycle.

OUTCOME 1

Flintshire County Council achieves value for money from the goods, services and works it procures

The council has always had a duty to ensure we can demonstrate value for money in the delivery of our services, and with increasing budgetary pressure and the need to balance cost reductions against the increasing demand on services, achieving value for money on our bought goods, services and works is more important to the council than ever. However, the ongoing austerity measures and the prospect of ever decreasing budgets means that we now need to go beyond just seeking value for money in the goods, services and works we procure, and be much more proactive in our consideration of options to avoid the need to spend at all, or at least a consideration of how we can significantly reduce the amount we spend. In addition, the administrative cost of sourcing, ordering and paying for goods, services and works is significant. We therefore need to ensure that the way we work is efficient and effective.

We will work to achieve this outcome by:

1. Using **collaborative** working for the services we provide with the aim of reducing the need for council expenditure;
2. Undertaking a **zero cost** analysis prior to commencing any procurement or commissioning process;
3. Continually reviewing our **processes** with users and suppliers and endeavour to make them as simple as possible, whilst still ensuring we remain legally compliant;
4. Making better **use of technology** to deliver efficiencies in the commissioning and procurement process; and
5. Improving our **contract management** to ensure that the contracts we enter into are delivered to budget and in accordance with the agreed terms and conditions, including the delivery of any required community benefits.
6. Investing in **people and skills** to ensure that we have a well organised and appropriately skilled workforce, who have the motivation and resilience to deliver excellence in all our commissioning and procurement activities.
7. Measuring whether contracts generate any **savings** and efficiencies against expected costs

Collaboration

Why is this important?

The Council buys its Procurement support from Denbighshire County Council. It is therefore well placed to benefit from the increased purchasing power that could come from combining procurement spend. Areas of common expenditure should be addressed collectively using standardised approaches not only across council Services, but with other public bodies. Before commencing a procurement or commissioning activity, we must consider whether the goods, services or works may be required across council Services or on a regional or sub-regional basis.

Jointly procuring goods, services and work also reduces duplication across the two councils, in particular within the Procurement Service itself. The starting assumption should be that all contacts will be let collectively unless there are good reasons to do otherwise.

Where we want to be

By the end of the strategy period (2021) we expect to see more of our services being delivered through collaborative procurement, either regionally or sub-regionally.

Zero Cost and Delivery Models

Why is this important?

With the current financial situation and budget pressures the Council faces, it is important that we continually review what and why we are procuring, rather than just doing what we have always done. Before any decision to procure is made we should always consider whether there is a zero cost option or an alternative delivery model which would remove, or at least reduce, the need to spend. This includes exploring the opportunities for public to public co-operation, public and private ventures, local authority companies or mutuals or through contracts reserved to disabled or disadvantaged workers or employee owned organisations.

Where we want to be

By the end of the strategy period (2021) we expect to see more of our services being delivered in a way which is helping us to achieve better value for money.

Processes

Why is this important?

Mistakes and omissions cost time and money to rectify, so “getting it right first time” is a critical requirement if we want to improve efficiency in the procurement process. This is best achieved through simple systems and processes which are easily understood and straightforward to follow. We will always need to balance the requirement for any systems and processes we use with the need for us to remain compliant with the law, but we should seek to make all our systems and processes “good enough” to achieve this compliance, rather than add extra and unnecessary complexity. In some instances, we may need to introduce new systems and processes to ensure we comply with the law and our own internal contract procedure rules.

Where we want to be

By the end of the strategy period (2021) we expect all staff involved in procurement activity to be familiar with and competent in using whatever systems and processes are in place, and to have no instances of non-compliance with the law or our own internal contract procedure rules. All of our processes will be actively reviewed with users and peers on an ongoing basis to ensure their proportionality.

Use of Technology

Why is this important?

Technology has a key role to play in delivering efficiencies in the procurement process. Effective application on technology will reduce transaction costs for both the council and its suppliers, speed up delivery timescales, improve compliance with procurement law and regulation, and generally improve transparency of the whole procurement process. It also enables the capture of management information which is critical to support intelligence-led decision making.

Where we want to be

By the end of the strategy period (2021) we want to demonstrably be using technology to provide an end-to-end electronic procurement service to improve delivery quality and consistency.

Contract Management

Why is this important?

Making sure contracts deliver what is expected – in terms of costs, time, specification, and where included community benefits – is fundamental to achieving value for money. This requires active management and regular review of the contract.

Where we want to be

By the end of the strategy period (2021) we expect all of our contracts to be delivered in line with the cost contained in the terms and conditions of the contract at award stage, except where variations to this have been formally agreed and recorded. We also expect council service department to record details of every signed contract on the council's e procurement system and to carry out and record regular monitoring and reviews of each contract.

People & Skills

Why is this important?

We have an ambitious strategy with demanding targets to achieve, and we will only be a successful if we have the right people, with the skills, development opportunities and support in place. This applies to both the officers in the corporate procurement team, but also to officers throughout the council who are undertaking commissioning and procurement activity.

Where we want to be

By the end of the strategy period (2021) we want to have a well organised and appropriately skilled workforce, who have the motivation and resilience to deliver excellence in all our procurement activities.

Savings and efficiencies

Why is this important?

As the council increasingly looks for efficiencies it is important that it delivers savings through its contracts as well as its directly delivered services. Careful use of procurement planning, contract specification and competition can help to reduce costs, though such potential savings can be obscured by increases in demand.

Where we want to be

By the end of the strategy period (2021) we want to have a reliable and accurate method for calculating the potential and actual savings that can be achieved as a result of each procurement exercise.

Measuring our progress for Outcome 1

Outcome 1 - The Council achieves value for money from the goods, works and services it procures

PI no.	Description
CPS1	Number of procurement challenges (<i>quarterly indicator</i>) Target 0
Comment >>>	
CPS2	% of contracts delivering anticipated savings (<i>measure</i>) Monitor to establish benchmark
Comment >>>	
CPS3	% of potential collaborative procurements that move to actual potential procurements (<i>measure</i>) No threshold just monitor
Comment >>>	

OUTCOME 2

Flintshire County Council improves the contribution its procurement activity has on the local economy

The council's spend is a major driver for local economic development and creation of a thriving and prosperous economy. However, the need to deliver savings and efficiency improvements will invariably lead to a reduction in the number of suppliers and contractors that directly trade with the council. To ensure that our procurement activity continues to have a positive impact on the local economy, it is important for us to look at ways to improve access to the council and its business opportunities and to support the development of local suppliers. We want to be confident that our procurement policies and procedures do not disadvantage local businesses, and that they find it easy to do business with us.

We will work to achieve this outcome by:

1. Working proactively on **local supplier development** to ensure that businesses and the third sector are aware of the opportunities to sell to the council and are capable of submitting high quality bids to opportunities that arise;
2. Developing **new approaches** to how we structure our offers to the market and related contracts to ensure we create opportunities for local businesses to bid and potentially win business from the council;
3. Delivering more and better **social value** through the procurement process
4. Designing procurements to support a sustainable Flintshire

Local Supplier Development

Why is this important?

With the likelihood of the amount the Council spends on goods, works and services reducing year on year for the foreseeable future, it is ever more important to ensure that where we are spending there are opportunities for businesses based within Flintshire, North Wales or Cheshire and the Liverpool City Region to bid for and win contracts with the Council. To ensure this is the case, we need to be working closely with key partners like the Federation of Small Businesses (FSB), North Wales Business Council, Business Wales and the Mersey Dee Alliance to provide the advice and support the business community will need to submit good quality bids for contracts the Council advertises.

Where we want to be

By the end of the strategy period (2021) we want to demonstrably be providing more and better opportunities for local businesses to purchase from the Council.

New Approaches

Why is this important?

As well as the external-facing support we need to provide to businesses, we also need to look internally and consider how we approach the market for the goods, services and works that we require. The manner in which we do this can have a significant impact on how attractive and accessible that offer will be to Flintshire based businesses. For example, a bid evaluation process and contract that includes criteria for after-sales service or minimum response times will create opportunities for local businesses, whereas contracts that exclude these type of requirements may not. We also need to make sure that it as straightforward as possible to do business with us by reviewing, simplifying and standardising processes we require businesses to follow when bidding to supply the Council and subsequently in delivering contracts.

Where we want to be

By the end of the strategy period (2021) we want to be confident that our procurement policies and procedures do not disadvantage local businesses, and that they find it easy to do business with us.

Social Value

Why is this important?

Community benefit are contractual clauses which can be used to build a range of economic, social, or environmental conditions (social value) into the delivery of our contracts. They allow us to align our procurement activity with our corporate objectives and in so doing contribute to our ambition of developing the local economy, creating more jobs and tackling poverty in the county.

Where we want to be

By the end of the strategy period (2021) we want to demonstrably be delivering more social value through the procurement process.

Measuring our progress for Outcome 2

Annual High Level Indicators	2015 baseline	Desired Trend
% of council spend with Flintshire businesses	31%	↑
% of council spend with North Wales businesses	52%	↑
% of council spend with Welsh businesses	59%	↑
% of council spend with businesses in the Mersey/Dee Alliance area	TBC	TBC

PI no.	Description
CPS 4	<i>% local spend Mersey Dee Alliance Area (quarterly indicator)</i> No threshold just monitor
Comment >>>	
CPS 5	<i>% Welsh spend (quarterly indicator)</i> No threshold just monitor

Comment >>>	
CPS 6a	% of Flintshire contracts over £25,000 and under £1,000,000 containing community benefits (<i>quarterly indicator</i>) 60% of contracts 20% intervention point
Comment >>>	
CPS6b	% of Flintshire contracts over £25,000 and under £1,000,000 containing community benefits (<i>quarterly indicator</i>) 100% of contracts
CPS 7	% of spend with Flintshire based suppliers (<i>quarterly indicator</i>) 35% excellence 25% intervention
Comment >>>	
CPS 8	% of spend with Flintshire based suppliers (<i>quarterly indicator</i>) No threshold just monitor

Outcome 3: Ensure procurement processes are available online and that suppliers and residents have access to electronic data relating to procurements

To ensure that our procurement activity is open and transparent, it is important for us to look at ways to improve access to council standard documents and the ability of businesses to apply for business opportunities. We want to be confident that our procurement documents are generally available, that businesses know the basis upon which we transact business and have easy access to business opportunities with the council.

We will work to achieve this outcome by:

1. Making our standard procurement documents available on line via the council's website.
2. Issue our business opportunities using an e procurement tool.

Measuring our Progress for Outcome 3

PI no.	Description
CPS 9	All Procurement documents (standard contracts and standard forms) are available on the Council's website and are kept updated No threshold just monitor

DELIVERING THE STRATEGY

Delivering the outcomes described in this strategy is not the preserve of any one Council service or team, but will require contributions from all teams and departments. All services undertake procurement and commissioning, and therefore all have a contribution to make to improve our performance in terms of both achieving value for money, and on the impact our procurement activity has on the local economy. There are ways in which procurement can be used to encourage local or region growth without explicitly favouring local companies – for example through:

- Running procurements in ways that encourage local potential suppliers to bid – for example through: – promoting potential contracts locally (although not exclusively so),
 - making it easier to bid,
 - training or advising potential local suppliers, or
 - breaking contracts down into lots of a size that smaller local suppliers would be able to manage more easily,
 - encouraging major long term suppliers to increase their local supply chain;
 - Buy things in a way that helps boost local economies indirectly, for example with associated requirements that lead to more local people being trained.
 - Buy things that have the potential to help boost local economies in and of themselves,
 - Save money through effective procurement and using the money saved to boost local economies in other ways.

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CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Public Services Ombudsman for Wales Annual Letter 2018/19
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to share the Public Services Ombudsman for Wales Annual Letter 2018-19 for Flintshire County Council.

The Annual Letter provides details of the annual performance of the Council in relation to complaints against services which were received and investigated by the Public Services Ombudsman for Wales during 2018-19.

RECOMMENDATIONS

1	That Cabinet note the annual performance of the Council and the number of complaints resolved at an early stage.
2	That Cabinet support the actions to reduce the number of complaints to the Ombudsman's office.
3	That Cabinet support a review of the Council's complaints procedure upon receipt of the Complaints Standards Authority (Wales) model concerns and complaints policy for public service providers in Wales.

REPORT DETAILS

1.00	EXPLAINING THE OVERVIEW OF ANNUAL PERFORMANCE 2018-19
1.01	The Public Services Ombudsman for Wales (“Ombudsman”) published his Annual Letter on performance as part of his Annual Report and Accounts in August 2019.
1.02	The number of complaints received by the Ombudsman about local authorities across Wales increased from 794 to 912 in 2018-19. However, the Ombudsman is pleased that local authorities continue to work with his office to resolve many of these complaints at an early stage. This provides complainants with appropriate and timely remedies avoiding the need for the Ombudsman to fully investigate complaints.
1.03	Appended to this report is a full copy of the Annual Letter detailing the Council’s performance and comparative data. The following paragraphs provide a summary of performance and additional context in response to the findings.
1.04	Section A – 50 complaints were made against the Council which remains static compared to 2017-18. 70% were premature or closed after initial consideration by the Ombudsman.
1.05	Section B – Planning received the highest volume of complaints (18) in 2018-19 accounting for 36% of all cases against the Council. Previously, Housing has received the highest volume of complaints but in 2018-19 the number fell from 9 in 2017-18 to 4.
1.06	Section C – of the complaints that were received against the Council: <ul style="list-style-type: none"> • 44% of complaints were premature meaning complainants had not exhausted the Council’s complaints procedure before approaching the Ombudsman; • 26% of complaints were closed after initial consideration; • 20% of complaints were resolved through early resolution which means the Council agreed to take certain steps locally to avoid investigation; • 5 reports were issued with upheld in whole or in part decisions; • 1 public interest report was issued.
1.07	Section D – intervention by the Ombudsman increased slightly from 11 to 16 cases in 2018-19.
1.08	Section E – there were no complaints made to the Ombudsman in respect of Member Code of Conduct.
1.09	Section F – 18 complaints were made against Town and Community Town Councils which is considered to be high compared to other local authorities. However, the Ombudsman does not consider that this is indicative of a fall in standards of conduct as the majority of these

	complaints related to an individual Community Council and a position of conflict between its members.
1.10	The Public Services Ombudsman (Wales) Act 2019
1.11	<p>The Public Services Ombudsman (Wales) Act 2019 has been introduced and the Ombudsman will be implementing his new powers over the coming year. The Welsh Assembly approved this legislation giving the Ombudsman new powers aimed at:</p> <ul style="list-style-type: none"> • Improving access to the Ombudsman’s office; • Providing a seamless mechanism for complaint handling when a patient’s NHS care is inextricably linked with private healthcare; • Allowing the Ombudsman to undertake own initiative investigations when required in the public interest; • Ensuring that complaints data from across Wales may be used to drive improvement in public services for citizens in Wales.
1.12	<p>The new Act permits ‘Own Initiative’ investigations which is currently subject to public consultation. However, the Ombudsman will require sufficient evidence to demonstrate the need to begin a wider own initiative investigation to establish whether an issue is in the public interest, there is reasonable suspicion that there is systemic maladministration that may cause any person to sustain injustice or hardship, whether concerns are such that they would impact upon a wider group of citizens or individuals, the weight of the evidence and persuasiveness of the evidence.</p>
1.13	Reducing the number of complaints to the Ombudsman
1.14	<p>The Council looks forward to the outcome of the Ombudsman’s current consultation on the principles and procedures relating to the new powers created by the Public Services Ombudsman (Wales) Act 2019. Specifically, own initiative investigations and the newly established Complaints Standards Authority (Wales).</p> <p>The Council is undertaking work to reduce the number of complaints to the Ombudsman and plans to undertake further action as soon as the outcome of the consultation is known. The Council’s actions include:</p> <ul style="list-style-type: none"> • Targeted training sessions with Planning officers to learn lessons from Ombudsman decisions over the last 12 months; • A review of the Council’s complaints procedure in response to the Customer Standards Authority (Wales) model concerns and complaints policy for public providers in Wales; • Redesigned workforce training to support officers to effectively resolve complaints first time; • Improving the quality of complaint responses through the introduction of house-style and improved guidance for officers; • Training for Town and Community Councils to promote awareness and the importance of the Code of Conduct where there is evidence of conflict between its members to help reset the boundaries of behaviour for its members;

	<ul style="list-style-type: none"> • Timely performance data for distribution and discussion at senior departmental meetings; • Working with Councils from across Wales and the Ombudsman to collectively record complaints data which may be used to drive improvement in public services for citizens in Wales.
1.15	<p>Additionally, where decisions by the Ombudsman lead to a recommendation to review procedures, officers are co-operating to improve services for the future. An example is the public interest report issued in 2018-19 (Section C) relating to the manner in which the Council had authorised the removal and destruction of a vehicle. The Ombudsman upheld the complaint because there was insufficient evidence that the Council had taken appropriate action to establish that the vehicle had been abandoned and the Council had failed to follow the correct statutory procedure when issuing a statutory notice of its intention to remove and dispose of the vehicle. Streetscene reviewed its procedures, implemented new processes and trained staff accordingly to reduce complaints.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p>This report provides details of the annual performance of the Council in relation to complaints against services which were received and investigated by the Public Services Ombudsman for Wales. At this point there are no proposed changes or actions and as such no impact or risks have been identified. Subject to approval by Cabinet of recommendation 3 of this report, as part of the review of the Council's complaints procedure a full integrated impact assessment will be conducted.</p>

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	A copy of the Annual Letter is published on the Ombudsman's website.

5.00	APPENDICES
5.01	Appendix 1 – Annual Letter 2018/19.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	https://www.ombudsman.wales/wp-content/uploads/2019/08/Flintshire.pdf


7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Rebecca Jones, Customer Contact Service Manager Telephone: 01352 702413 E-mail: rebecca.jones@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>Public Services Ombudsman for Wales – investigates complaints against public service providers in Wales where people believe they have suffered an injustice through maladministration on the part of the public service provider e.g. a local authority.</p> <p>Own Initiative Investigations – enables the Public Services Ombudsman for Wales to commence an investigation where there is sufficient evidence to demonstrate the need to begin an investigation.</p> <p>Complaints Standards Authority – a newly formed team within the Public Services Ombudsman for Wales’ office focused on ensuring the procedures to complain to public service providers in Wales are complainant focused, simple, fair and objective, timely and effective, accountable and committed to continuous improvement.</p>


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Our ref: NB

Ask for: Communications

 01656 641150

Date: 7 August 2019

 communications
@ombudsman-wales.org.uk

Councillor Ian Roberts
Council Leader
Flintshire County Council

By Email Only
ian.b.roberts@flintshire.gov.uk

Dear Councillor Roberts

Annual Letter 2018/19

I am pleased to provide you with the Annual letter (2018/19) for Flintshire County Borough Council. This year I am publishing my Annual Letters as part of my Annual Report and Accounts. I hope the Council finds this helpful and I trust this will enable it to review its own complaint handling performance in the context of other public bodies performing similar functions across Wales.

Whilst overall the number of complaints received relating to local authorities across Wales increased from 794 to 912, I am pleased that local authorities continue to work with my office to resolve many of these complaints at an early stage. This provides complainants with appropriate and timely remedies avoiding the need for my office to fully investigate complaints.

A summary of the complaints of maladministration/service failure received relating to the Council is attached.

Also attached is a summary of the Code of Conduct complaints relating to members of the Council and the Town & Community Councils in your area.

You will note that we received a relatively high number of complaints this year relating to members of Community and Town Councils in the Council's area. However, please be assured that I do not consider that this is indicative of a fall in standards of conduct generally or indeed in the Council itself. I can advise that the majority of these complaints related to an individual Community Council and a position of conflict between its members. In view of the numbers, I consider that there is an opportunity for members of the Council, the Standards Committee and the Monitoring Officer to continue to promote awareness and the importance of the Code of Conduct generally with their community council colleagues. Any assistance of this nature would be greatly appreciated.

The Public Services Ombudsman (Wales) Act 2019 has now been introduced. I am delighted that the Assembly has approved this legislation giving the office new powers aimed at:

- Improving access to my office
- Providing a seamless mechanism for complaint handling when a patient's NHS care is inextricably linked with private healthcare
- Allowing me to undertake own initiative investigations when required in the public interest
- Ensuring that complaints data from across Wales may be used to drive improvement in public services for citizens in Wales.

I am very much looking forward to implementing these new powers over the coming year.

Action for the Council to take:

- Present my Annual Letter to the Cabinet to assist Members in their scrutiny of the Council's performance
- Work to reduce the number of cases which require intervention by my office
- Inform me of the outcome of the Council's considerations and proposed actions on the above matters by **31 October 2019**.

This correspondence is copied to the Chief Executive of your Council and to your Contact Officer. Finally, a copy of all Annual Letters will be published on my website.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Nick Bennett', with a large, sweeping flourish at the end.

Nick Bennett
Public Services Ombudsman for Wales

CC: Colin Everett, Chief Executive
Rebecca Jones, Contact Officer

Factsheet

A. Complaints Received and Investigated with Local Authority average adjusted for population distribution

Local Authority	Complaints Received	Average	Complaints Investigated	Average
Flintshire County Council 2018/19	50	44	2	1
Flintshire County Council 2017/18	50	39	6	1
Blaenau Gwent County Borough Council	8	20	0	0
Bridgend County Borough Council	33	41	0	1
Caerphilly County Borough Council	65	51	1	1
Cardiff Council	115	103	0	2
Carmarthenshire County Council	49	53	1	1
Ceredigion County Council	23	21	0	0
City and County of Swansea	83	70	0	2
Conwy County Borough Council	41	33	2	1
Denbighshire County Council	26	27	1	1
Gwynedd Council	32	35	2	1
Isle of Anglesey County Council	31	20	2	0
Merthyr Tydfil County Borough Council	15	17	0	0
Monmouthshire County Council	20	27	0	1
Neath Port Talbot County Borough Council	38	40	1	1
Newport City Council	38	43	0	1
Pembrokeshire County Council	35	35	0	1
Powys County Council	67	38	4	1
Rhondda Cynon Taf County Borough Council	36	68	0	2
Torfaen County Borough Council	12	26	1	1
Vale of Glamorgan Council	24	37	0	1
Wrexham County Borough Council	45	38	3	1
Grand Total	886		20	

B. Complaints Received by Subject

Flintshire County Council	Complaints Received
Adult Social Services	5
Benefits Administration	1
Children Social Services	2
Complaints Handling	8
Education	1
Environment and Environmental Health	4
Housing	4
Planning and Building Control	18
Roads and Transport	3
Various Other	4

C. Comparison of complaint outcomes with average outcomes for Local Authorities, adjusted for population distribution

Local Authority	Out of Jurisdiction	Premature	Other cases closed after initial consideration	Early Resolution / Voluntary settlement	Discontinued	Other Report - Not upheld	Other Report - Upheld in whole or in part	Public Interest Reports
2018/19								
Flintshire	5	22	13	10	-	-	5	1
Flintshire (adjusted)	8	14	15	6	0	1	1	0
2017/18								
Flintshire	4	20	12	7	-	-	4	-
Flintshire (adjusted)	7	11	14	5	0	1	1	0

D. Number of cases with PSOW intervention

Local Authority	No. of complaints with PSOW intervention	Total number of closed complaints	% of complaints with PSOW intervention
Flintshire County Council 2018/19	16	56	29%
Flintshire County Council 2017/18	11	47	23%
Blaenau Gwent County Borough Council	2	7	29%
Bridgend County Borough Council	6	36	17%
Caerphilly County Borough Council	8	68	12%
Cardiff Council	19	110	17%
Carmarthenshire County Council	4	48	8%
Ceredigion County Council	5	24	21%
City and County Swansea	10	80	13%
Conwy County Borough Council	5	39	13%
Denbighshire County Council	4	30	13%
Gwynedd Council	6	35	17%
Isle of Anglesey County Council	5	31	16%
Merthyr Tydfil County Borough Council	0	14	0%
Monmouthshire County Council	0	23	0%
Neath Port Talbot County Borough Council	4	40	10%
Newport City Council	7	43	16%
Pembrokeshire County Council	6	33	18%
Powys County Council	11	64	17%
Rhondda Cynon Taf County Borough Council	4	34	12%
Torfaen County Borough Council	1	12	8%
Vale of Glamorgan Council	7	30	23%
Wrexham County Borough Council	8	43	19%

E. Code of Conduct Complaints Closed

Local Authority	Closed after initial consideration	Discontinued	No evidence of breach	No action necessary	Refer to Standards Committee	Refer to Adjudication Panel	Withdrawn	Total
2018/19								
Flintshire	-	-	-	-	-	-	-	-
2017/18								
Flintshire	3	-	-	-	-	1	-	4

F. Town/Community council Code of Conduct Complaints

Town/Community Council	Closed after initial consideration	Discontinued	No evidence of breach	No action necessary	Refer to Standards Committee	Refer to Adjudication Panel	Withdrawn	Total
Hawarden CC	1	-	-	-	-	-	-	1
Saltney TC	10	-	1	4	-	-	-	15
St Asaph City Council	2	-	-	-	-	-	-	2
Trelawnyd & Gwaenysgor CC	2	-	-	-	-	-	-	2

Appendix

Explanatory Notes

Section A compares the number of complaints against the Local Authority which were received and investigated by my office during 2018/19, with the Local Authority average (adjusted for population distribution) during the same period.

Section B provides a breakdown of the number of complaints about the Local Authority which were received by my office during 2018/19. The figures are broken down into subject categories.

Section C compares the complaint outcomes for the Local Authority during 2018/19, with the average outcome (adjusted for population distribution) during the same period.

Section D provides the numbers and percentages of cases received by our office in which an intervention has occurred. This includes all upheld complaints, early resolutions and voluntary settlements.

Section E provides a breakdown of all Code of Conduct complaint outcomes against Councillors during 2018/19.

Section F provides a breakdown of all Code of Conduct complaint outcomes against town or community councils.

Feedback

We welcome your feedback on the enclosed information, including suggestions for any information to be enclosed in future annual summaries. Any feedback or queries should be sent via email to communications@ombudsman-wales.org.uk



CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Revenue Budget Monitoring 2019/20 (Month 5)
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the second detailed revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account for the financial year and presents the position, based on actual income and expenditure, as at Month 5. The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

As outlined at Month 4, the format of the report now incorporates changes 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 £3.042m which is a negative movement of £0.059m from the deficit figure of £2.983m reported at Month 4.
- A projected contingency reserve balance as at 31 March 2020 of £1.827m

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.108m higher than budget which is a negative movement of £0.027m from the deficit figure of £0.081m reported at Month 4
- A projected closing balance as at 31 March 2020 of £1.215m

At the last meeting members considered reports on the two areas of major variance, namely Children’s Out of County Placements and School Transportation. Members confirmed that they were satisfied that there was very limited scope for mitigation to reduce the in-year overspend and that there would be an inevitable impact on the budget position from 2020/21 that would need to be factored into the Medium Term Financial Strategy.

To assist with mitigating the overall projected overspend the following measures are being introduced:-

- 1) All non-essential spend will be reviewed and challenged with a view to ceasing/delaying where able and
- 2) Further Portfolio Management Team challenge of recruitment to vacancies i.e. ceasing/delaying

The outcome of this review will be included in the Month 6 Budget Monitoring Report.

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2020.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).

REPORT DETAILS

1.00	EXPLAINING THE MONTH 5 POSITION
1.01	<p>Council Fund Projected Position</p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none"> • An operating deficit of £3.042m • A projected contingency reserve balance as at 31 March 2020 of £1.827m <p>At the last meeting members considered reports on the two areas of major variance, namely Children’s Out of County Placements and School Transportation. Members confirmed that they were satisfied that there was very limited scope for mitigation to reduce the in-year overspend and that there would be an inevitable impact on the budget position from 2020/21 that would need to be factored into the Medium Term Financial Strategy.</p>

	<p>To assist with mitigating the overall projected overspend the following measures are being introduced:-</p> <p>1). All non-essential spend will be reviewed and challenged with a view to ceasing/delaying where able and</p> <p>2) Further Portfolio Management Team challenge of recruitment to vacancies i.e. ceasing/delaying</p> <p>The outcome of this review will be included in the Month 6 Budget Monitoring Report.</p>																																																								
1.02	<p>Table 1. Projected Position by Portfolio</p> <p>The table below shows the projected position by portfolio:</p> <table border="1" data-bbox="320 696 1334 1648"> <thead> <tr> <th data-bbox="320 696 772 891">Portfolio/Service Area</th> <th data-bbox="772 696 970 891">Approved Budget £m</th> <th data-bbox="970 696 1163 891">Projected Outturn £m</th> <th data-bbox="1163 696 1334 891">In-Year Over / (Under) spend £m</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 891 772 947">Social Services</td> <td data-bbox="772 891 970 947">65.962</td> <td data-bbox="970 891 1163 947">66.055</td> <td data-bbox="1163 891 1334 947">0.093</td> </tr> <tr> <td data-bbox="320 947 772 1003">Out of County Placements</td> <td data-bbox="772 947 970 1003">9.033</td> <td data-bbox="970 947 1163 1003">11.140</td> <td data-bbox="1163 947 1334 1003">2.107</td> </tr> <tr> <td data-bbox="320 1003 772 1059">Education & Youth</td> <td data-bbox="772 1003 970 1059">8.519</td> <td data-bbox="970 1003 1163 1059">8.400</td> <td data-bbox="1163 1003 1334 1059">(0.119)</td> </tr> <tr> <td data-bbox="320 1059 772 1115">Schools</td> <td data-bbox="772 1059 970 1115">91.946</td> <td data-bbox="970 1059 1163 1115">91.946</td> <td data-bbox="1163 1059 1334 1115">0.000</td> </tr> <tr> <td data-bbox="320 1115 772 1171">Streetscene & Transportation</td> <td data-bbox="772 1115 970 1171">30.497</td> <td data-bbox="970 1115 1163 1171">32.096</td> <td data-bbox="1163 1115 1334 1171">1.599</td> </tr> <tr> <td data-bbox="320 1171 772 1227">Planning & Environment</td> <td data-bbox="772 1171 970 1227">5.929</td> <td data-bbox="970 1171 1163 1227">5.982</td> <td data-bbox="1163 1171 1334 1227">0.053</td> </tr> <tr> <td data-bbox="320 1227 772 1283">People & Resources</td> <td data-bbox="772 1227 970 1283">4.467</td> <td data-bbox="970 1227 1163 1283">4.567</td> <td data-bbox="1163 1227 1334 1283">0.100</td> </tr> <tr> <td data-bbox="320 1283 772 1339">Governance</td> <td data-bbox="772 1283 970 1339">9.032</td> <td data-bbox="970 1283 1163 1339">9.082</td> <td data-bbox="1163 1283 1334 1339">0.050</td> </tr> <tr> <td data-bbox="320 1339 772 1395">Strategic Programmes</td> <td data-bbox="772 1339 970 1395">5.272</td> <td data-bbox="970 1339 1163 1395">5.272</td> <td data-bbox="1163 1339 1334 1395">0.000</td> </tr> <tr> <td data-bbox="320 1395 772 1451">Housing & Assets</td> <td data-bbox="772 1395 970 1451">15.150</td> <td data-bbox="970 1395 1163 1451">14.849</td> <td data-bbox="1163 1395 1334 1451">(0.301)</td> </tr> <tr> <td data-bbox="320 1451 772 1507">Chief Executive</td> <td data-bbox="772 1451 970 1507">2.797</td> <td data-bbox="970 1451 1163 1507">2.645</td> <td data-bbox="1163 1451 1334 1507">(0.152)</td> </tr> <tr> <td data-bbox="320 1507 772 1563">Central & Corporate Finance</td> <td data-bbox="772 1507 970 1563">22.745</td> <td data-bbox="970 1507 1163 1563">22.356</td> <td data-bbox="1163 1507 1334 1563">(0.389)</td> </tr> <tr> <td data-bbox="320 1563 772 1648">Total</td> <td data-bbox="772 1563 970 1648">271.350</td> <td data-bbox="970 1563 1163 1648">274.391</td> <td data-bbox="1163 1563 1334 1648">3.042</td> </tr> </tbody> </table>	Portfolio/Service Area	Approved Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m	Social Services	65.962	66.055	0.093	Out of County Placements	9.033	11.140	2.107	Education & Youth	8.519	8.400	(0.119)	Schools	91.946	91.946	0.000	Streetscene & Transportation	30.497	32.096	1.599	Planning & Environment	5.929	5.982	0.053	People & Resources	4.467	4.567	0.100	Governance	9.032	9.082	0.050	Strategic Programmes	5.272	5.272	0.000	Housing & Assets	15.150	14.849	(0.301)	Chief Executive	2.797	2.645	(0.152)	Central & Corporate Finance	22.745	22.356	(0.389)	Total	271.350	274.391	3.042
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Schools	91.946	91.946	0.000																																																						
Streetscene & Transportation	30.497	32.096	1.599																																																						
Planning & Environment	5.929	5.982	0.053																																																						
People & Resources	4.467	4.567	0.100																																																						
Governance	9.032	9.082	0.050																																																						
Strategic Programmes	5.272	5.272	0.000																																																						
Housing & Assets	15.150	14.849	(0.301)																																																						
Chief Executive	2.797	2.645	(0.152)																																																						
Central & Corporate Finance	22.745	22.356	(0.389)																																																						
Total	271.350	274.391	3.042																																																						
1.03	<p>Movements of £0.059 between months are shown in Appendix 1. The reasons for the projected variances are summarised within Appendix 2 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.</p>																																																								
1.04	<p>Enhancements to the format of the Revenue Budget monitoring report have been made which aim to highlight the following key information for Members:</p> <ul style="list-style-type: none"> <li data-bbox="368 2074 1262 2101">• The key major variances to bring to the attention of Cabinet 																																																								

	<ul style="list-style-type: none"> • The tracking of in year financial risks • Potential MTFS Impact of the current in year monitoring position
	Major Variances to highlight this Month
1.05	<p>Out of County Placements</p> <p>At this stage in the financial year, there is a projected overspend of £2.108m 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 £1.633m in Social Services Children’s Services and a projected overspend of £0.474m within Education & 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 & Youth and Social & 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>A separate report was presented to Corporate Resources Overview and Scrutiny Committee on the key issues and latest position at the meeting on 19 September. (para 1.01 refers).</p>
1.06	<p>Street Scene and Transportation</p> <p>Transportation and Logistics - £1.599m Overspend</p> <p>The pressure in school transport costs totalling £1.240m is as a result of several factors:-</p> <ul style="list-style-type: none"> - The effect of non-statutory school transport arrangements and ongoing transport policy anomalies; - 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; - Transporting enrolment cohort to Connahs Quay High School and placing duplicate vehicles on public bus services as a response to non-eligible pupil displacement;

	<p>- An increase in number of school days for 2019/20</p> <p>Work is in hand to try to contain this figure within a cost pressure range which had an estimated ceiling of £0.800m, which was referred to in a separate report presented to Corporate Resources Overview and Scrutiny Committee on the key issues and latest position at the meeting on 19 September.</p> <p>Service Delivery – £0.109m 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> <p>Car Park Income - £0.175m Overspend</p> <p>The pressure is based on the average shortfall in income against monthly projections for each town using the first full ten months of implementation (received in 2018/19) of the increased tariff charges and projected for 2019/20. More recently, a large section of car parking at Flint Retail Park has been closed for development, which will result in a displacement of vehicles into Council car parks providing an increase in car parking income.</p> <p>Other cumulative variances across the portfolio total £0.075m, which includes increased transport provision to Social Services service users of £0.048m.</p> <p>A separate report was presented to Corporate Resources Overview and Scrutiny Committee on the key issues and latest position at the meeting on 19 September. (para 1.01 refers)</p>
1.07	<p>Social Services</p> <p>The overall position for Social Services is projecting an overspend of £0.093m.</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 2 and consideration has been given to further realignment of budgets within the Portfolio to address changes in service delivery.</p>

1.08	<p>Central & Corporate Finance</p> <p>Pension; £0.786m 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>Tracking of In-Year Risks and Emerging Issues</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>Out of County Placements</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>School Transport</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>Achievement of Planned In-Year Efficiencies</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</p>

	<p>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 £6.197m 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 3 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>Income</p> <p>The Council introduced its Income Strategy in late 2017. A target of £0.150m 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>Recycling Income</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>Schools Pressures</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 & Youth and the Section 151 Officer.</p> <table border="1" data-bbox="400 1630 1238 1989"> <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>	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%
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	<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>
1.16	<p>Other In-Year Issues</p> <p>Inflation</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 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>MTFS Impact</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"> • Out of County Placements – Current projection of £2.108m with a pressure of £1.156m already included for 20/21 • School Transport - currently projecting an overspend of £1.240m 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). <p>Further Risks for MTFS</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 to 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> <p>An update on the budget forecast for 2020/21 is scheduled to be reported to the next meeting of this Committee.</p>
1.18	<p>Reserves and Balances</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 2020 is projected to be £1.886m as detailed in Appendix 3.</p>																																																																																	
1.20	<p>Earmarked Reserves</p> <p>The table below gives a summary of earmarked reserves as at 1 April 2019 and provides an estimate of projected balances as at the end of the current financial year.</p> <p>Council Fund Earmarked Reserves 2019/20</p> <p>Monitoring Summary Month 5</p> <table border="1"> <thead> <tr> <th>Reserve Type</th> <th>Balance as at 01/04/19</th> <th>Balance as at 31/03/20</th> </tr> </thead> <tbody> <tr> <td>Service Balances</td> <td>776,994</td> <td>483,449</td> </tr> <tr> <td>Specific Service Balances</td> <td>78,081</td> <td>77,337</td> </tr> <tr> <td>Schools Balances</td> <td>1,335,087</td> <td>1,335,087</td> </tr> <tr> <td>Single Status/Equal Pay</td> <td>1,184,187</td> <td>638,187</td> </tr> <tr> <td>Investment in Organisational Change</td> <td>1,039,115</td> <td>1,139,115</td> </tr> <tr> <td>Budget Strategy</td> <td>208</td> <td>208</td> </tr> <tr> <td>Benefits Equalisation</td> <td>318,370</td> <td>318,370</td> </tr> <tr> <td>County Elections</td> <td>204,561</td> <td>204,561</td> </tr> <tr> <td>Local Development Plan (LDP)</td> <td>180,000</td> <td>180,000</td> </tr> <tr> <td>Waste Disposal</td> <td>82,648</td> <td>67,648</td> </tr> <tr> <td>Enterprise Centres</td> <td>52,554</td> <td>0</td> </tr> <tr> <td>Design Fees</td> <td>200,000</td> <td>0</td> </tr> <tr> <td>Winter Maintenance</td> <td>250,000</td> <td>250,000</td> </tr> <tr> <td>Car Parking</td> <td>47,440</td> <td>0</td> </tr> <tr> <td>Insurance Reserves</td> <td>2,113,852</td> <td>2,413,852</td> </tr> <tr> <td>Cash Receipting Review</td> <td>568</td> <td>568</td> </tr> <tr> <td>Flintshire Trainees</td> <td>540,766</td> <td>265,383</td> </tr> <tr> <td>Rent Income Shortfall</td> <td>70,000</td> <td>0</td> </tr> <tr> <td>Customer Service Strategy</td> <td>33,000</td> <td>33,000</td> </tr> <tr> <td>Capita One</td> <td>18,827</td> <td>18,827</td> </tr> <tr> <td>Supervision Fees</td> <td>48,798</td> <td>48,798</td> </tr> <tr> <td>Transportation Review</td> <td>84,200</td> <td>0</td> </tr> <tr> <td>LMS Curriculum</td> <td>383,440</td> <td>271,499</td> </tr> <tr> <td>Organisational Change/ADM</td> <td>99,965</td> <td>79,965</td> </tr> <tr> <td>Solar Farms</td> <td>42,440</td> <td>0</td> </tr> <tr> <td>Tribunal Costs</td> <td>150,000</td> <td>0</td> </tr> </tbody> </table>	Reserve Type	Balance as at 01/04/19	Balance as at 31/03/20	Service Balances	776,994	483,449	Specific Service Balances	78,081	77,337	Schools Balances	1,335,087	1,335,087	Single Status/Equal Pay	1,184,187	638,187	Investment in Organisational Change	1,039,115	1,139,115	Budget Strategy	208	208	Benefits Equalisation	318,370	318,370	County Elections	204,561	204,561	Local Development Plan (LDP)	180,000	180,000	Waste Disposal	82,648	67,648	Enterprise Centres	52,554	0	Design Fees	200,000	0	Winter Maintenance	250,000	250,000	Car Parking	47,440	0	Insurance Reserves	2,113,852	2,413,852	Cash Receipting Review	568	568	Flintshire Trainees	540,766	265,383	Rent Income Shortfall	70,000	0	Customer Service Strategy	33,000	33,000	Capita One	18,827	18,827	Supervision Fees	48,798	48,798	Transportation Review	84,200	0	LMS Curriculum	383,440	271,499	Organisational Change/ADM	99,965	79,965	Solar Farms	42,440	0	Tribunal Costs	150,000	0
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	Property Claims	45,000	0
	Grants & Contributions	3,933,806	2,750,976
	Total	13,313,906	10,576,830
1.21	The projected level of school balances are currently being reviewed as part of the first detailed monitoring of the new academic year. At this stage there is the potential for a significant reduction in overall balances. However, in the past schools have benefitted from the notification in-year of external grant funding opportunities. An update will be provided in future monitoring reports.		
1.22	Housing Revenue Account 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.		
1.23	The 2019/20 budget for the HRA is £36.239m which includes a movement of £0.158m to reserves.		
1.24	The monitoring for the HRA is projecting in year expenditure to be £0.108m greater than budget and a closing un-earmarked balance as at 31 March 2020 of £1.215m, which at 3.35% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.		
1.25	The budget contribution towards capital expenditure (CERA) is £13.717m.		

2.00	RESOURCE IMPLICATIONS
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.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The Revenue Budget Monitoring Report reflects the three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.09 to 1.17.
3.02	To assist in managing these key risks and the current financial position at Month 05, is to implement a Review of Non-Essential Spend in conjunction with Month 06 Budget Monitoring and thereafter.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None required.

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

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required.

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

8.00	GLOSSARY OF TERMS
	<p>Budget: a statement expressing the Council’s policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Council Fund: the fund to which all the Council’s revenue expenditure is charged.</p> <p>Financial Year: the period of twelve months commencing on 1 April.</p> <p>Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.</p> <p>Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p>

Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer

Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

Underspend: when referring to expenditure the actual expenditure incurred is less than budget. When referring to income the actual income achieved exceeds the budget.

Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

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 5 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	0.044	Increased costs due to additional temporary resource which is required to reduce an increase in demand, compared to previous resourcing projections made.
Minor Variances	(0.022)	
Adults of Working Age		
Disability Services	0.031	Reduction in projected income due to updated allocations of joint funding packages.
Transition & Disability Services	0.035	£0.019m is due to pay inflation adjustments. The balance is due to minor variances.
Residential Placements	0.114	Due to an additional placement within the service, which was not known in the previous period.
Minor Variances	(0.003)	
Children's Services		
Professional Support	(0.076)	Reflects the £0.100m drawn down from the Contingency Reserve for the Victim Support team, offset by minor variances.
Minor Variances	0.035	
Safeguarding & Commissioning		
Vacancy Management	(0.069)	The £0.069m adjustment to pay inflation has been allocated to staffing lines throughout the portfolio.
Minor Variances	0.006	
Total Social Services (excl Out of County)	0.094	
Out of County		
Children's Services	0.062	Net impact of new and ended placements and date/rate changes
Education & Youth	0.051	Net impact of new and ended placements and date/rate changes
Total Out of County	0.113	
Education & Youth		
Minor Variances	0.013	
Total Education & Youth	0.013	
Streetscene & Transportation		
Minor Variances	0.031	
Total Streetscene & Transportation	0.031	
Planning, Environment & Economy		
Minor Variances	(0.011)	
Total Planning & Environment	(0.011)	
People & Resources		
HR & OD	0.047	Revised estimate to £0.018m for Workforce efficiency at Period 05 following review
Corporate Finance	0.015	
Total People & Resources	0.062	

Governance		
Customer Services	(0.053)	August figures now include the recharge of a number of the Contact Centre Staff costs to the Housing Revenue Account and Sarth Project. An element of Staffing Budget from Streetscene and Transportation transferred in to fund the Contact Centre Staff transferred in to Customer Services
Minor Variances	(0.035)	Minor Variances across the service all lower than £0.025m
Total Governance	(0.088)	
Housing & Assets		
Enterprise Centres	(0.051)	Drawdown of residual funds from reserve to mitigate for rent income shortfall
Industrial Units	(0.074)	Drawdown of residual funds from reserve to mitigate for rent income shortfall
Minor Variances	(0.130)	-£0.120m relates to the correction of a previously overstated adverse variance from Month 4.
Total Housing & Assets	(0.256)	
Chief Executive's	0.010	
Central & Corporate Finance	0.090	Revised outturn for Coroners Service based on Actual figures, Revised Efficiency for Essential Casual Mileage
Grand Total	0.059	

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Social Services						
<i>Older People</i>						
Localities	18.814	18.165	(0.649)	(0.693)	Residential and Nursing Care is projecting a £0.463m underspend due to fluctuation in demand for residential and nursing care placements and increases to capital limits. Staff budgets are underspending within Intake/First Contact and Localities Teams, not all staff are currently top of grade and there are 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	0.542	0.421	(0.120)	(0.127)	The service is expected to underspend due to in-year savings from vacancies.	
Resources & Regulated Services	7.018	7.631	0.613	0.636	Council provided residential care is £0.422m 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	0.717	0.721	0.004	0.010		
<i>Adults of Working Age</i>						
Resources & Regulated Services	24.170	23.506	(0.664)	(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 specialist providers over proposed uplifts for 2019/20.
Transition & Disability Services	0.783	0.710	(0.073)	(0.108)	This service is expected to underspend due to all staff at top of grade and one off in-year vacancy savings.	
Residential Placements	1.241	1.717	0.476	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.

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Professional Support	0.821	0.745	(0.076)	(0.084)	Salary underspends due to staff not being top of scale and in year vacancy savings.	
Minor Variances	2.939	2.930	(0.009)	(0.013)		
Children's Services						
Family Placement	2.564	2.883	0.319	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.	
Family Support	0.371	0.507	0.136	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 level whereby, under employment regulations, sessional workers are required to be issued fixed term contracts.	Parts of this service are being reviewed with a view to making it more cost efficient.
Legal & Third Party	0.178	0.466	0.288	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	5.190	5.341	0.151	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	1.151	0.027	0.007		
Safeguarding & Commissioning						
Charging Policy income	(2.923)	(3.105)	(0.183)	(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	1.235	1.134	(0.101)	(0.106)	There are a number of short term vacancy savings and some posts currently occupied by staff who are not top of grade.	
Safeguarding Unit	0.923	0.840	(0.084)	(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)	(1.735)	0.193	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)	(0.304)	(0.224)	(0.155)	Short term vacancy savings transferred from across the portfolio.	
Minor Variances	2.262	2.330	0.068	0.062		
Total Social Services (excl Out of County)	65.962	66.055	0.093	(0.001)		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Out of County						
Children's Services	5.288	6.921	1.633	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	4.219	0.474	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
Total Out of County	9.033	11.140	2.107	1.994		
Education & Youth						
School Improvement Systems	1.716	1.619	(0.097)	(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.	
Minor Variances	6.803	6.781	(0.022)	(0.030)		
Total Education & Youth	8.519	8.400	(0.119)	(0.132)		
Schools	91.946	91.946	0.000	(0.000)		
Streetscene & Transportation						

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Service Delivery	8.536	8.645	0.109	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.
Transportation	8.598	9.886	1.288	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 £1.240m variance figure to a range nearer £0.800m. 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	5.003	5.178	0.175	0.179	Car Park income. The pressure is based on the average shortfall in income against monthly projections for each town using the first full ten months of implementation (received in 2018/19) of the increased tariff charges and projected for 2019/20. More recently, a large section of car parking at Flint Retail Park has been closed for development, which will result in a displacement of vehicles into Council car parks providing 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.
Other Minor Variances	8.360	8.387	0.028	0.002		
Total Streetscene & Transportation	30.497	32.096	1.599	1.568		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Planning, Environment & Economy						
Business	1.588	1.653	0.065	0.068	Extension of two EHO contracts has been agreed due to increasing service pressures and demands	
Access	1.339	1.394	0.055	0.053	Historic Income Target not realised due to cessation of Single Revenue Grant March, 2019 £0.027m Service Review within Rights of Way resulting in increased staffing costs £0.28m.	
Management & Strategy	1.391	1.334	(0.057)	(0.044)	Vacant posts across the Service; Land Drainage and Planning Policy	
Minor Variances	1.611	1.602	(0.009)	(0.013)		
Total Planning & Environment	5.929	5.982	0.053	0.064		
People & Resources						
HR & OD	2.375	2.453	0.078	0.031	The launch of the salary sacrifice scheme for AVC's was undertaken earlier this year and all existing employees paying AVC's have been written to encouraging them to take up the scheme, together with information to staff via the infonet workforce news. To date only £9k has been achieved through this scheme and we have estimated that if this increases by the same amount £18k will be achieved this year.	
Corporate Finance	2.092	2.115	0.023	0.007		
Total People & Resources	4.467	4.567	0.100	0.038		
Governance						
Legal Services	0.725	0.888	0.163	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 Previous years efficiency target that was dependent on demand reduction in another service that has not occurred, thereby preventing the consequent achievement of the efficiency £0.090m. Mitigated by fee income and commitment challenge within the service by £0.017m	Monitoring Income levels
Minor Variances	8.307	8.195	(0.112)	(0.028)	Recharge confirmed for the cost of staff transferred to Customer Contact centre HRA and SARTH, staffing budget virement from Streetscene and Transportation for 6 staff members transferred to Customer Contact Centre £0.053m Minor Variances across the services all lower than £0.025m	
Total Governance	9.032	9.082	0.051	0.139		
Strategic Programmes						
Minor Variances	5.272	5.273	0.000	0.000		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Total Strategic Programmes	5.272	5.273	0.000	0.000		
Housing & Assets						
CPM & Design Services	0.675	0.615	(0.060)	(0.073)	Surplus of income recovered via Service Level Agreements (SLAs)	
Benefits	11.570	11.296	(0.273)	(0.274)	Projected underspend on the Council Tax Reduction Scheme (CTRS).	
Minor Variances	2.905	2.939	0.033	0.302	Drawdown of residual funds from reserves to mitigate rent income shortfalls and the correction of a previously overstated adverse variance from Month 4.	
Total Housing & Assets	15.150	14.849	(0.300)	(0.045)		
Chief Executive's	2.797	2.645	(0.153)	(0.163)	Vacant Posts	
Central & Corporate Finance	22.745	22.356	(0.390)	(0.480)	Over recovery of planned pension contributions recouped against actuarial projections due to pay award increase mitigated by the under achievement of Income efficiencies and Workforce efficiencies	
Grand Total	271.350	274.392	3.042	2.983		

2019/20 Efficiencies Outturn Tracker (Month 5)

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				
Portfolio								
Corporate								
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
Management of Workforce and Inflation cost pressures	Corporate Financing Efficiency for Pensions/Auto Enrolment & 17/18 Inflation	Gary Ferguson	1.144	1.144	0.000	C	G	N/A
Workforce Terms and Conditions	Essential Car User Allowance/Travel/AVC	Sara Dulson/Sharon Carney	0.250	0.100	(0.150)	O	A	To be confirmed
ADM Subsidies		Rachael Corbelli	0.400	0.285	(0.115)	C	G	Agreed re-profiling of subsidy reduction
Reduction in Corporate Management Costs		Joanne Pierce	0.250	0.256	0.006	C	G	£0.256m achieved to date though further efficiencies from CO post (Oct-March) may be achieved pending confirmation of resourcing
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	
Total Corporate Services			3.852	3.493	(0.359)			
Social Services								
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
Total Social Services			2.789	2.506	(0.283)			
Education & Youth								
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	
Total Education & Youth			0.083	0.083	0.000			
Housing & Assets								
Housing Solutions; Reduction to temporary accommodation		Jenny Griffiths	0.030	0.030	0.000	O	G	Delay to reviewing processes
Housing Programmes; Reductions in bond applications		Mel Evans	0.005	0.005	0.000	O	G	
Total Housing & Assets			0.035	0.035	0.000			
Streetscene & Transportation								
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	
Total Streetscene & Transportation			0.105	0.005	(0.100)			Impact of not achieving the efficiency included in the Additional School Transport Costs range in the Month 2 report.
Planning, Environment & Economy								
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	6.197	(0.742)
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Less Previously agreed Decision	Agreed Re-profiling of Subsidy - AURA	(0.115)	0.115
Revised 2019/20 Budget Efficiencies		6.824	6.197 (0.627)

Total 2019/20 Budget Efficiencies		%	£
Total Projected 2019/20 Budget Efficiencies Underachieved		100	6.939
Total Projected 2019/20 Budget Efficiencies Achieved		-11	(0.742)
Total Projected 2019/20 Budget Efficiencies Achieved		89	6.197
Total 2019/20 Budget Efficiencies (Less Previously agreed Decisions)		100	6.824
Total Projected 2019/20 Budget Efficiencies Underachieved		-9	(0.627)
Total Projected 2019/20 Budget Efficiencies Achieved		91	6.197

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

	Efficiency 2019/20	Amount Achieved 2019/20	(Under)/Over Achievement 2019/20
	£m	£m	£m
19/20 New Income Efficiencies from Business Planning			
Corporate			
Graphics Income	(0.005)	(0.005)	0.000
Management Recharge	(0.016)	(0.016)	0.000
Social Services			
Integrated Services	(0.010)	(0.010)	0.000
Workforce Development Income	(0.005)	(0.005)	0.000
Streetscene			
Income from external works within fleet services	(0.010)	(0.010)	0.000
Garden Waste Charges	(0.050)	(0.050)	0.000
Bereavement Services (01.10.19 to 31.03.20)	(0.003)	(0.003)	0.000
Planning, Environment & Economy			
Planning Fee Income	(0.025)	(0.025)	0.000
Countryside & Conservation	(0.023)	(0.023)	0.000
Business & Community - Food Safety, Taxi Licences, Pest Control & Weights & Measures (01.10.19 to 31.03.20)	(0.010)	(0.010)	0.000
Total 19/20 Income Efficiency	(0.157)	(0.157)	0.000
Total Balance Remaining	(0.150)		

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		3.042
Total Contingency Reserve available for use		1.827

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Budget Monitoring Report
Housing Revenue Account Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(36.239)	(35.966)	0.273	0.194	There is a projected pressure of £0.273m on income. Of this pressure, £0.221m relates to loss of rental income on void properties and £0.043m relates to loss of income on garages which are not tenanted. The remaining £0.009m relates to other minor variances.	
Capital Financing - Loan Charges	8.380	8.380				
Estate Management	1.707	1.670	(0.037)	(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 £0.092m. Other minor variances of £0.010m.	
Landlord Service Costs	1.459	1.479	0.020	0.003	Minor variances.	
Repairs & Maintenance	8.530	8.469	(0.061)	(0.000)	Saving in respect of DLO salaries of (£0.061m).	
Management & Support Services	2.442	2.354	(0.089)	(0.099)	It is anticipated that savings of £0.089m will be achieved in Management and Support costs. This will include salary savings of (£0.048m), a reduction in IT expenditure of (£0.042m) and other minor variances of £0.002m.	
Capital Expenditure From Revenue (CERA)	13.717	13.717				
HRA Projects	(0.155)	(0.154)	0.001	0.001	Minor variances.	
Contribution To / (From) Reserves	0.158	0.050	(0.108)	(0.081)	Reduction in contribution to reserves of £0.108m to offset additional expenditure across the HRA.	
Total Housing Revenue Account	0.000	(0.000)	(0.000)	(0.000)		

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CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Arosfa Update
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

'Arosfa' is a well-established service providing short term breaks / respite for children with disabilities. There are plans to refurbish an unused wing of the building to provide two additional bed spaces at the facility. These beds bring capacity to accommodate two permanent long-term residents, and provide a quality local services as an alternative to out of county placements. This would be in addition to the current short break, respite provision for up to three children. Together the plans would enable us support a maximum of five children at any one time. This will provide a good quality, cost effective and local service, as a clear alternative to out of county placements.

ICF (Integrated Care Fund) money has been identified to fund the additional revenue costs for the extended service.

RECOMMENDATIONS

1	Cabinet to consider the plans and support the refurbishment plan.
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REPORT DETAILS

1.00	EXPLAINING THE EXTENDING PROVISION AT AROSFA
1.01	Arosfa is a registered Children's Homes situated in Mold. It provides a short break facility for children and young people (5-19) with disabilities/their parents. The facilities provide overnight stays for those who require specialist care.
1.02	Since 2012 Action for Children have successfully provided a short breaks service for disabled children at Arosfa. Young people who attend the project have a severe learning disability / complex health needs with need for specific procedures such as Gastrostomy, Peg feeding / challenging behaviour / autism / communication issues / physical disability with need to have use of specialist equipment. It has three bedrooms; two of which are suitably designed and equipped for wheel chair use. Currently the project can accommodate up to a maximum of 3 children at any time plus two rooms for staff to use as sleeping in rooms.
1.03	This service meets a wide range of purposes. It gives young people an opportunity to spend time away from home, preparing them for future independent living and it gives them an opportunity to socialise outside of school with friends in a way that disabled children rarely get a chance to do. It provides an opportunity for parents and carers to get a much-needed break and spend quality time with other family members, in fact this provision for some families is crucial in keeping families together.
1.04	The Service has received consistently positive CIW reports and is a strong provision securing positive outcomes for children, young people and their families.
1.05	There is real potential for Arosfa to be expanded both in terms of the type of service it offers and the physical space it provides. Arosfa opened in 2012 following significant refurbishment. At the time of refurbishment there was not sufficient funds to complete the whole building and as a consequence the left wing of the building consisting of two bedrooms, one bathroom and two living areas is unused.
1.06	A physical assessment was undertaken to determine the potential refurbishment of the wing to offer additional care arrangements. This work has informed a Capital allocation from our Council to fund building/refurbishment work.
1.07	On completion of the assessment comprehensive work was undertaken on the model of support that could be offered through an extended provision, and the associated revenue arrangements.
1.08	A demand and needs analysis was undertaken to identify the type of support that could be appropriately provided at Arosfa to better meet the needs of our young people, secure better outcomes and financial efficiency. This task included a desk top review of the needs of disabled children who have been placed in out of county residential provision, coupled with profiling the anticipated needs of young children already

	known to us, who are likely to require high cost, intensive packages of care in the future.
1.09	There is a clear need to both extend the respite provision at Arosfa as well as a need to offer support to highly dependent young people. Currently there are 9 children who are waiting for respite support at Arosfa. Additionally, we know that there is a cohort of children aged 5/6 who have profound and complex support needs and are likely to require respite within the next 2 years. There are 4 disabled children placed in out of county residential care and 3 children currently known to us who will potentially need residential support over the next 2 years. Insuring there is more than sufficient demand for the 2 additional beds.
1.10	A service model has been designed to respond to the increased demand placed on the Children's Services and to ensure we can appropriately respond to the assessed needs of children and their families. The Service model provides support for two additional highly dependent young people who will require support throughout the night.
1.11	Extending the service offered in Arosfa to include permanent placements for two looked after children provides opportunities to also enhance our existing respite provision. The provision would be open for 365 days a year which would enable us to increase the number of nights open in the short breaks facility to 360 nights per year in comparison to our current contracted 324 nights open. Therefore this gives us the option to increase the number of young people using the service to fully utilise the increased number of nights.
1.12	If Arosfa opens for 360 night's respite, potentially for 3 young people, the offer of visits would be up to 1080 visits a year. This compares to the current contract of 324 nights offering up to 972 visits. This would represent an increase of up to 108 visits a year.
1.13	The proposed model has been agreed with Health. Given the high level needs of the young people who will be supported through the provision an allocation of £200k revenue funding has been secured through the ICF. This allocation will fund the extended service provision at Arosfa i.e. supporting 2 looked after children in permanent placements and providing an increase of 108 respite visits a year.
1.14	Discussions have taken place with the registering body CIW. The initial guidance has been that as provider we must demonstrate that a mixed provision wont impact negatively upon the needs of any of the children and that there are suitable facilities and staffing arrangements in place to meet the needs of the children cared for, which must be clearly reflected within the statement of purpose.
1.15	Both wings will have their own living room, and this will allow a quiet sitting area and or separate games room. The existing Sensory room would be accessible to both groups of children as would the garden. The refurbished wing would also have its own separate external access to the grounds, allowing children and staff to come and go without disturbing others in the main building.

2.00	RESOURCE IMPLICATIONS
2.01	A capital allocation of £150k has been allocated to fund the work. A recently refreshed assessment for the refurbishment work has identified an anticipated build cost of £177,162.43. A requested has been submitted for regional ICF capital funding to be redirected to fund the £27,162.43. If this funding is not forthcoming there is a Corporate commitment to realigning funding to enable the completion of the work.
2.02	The revenue implications is £200k per annum, and that will be completely funded by the ICF. The arrangements will support two young people as an alternative to out of county residential placements. The proposal will enable young people to remain in Flintshire, enhancing opportunities to facilitate family and friend connections. The minimum annual cost for a residential placement is £182k with many placements exceeding this. Supporting two young people through the open market would therefore cost a minimum of £364k per year, and so this is a minimum anticipated cost avoidance for the council.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Potential additional costs not included within the budget estimate could emerge as work progresses. Areas will be reviewed at the detailed design stage.
3.02	The provision of an additional 2 beds for long term residents forms part of our strategic intent to reduce reliance on expensive out of county placements, and to support children and young people within County. Failure to undertake the work and to offer more respite and care provision with impact on our strategic ambition.
3.03	The current management arrangements would continue, the present Registered Manager would remain in post with extended responsibility across both elements of the service. A larger staff team would be recruited with all staff being required to work across both units but with staff identified as having a primary link to each child. We are proposing as a minimum that staff would occupy accommodation in both wings overnight therefore ensuring staff are on hand close to the young people.
3.04	The new model proposes the use of two waking night staff and is considered a safer option in terms of safeguarding the young people and staff and will provide adequate emergency cover when needed this will be supported by an Action for Children on call manager.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	At the time of the original refurbishments, extensive local neighbourhood events were conducted. Work will be needed to ensure the community is

	advised of the plans but it is not expected that extensive consultation will be required given no additional demands will be placed on local amenities or parking demands.
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5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Peter Robson Telephone: 01824 701028 E-mail: peter.robson@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	<p>SHORT BREAK REPSITE: This is the provision of overnight care and support and is determined by the needs of the child.</p> <p>Integrated Care Fund (ICF) A regional grant allocated by Welsh Government which is administered by a regional partnership board. Local authorities, Health and other partner agencies work in partnership to support older people, people with a learning disability and children with complex needs</p>

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CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Supporting Families to Access the Free Childcare Offer
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

The report provides an update to Members on the 3-4 Year Old Funded Childcare Offer and the work undertaken to support families to access the Offer.

The aim of the Offer is to support families with quality, flexible and affordable care. It also supports economic regeneration and reduces pressures on family income helping parents to participate in work and reducing a family's risk of poverty. It is also helping to sustain and remodel the childcare sector.

The Childcare Offer has been successful in Flintshire, benefitting families, the childcare sector and our communities.

The number of children who have accessed the Offer since September 2017 is over 2300. The following has been paid to childcare providers, with the positive impact on children, families and household and sector income.

Year	Childcare Providers Grant	Additional Support Grant
2017-18	£622 134	£29 576
2018-19	£2 592 204	£43 884
April – June 2019	£984 948	£17 782

Due to the success of the uptake for the Childcare Offer additional funding was requested from WG. This has been approved and award variation letter was received on 17 September 2019 as follows.

County Name	Childcare Costs Grant 2019-2020	Additional funding variation	Total Funding 2019-2020
Flintshire	£1,969,000	£1,100,000	£3,069,000
Wrexham	£1,929,000	£450,000	£2,379,000
Denbighshire	£1,278,000	£600,000	£1,878,000

RECOMMENDATIONS

1	Cabinet to receive the report, and acknowledge the work being undertaken to support families to access the Offer.
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REPORT DETAILS

1.00	CHILDCARE OFFER FOR WALES, FLINTSHIRE
1.01	Twelve months ahead of schedule the Welsh Government has achieved its undertaking to provide working parents with up to 30 hours of government-funded childcare and early education for 3 and 4 year olds by the end of the current Welsh Assembly in 2021. This has been a collaborative approach between local authorities and government. Applications from eligible parents were processed in Flintshire June 2017, for children to access the Offer from September 2017. The Offer enables eligible parents and guardians of children ages 3 and 4 to apply for up to 30 hours combined childcare and education during term time, and up to 9 weeks of childcare during school holidays. Flintshire was one of the Early Implementer Authorities; and is a Delivery Authority for Wrexham Borough Council and Denbighshire County Council. Flintshire have built a bespoke IT system to administer the Offer.
1.02	The Offer supports the wellbeing of children through positive and enriching childhood experiences. An additional Grant is available to support parents of children with an additional need. This is 3% of the Settings Award. Payments are made for extra hands, resources and training.
1.03	In 2018 Welsh Government made £60M capital available across Wales under the Childcare Offer Capital Grant Programme. The primary purpose of the capital programme is to facilitate and support the co-location of the Foundation Phase education and childcare provision to create a wraparound childcare provision wherever possible to support working parents. Flintshire has been awarded £6.46 million (14 schemes). This also includes £500,000 for small grants, from which childcare providers can apply, based upon Welsh Government Guidance.

	<p>This is in line with the Welsh Government's Prosperity for All commitment to introduce Community Learning Centre's which provide extended services with childcare, parenting support, family learning and community access to facilities built around the school day.</p>
1.04	<p>Financially the Offer can make a real difference to a family, of up to £5,535 per annum. Many parents have confirmed a return to work or an increase in working hours as a result of being in receipt of the Offer. Some parents have fed back that they have had less financial hardship as a result of the offer.</p>
1.05	<p><u>Progress in Developing and Delivering the Childcare Offer for Wales, Flintshire</u></p> <p>Flintshire submitted a bid to Welsh Government in the Autumn of 2016 and was selected as one of seven authorities to become an early adopter of the Offer in June 2017. The Offer was fully implemented across all of Flintshire by May 2018. Parents were supported in accessing the Offer through a variety of media and communication channels and from 4 September 2017 to September 2018 over 1100 children had accessed the Offer. Currently 1200 children are accessing the Offer.</p> <p>A new model of delivery was proposed by Welsh Government effective September 2018. Flintshire were asked to become the Delivery Authority for Wrexham and Denbighshire. Wrexham implementation began in July 2018 with full implementation by December 2018. Denbighshire implementation began January 2019, with full roll out of the Offer. There is a Collaborative Agreement between the Delivery Authority and Engagement Authorities, developed by Flintshire and Agreements have been signed by Wrexham and Denbighshire. The Agreement expiry date is 31 March 2020, with an option to extend for 1 year plus 1 further year with no further extensions; although it is possible for a new Agreement to be put in place.</p> <p>As at April 2019 the Offer was available in all 22 Local Authority areas, with 10,112 children accessing the Offer. Of the 10,112 children, 2603 children have applied and been accepted through Flintshire, which equates to 25.74%. Also there were 1714 childcare providers nationally of which 641 were processed by Flintshire, which equates to 37.40% of the national figure.</p> <p>As of the August 2019, the number of applications processed for all 3 counties was 3934; the eligible application in Flintshire was 1678. Also, 642 childcare providers are delivering childcare through the Childcare Offer, of which 306 are registered as providing the Offer to Flintshire children (this includes childcare providers out of County including Wrexham, Denbighshire and Cheshire). The Offer in Wales follows the child, and provides parents with flexibility.</p> <p>Recently, Welsh Government requested a review of the national Guidance due to the experience of staff within the Authority, and their input into national meetings and developments. The aim is to assist parents further in their ability to more easily access the Offer.</p>

1.06	<p>Information and Engagement Communication Plan</p> <p>In line with the Social Services and Wellbeing Act 2014, information, advice and assistance is available to parents in relation to the Offer.</p> <p>During the early implementation consultations were held with parents regarding the system development, design and processes. Any feedback received is considered to further develop the system and processes, in line with the Welsh Government Guidance for the Offer.</p> <p>With the implementation of the Engagement and Delivery model, funding was received to employ additional capacity to promote the Offer, through the role of an Information and Engagement Officer. The role has oversight for promotional materials and media, working closely with the Family Information Service and promoting the Offer through a variety of Outreach events, stakeholder meetings, and social media including the FISF Facebook page. There is a dedicated website accessed via the Flintshire County Council's website where parents can read about the Offer and make an application.</p> <p>FISF staff are experienced in responding to general enquires on the Offer. Complex enquiries are passed to the Early Years Support team, who deal with both childcare and education enquiries.</p> <p>Information, advice and assistance is also available to parents and childcare providers through working with the childcare sector CWLWM partners including Early Years Wales, Childminders, Day Nurseries) and Mudiad Meithrin.</p>
1.07	<p>Capital</p> <p>In February 2019 Flintshire was awarded with £5.96 million from the Welsh Government for Childcare Offer Capital Grants for 14 sites, to be able to increase the wraparound care in Flintshire. Feasibility studies are currently being undertaken, and the new builds have to be completed by 31 March 2021.</p> <p>In addition to the large grants Flintshire has also been awarded a further £500,000 for small capital grants in which Childcare Offer settings can apply for up to 10k each year for two years, based upon eligibility criteria. Applications will be open from September 2019.</p> <p>The aim of the Capital Grants is to introduce Community Learning Centre's to extend current services to include wraparound childcare on one location, with the opportunity for extending to parenting support, family learning and community access to facilities.</p> <p>Any new building or refurbishment will create an indoor and outdoor environment for children ages 3-4, other children, parents, staff and other community users which will be calm, uplifting, safe and attractive but will also be efficient, tough and flexible and represent good value for money for the lifetime of the building. Head teachers are involved with ongoing development.</p>

1.08	<p>Flintshire Childcare Offer Software Licence Agreement</p> <p>Cardiff County Council and Rhondda Cynon Taf County Borough Council have bought licences to use Flintshire's Childcare Offer System. This system will be used until September 2021, subject to implementation of a national system. This has made a significant difference to their ability to provide the Offer to families.</p>
1.09	<p>National System</p> <p>Delivery Authorities are working in partnership with Welsh Government on the design of the new digital platform. Engagement Authorities are being asked for their views on the current effectiveness of the model and arrangements post September 2021.</p>
1.10	<p>Early Entitlement pilot of £4.50 per hour</p> <p>Flintshire were asked to pilot an equal rate per hour for childcare provision and education provision. The expectation of the funding was to ensure FPN1 places in non-maintained settings were put on equal funding basis as child care offer places.</p> <p>This provided an extra £1.59 per hour, per child, to non-maintained childcare providers for Spring and Summer 2019 terms. Welsh Government have visited a number of the childcare providers to assess the impact, and the outcome of the pilot should be known late October 2019.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>There are no financial implications for Flintshire County Council resulting from the Childcare Offer as this is a fully grant funded programme by the Welsh Government. The Childcare Offer Capital Grant is also fully funded by WG, so consequently requires no capital intervention from the Council. The grants are administered by the local authority as the accountable body.</p> <p>Should in the future Welsh Government decide to end the scheme, as in all such cases there may be some redundancy costs or reallocation of grants to cover posts.</p>
2.02	<p>The Welsh Government continue to provide a budget for the administration of the offer. Flintshire now have a full quota of staff to administer the offer for all 3 counties. There is also a separate grant for SEN for the offer that is funded by Welsh Government.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p>Risks to the project:</p> <p>Not having sufficient registered childcare settings to provide places for all eligible children in Flintshire and to meet the demand for other programmes including Flying Start and Foundation Phase education.</p>

	<p>There was originally concern that there would be a shortage of childcare provision during school holidays. To date, this concern has not been realised, although it will be continually monitored.</p> <p>Both situations are monitored.</p>
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Locally, the Childcare Sufficiency Assessment continues to be completed annually, the results of which are used to plan to ensure sufficient childcare is available in all parts of Flintshire to meet demand for childcare and Foundation Phase education. Family Information Service are actively working towards increased consultation and feedback from parents.
4.02	Regular provider events and 'surgeries' continue to be held by the Childcare Offer Team to ensure existing and new providers are kept up-to-date with the latest developments of the Offer and to ensure providers have an opportunity to feedback their experiences of the Offer to the Childcare Offer Team.
4.03	The Welsh Government has commissioned Arad Research who is commissioned by Welsh Government to gather the views of settings who provide the offer and parents who receive the Offer. In June 2019 an email containing a survey link and unique access code was sent to settings inviting them to complete a short 15 minute online survey. The information collected will help to improve early education and childcare in Wales.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Gail Bennett, Early Years and Family Support Manager Telephone: 01352 703953 E-mail: gail.bennett@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>The Offer: 30 hours of funded childcare and early education for 3 and 4 year olds, in working families for up to 48 weeks a year; as well as up to 9 weeks, of up to 30 hours funded childcare within the school holiday period (pro rata).</p> <p>Working parents: both parents are working (or the sole parent is working in a lone parent family), with each parent earning, on average, a weekly minimum equivalent to 16 hours at national minimum wage (NMW) or national living wage (NLW) and no more than £100k per parent. Some of this is still to be defined as the work develops.</p> <p>Foundation Phase: the statutory curriculum for all 3 to 7 year olds in Wales, in both maintained and non-maintained settings.</p> <p>Delivery Authority (Flintshire): responsible for processing applications from parents, determining eligibility and informing them of the outcome. They also process and make payments to childcare providers delivering the Offer. And provide monitoring to Welsh Government.</p> <p>Engagement Authority (Flintshire; Wrexham; Denbighshire): responsible for promoting the Offer to parents and childcare providers within their areas, training their Family Information Service (FIS) to deal with enquiries on the Offer and provide delivery Authorities with any information they require to process applications and administer the Offer.</p> <p>Childcare Sufficiency Assessments: A report that brings together a range of different data and information to develop a picture of the current childcare market and to identify whether there are any gaps in supply.</p> <p>Cwlwm: 'Cwlwm' is made up of five organisations with Mudiad Meithrin as the lead organisation. 'Cwlwm' organisations are Clybiau Plant Cymru Kids' Clubs, Mudiad Meithrin, National Day Nurseries Association (NDNA Cymru), PACEY Cymru and Early Years Wales.</p> <p>SEN: The term SEN 'Special Educational Needs' is used to describe learning difficulties or disabilities that make it harder for children to learn than most children of the same age.</p>

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CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Supporting People Service Annual Report and User Feedback Questionnaire
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Housing & Assets)
Type of Report	Operational

EXECUTIVE SUMMARY

This report provides a snapshot of results from an on-line Supporting People Service User Questionnaire for the period 2nd December 18 to 31st March 19.

RECOMMENDATIONS

- | | |
|----|---|
| 1. | This report is for information purposes only to evidence how Supporting People funding is helping people, some with multiple complex needs. |
|----|---|

REPORT DETAILS

1.00	EXPLAINING THE SUPPORTING PEOPLE PROGRAMME
1.01	<p>The Supporting People Programme is a Welsh Government funded programme that provides housing related support to vulnerable people. The programme aims to support vulnerable people to maximise, maintain and sustain their independence through the provision of a range of innovative housing related support services. Supporting People now comes in the HSG (Housing Support Grant) along with Homeless Prevention Grant and Rent Smart Wales. Flintshire's yearly Supporting People allocation is currently £5.8 million.</p> <p>The housing related support services the, Supporting People Grant, covers the following:-</p> <ul style="list-style-type: none"> • Men and Women experiencing Domestic Abuse • Learning Difficulties • Mental Health • Substance Misuse • Criminal Offending • Physical and Sensory Disabilities • Young people with Support needs • Families with Support needs • People over 55 years of age with Support Needs • General Floating Support to prevent homelessness.
1.02	<p>Each region has a Regional Collaborative Committee's (RCC) to oversee the Supporting People programme for each authority that region covers. For North Wales the RCC oversees, Isle of Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham.</p>
1.03	<p>The aim and purpose of the RCC is to provide a strategic context for the funding and delivery decisions of local authorities and other local stakeholders, principally through the development of its Regional Strategic Plan.</p>
1.04	<p>In Flintshire the housing related support service aims include:</p> <ul style="list-style-type: none"> • prevent and reduce homelessness; • help people flee and be free from domestic abuse; • improve people's mental health; • support people to reduce alcohol and drug use; • reducing the amount of people entering the criminal justice system; • enable older people to remain independent in their home
	<p>The Questionnaire</p>
1.05	<p>The North Wales Supporting People RCC opened an online questionnaire for all Supporting People programme users, this Questionnaire went live on December 2nd 2018.</p>
1.06	<p>It is important to note that this includes some direct quotes from service users in their own words that may be difficult for some to digest, it does</p>

	<p>however, also include some uplifting testimonies about the services people have received and how this has made a difference. Some examples include:</p> <p>Some of the comments/quotes:</p> <ul style="list-style-type: none"> • <i>Really happy with the help and support, all the staff go beyond their job role to help you achieve the goals ahead of you, couldn't have asked for better support,</i> • <i>The support I have been given has been absolutely amazing, without it I don't know where I would be??</i> • <i>I would like to say a big thank you as mine and my family's life has changed for the better and couldn't be happier.</i> • <i>This service has been provided for my brother who has learning and social skill limitations so I have completed this survey on his behalf. Through the dedicated help that has been provided a new lease of life and is now in a position whereby he can sustain a relatively normal form of independent living. This would simply not of been possible without the assistance of this service</i> • <i>much needed service especially with this universal credit which is hell and does not help people in work on low pay and hours</i>
1.07	<p>Service Users were asked "Where would you be without the service?"</p> <ul style="list-style-type: none"> • I would be sleeping on people sofas, and not feel safe and supported • I would be homeless or still accepting the abuse in my previous relationship • I would be homeless, destitute and probably dead • I would still be sofa surfing, with poor mental health • I would still be in a bad way with my mental health because of the state of the accommodation myself and my family had to live in and didn't know which way to turn • The support has given me opportunity to start over again and get my life back together • Homeless living in B&B • This has given us an opportunity to have a family home together rather than living with parents • They have given me an opportunity to start over • I was sofa surfing at my mums and the home was over crowded • When I arrived at the hostel I was in a bad place I suffer bad mental health and I plummet very quickly. The staff have always helped me and get me the help that I need • Having this support allows me to do my volunteer job rather than just sitting at home. I am very passionate about my 'changing places' campaign and the support enables me continue with this • I don't really want to think about where I would have been without the support that this service has provided. I can't thank the staff and department as a whole enough. Their dedication and genuine commitment to help make a difference should be applauded and commended

	<ul style="list-style-type: none"> • Either at my mums or still with my abusive ex • In a lot of arrears • Possibly street homeless? 																																																		
1.08	<p>The FCC report also demonstrates:</p> <ul style="list-style-type: none"> • 62% were single • 62% were Female • 60% were aged 16-34 <p>93% stated they would recommend the service they received in Flintshire.</p> <table border="1"> <thead> <tr> <th>Outcomes Achieved (although some people have not answered all questions).</th> <th>No</th> <th>On the way to achieving</th> <th>Yes</th> <th>Prefer not to say</th> </tr> </thead> <tbody> <tr> <td>Has the support helped you to manage and maintain your accommodation?</td> <td>4</td> <td>10</td> <td>61</td> <td></td> </tr> <tr> <td>Has the support helped you to manage your relationships e.g. with family members</td> <td>12</td> <td>12</td> <td>49</td> <td>2</td> </tr> <tr> <td>Has the support helped you feel part of the community?</td> <td>10</td> <td>11</td> <td>50</td> <td>1</td> </tr> <tr> <td>Has the support helped you to manage your finances?</td> <td>1</td> <td>17</td> <td>51</td> <td>1</td> </tr> <tr> <td>Has the support given you the opportunity to engage in education and learning?</td> <td>24</td> <td>12</td> <td>35</td> <td>4</td> </tr> <tr> <td>Has the support given you the opportunity to engage in paid employment / voluntary work?</td> <td>25</td> <td>20</td> <td>23</td> <td>6</td> </tr> <tr> <td>Has the support helped you feel physically healthy?</td> <td>18</td> <td>8</td> <td>46</td> <td>3</td> </tr> <tr> <td>Has the support helped you feel mentally healthy?</td> <td>8</td> <td>14</td> <td>2</td> <td>50</td> </tr> <tr> <td>Has the support helped you to lead a healthy and active lifestyle?</td> <td>14</td> <td>9</td> <td>47</td> <td>4</td> </tr> </tbody> </table> <p>*From April 2019, the Questionnaire will include a question to ask did they want support for engaging in paid employment / voluntary work, as this has come back high the amount who answered 'no', also the Outcome area 'feeling safe' will also be added to this section of the Questionnaire.</p>	Outcomes Achieved (although some people have not answered all questions).	No	On the way to achieving	Yes	Prefer not to say	Has the support helped you to manage and maintain your accommodation?	4	10	61		Has the support helped you to manage your relationships e.g. with family members	12	12	49	2	Has the support helped you feel part of the community?	10	11	50	1	Has the support helped you to manage your finances?	1	17	51	1	Has the support given you the opportunity to engage in education and learning?	24	12	35	4	Has the support given you the opportunity to engage in paid employment / voluntary work?	25	20	23	6	Has the support helped you feel physically healthy?	18	8	46	3	Has the support helped you feel mentally healthy?	8	14	2	50	Has the support helped you to lead a healthy and active lifestyle?	14	9	47	4
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1.09	<p>Full analysis of results (from 75 respondents) that cover the period December 2nd 2018 up to the 31st March 2019 can be found at appendix 1.</p>																																																		

1.10	From April 1 st 2019 the questionnaire was amended to reflect some of the feedback received and the new version is now online for people using Supporting People services to give their feedback on the support they are currently receiving.
1.11	Only one question was mandatory and that was which Local Authority do they live in, all other questions including the equalities data were non-mandatory, therefore although 75 responded during this data period not all questions will be broken down by 75 responses.

2.00	RESOURCE IMPLICATIONS
2.01	Previous research has demonstrated the financial benefits to the public purse that are attained due to the positive outcomes from interventions delivered through the Supporting People programme.
2.02	The key research in Wales indicated that for every £1 spent on the provision of housing related support, £1.68 is saved across other budgets, with the health, social care, and homelessness budgets seeing the most significant savings, primarily due to the preventative nature of Supporting People services.
2.03	Therefore, the possible reductions in the Supporting People Programme Grant due to redistribution is a cause for concern. The risks associated to this are around an additional expenditure burden on the local authority in order to continue to deliver crisis intervention services and in the fulfilment of its social care and homelessness statutory duties.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The client groups supported by Supporting People funding are very wide ranging. Therefore, the funding to support this is vital to ensure effective early intervention to prevent their problems escalating and cases having to enter Social Services, Health or Criminal Justice systems. This success of Supporting People programme highlights how effective it is by preventing problems and providing intervention services which otherwise would escalate into higher level statutory intervention services. The analysis provides some evidence to demonstrate the direct positive impact the Supporting People programme has.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	The Service User Questionnaire is part of a consultation process to gather the views of people in Flintshire being supported through the provision of Supporting People funding.

5.00	APPENDICES
5.01	Appendix 1 - Flintshire Service User Questionnaire Report

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Lisa Pearson, Supporting People Officer Telephone: 01352 703522 E-mail: lisa.pearson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
	Supporting People: - The Supporting People Programme is a Welsh Government funded programme that provides housing related support to vulnerable people. The programme aims to support vulnerable people to maximise, maintain and sustain their independence through the provision of a range of innovative housing related support services.



JUST HOW IMPORTANT IS THE SUPPORTING PEOPLE PROGRAMME?

The significance of the programme as analysed from the Flintshire Supporting People Feedback Questionnaire responses



THIS IS A SNAPSHOT OF ALL RESPONSES RECEIVED
FROM DECEMBER 2018 TO MARCH 2019

The Questionnaire:

The North Wales Supporting People Regional Collaborative Committee (RCC) placed an online questionnaire out to all those using the Supporting People programme, this Questionnaire went live from December 2nd 2018 and this analysis covers data from December 2nd 2018 till March 31st 2019.

This data covers Flintshire's data only. The below table shows the amount of people who have completed the survey from each authority, however the data in this analysis solely focuses on Flintshire's.

Amount of submissions from each local authority area:	
Anglesey	23
Conwy	73
Denbighshire	7
Flintshire	75
Gwynedd	38
Wrexham	26
Grand Total	242

Throughout this analysis there are quotes directly from those completing the questionnaire in their own words that may be difficult for some to digest, there are also uplifting testimonies about the services they have received throughout this read.

The Questionnaire is still live, however from April 1st 2019 a new version went live, with a few minor amendments to ensure the RCC was responding to feedback. The Questionnaire is online for people using Supporting People services to give their feedback on the support they are receiving, this analysis covers the responses submitted during December 2nd 2018 up to the 31st March 2019.

Only one question was mandatory and that was which local authority do they live in, all other questions including the equalities data were non-mandatory, therefore although 75 responded in Flintshire during this data period not all questions will be broken down by 75 responses.

The questionnaire then asked one a question about the Provider, and that is whether the support they are receiving is floating support or in supported accommodation, an example of floating support was given to guide their answers. The breakdown from this is as followed:

	Count of Do you receive support in supported accommodation or do you receive floating support?
Floating support	21
Supported accommodation	26
Grand Total	47

From April 2019, the questionnaire will include a question asking to state which Provider they are receiving support from, this will be of use for the local Supporting People teams for their reviews and for local authorities to flag any issues with the Provider or showcase the positive feedback more widely.

Furthermore, where we asked “any other comments” the majority were using this space to give their thanks to the providers; which they named.

“Just that you have been amazing, don’t know what I would have done without you”

For Flintshire, when asked “Do you have any other comments” the responses given were:

- *Really happy with the help and support, all the staff go beyond their job role to help you achieve the goals ahead of you, couldn't have asked for better support,*
- *The person they have in the male refuge is perfect for getting us to do things*
- *The support I have been given has been absolutely amazing, without it I don't know where I would be??*
- *Greenbank Vilas is second to none. Recommend that anyone offered a place here grab it with both hands and make the most of the opportunity.*
- *Very happy with the support and help I am receiving.*
- *I would like to say a big thank you as mine and my family's life has changed for the better and couldn't be happier.*
- *very grateful for service a lot more people need to know about how they can help*
- *The support I have received since being here has made me a more confident person*
- *This service has been provided for my brother who has learning and social skill limitations so I have completed this survey on his behalf. Through the dedicated help that has been provided a new lease of life and is now in a position whereby he can sustain a relatively normal form of independent living. This would simply not of been possible without the assistance of this service*
- *The project has given me a chance to re-start my life with my family*
- *much needed service especially with this universal credit which is hell and does not help people in work on low pay and hours*
- *very helpful*
- *Just that you have been amazing, don't know what I would have done without you*

Outcomes Achieved

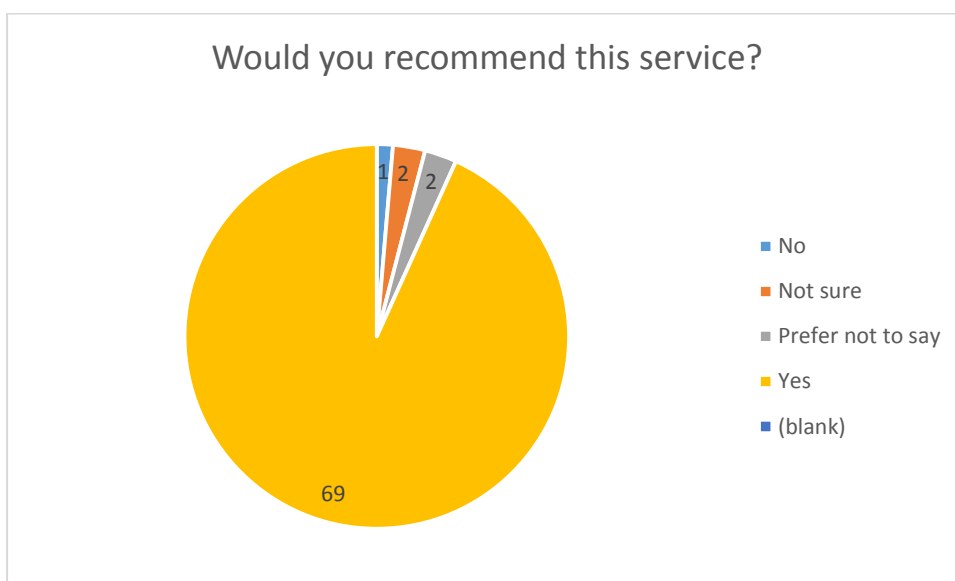
The following table is based on the Outcomes Framework of the Supporting People programme which fundamentally is the values and principles of what the Supporting People sets out to do. For each Outcome area we asked to state whether this outcome has been achieved, not achieved or if they are still on the way to achieving this goal.

As previously stated they are given the choice to state if they would prefer not to say and some have chosen not to disclose this information.

	No	On the way to achieving	Yes	Prefer not to say
Has the support helped you to manage and maintain your accommodation?	4	10	61	
Has the support helped you to manage your relationships e.g. with family members	12	12	49	2
Has the support helped you feel part of the community?	10	11	50	1
Has the support helped you to manage your finances?	1	17	51	1
Has the support given you the opportunity to engage in education and learning?	24	12	35	4
Has the support given you the opportunity to engage in paid employment / voluntary work?	25	20	23	6
Has the support helped you feel physically healthy?	18	8	46	3
Has the support helped you feel mentally healthy?	8	14	2	50
Has the support helped you to lead a healthy and active lifestyle?	14	9	47	4

*From April 2019, the Questionnaire will include a question to ask did they want support for engaging in paid employment / voluntary work, as this has come back high the amount who answered 'no', also the Outcome area 'feeling safe' will also be added to this section of the Questionnaire.

What did they think of the service?



93% would recommend the service they have received in Flintshire

Quality of Service

We asked to rate the quality of the service received, a lesson learnt here is 'Excellent' should have been added as again the question "Any other comments" those completing the form were using this space to state the Provider is excellent and handwritten responses some had wrote on it excellent. Positive feedback for North Wales as not one answered poor or very poor. The questionnaire will be updated in April 2019 to add "Excellent" in as an option.

	Count of How would you rate the quality of the service you are receiving?
Average	2
Good	18
Very Good	55
Grand Total	75

We asked 'where would you be if it wasn't for this service'. A lot of the responses you will read on the next page were duplicated, 59 people completed this question. sadly 3 people out of the 59 that gave an answer to this question said they would be **dead**, 6 said they would be **mentally ill**, 14 said they would still be on the **streets or homeless**, 10 would still be **sofa surfing**, and 3 would still be in a **B&B**.

14 out of 59 said they'd still be street homeless without the service

Where would you be without this service?

i would be homeless or still accepting the abuse in my previous relationship	I'd be homeless or dead	I would be homeless, destitute and probably dead
I would still be sofa surfing, with poor mental health	I was sofa surfing at my mums and the home was over crowded	deep depression
Sofa surfing with my baby	under supervision in a mental health facility	On the streets somewhere

Full list of responses:

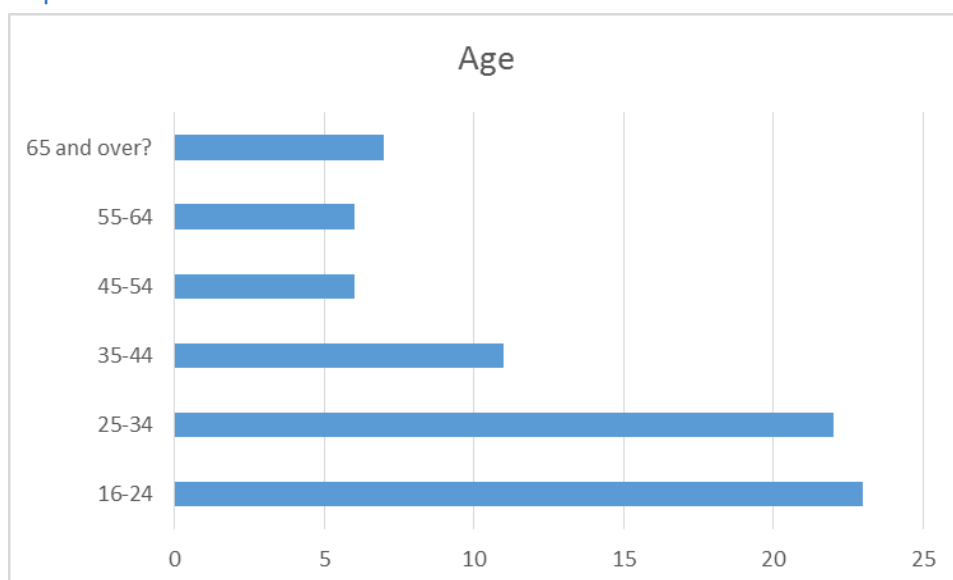
- seriously mentally ill and homeless
- i would be sleeping on people sofas, and not feel safe and supported

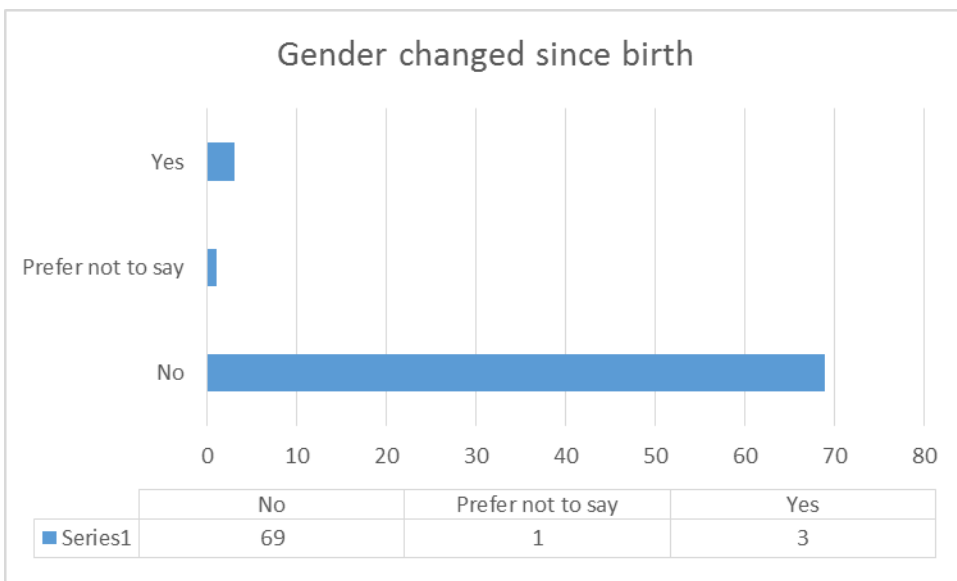
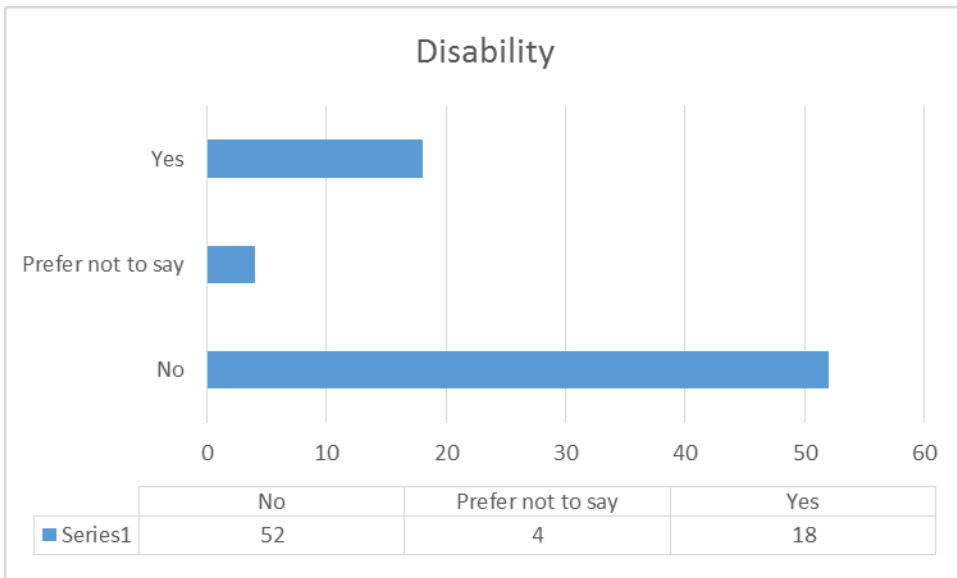
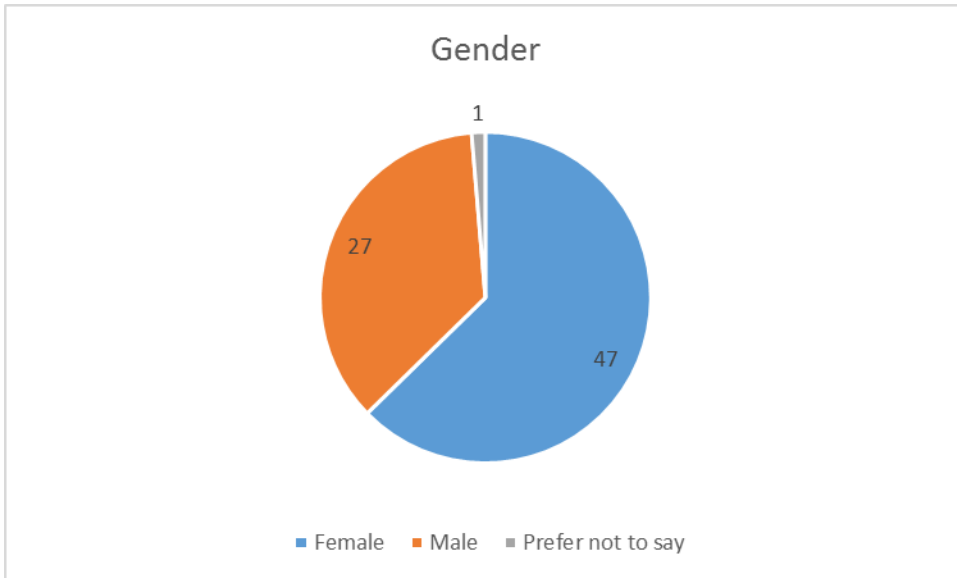
- I'd be homeless or dead
- i would be homeless or still accepting the abuse in my previous relationship
- Really don't know, couldn't have coped without ODEL. Probably in more debt and at risk of eviction
- I would still be in a B&B provided by FCC with low level support which would not be good for my mental health and other health conditions.
- I would be homeless, destitute and probably dead
- I would still be sofa surfing, with poor mental health
- I would still be in a bad way with my mental health because of the state of the accommodation myself and my family had to live in and didn't know which way to turn.
- On the streets
- Street
- sofa surfing
- Don't Know
- The support has given me opportunity to start over again and out my life back together
- If I had not been accepted onto this project I would have been on the street as I had rent arrears to the local authority.
- Homeless living in B&B.
- This has given us an opportunity to have a family home together rather than living with parents .
- They have given me an opportunity to start over
- I was sofa surfing at my mums and the home was over crowded
- The house that I was living in the landlord wanted his home back and I would have been in bed and breakfast
- Support is very helpful
- deep depression
- hate to think
- struggling
- I don't know in a mess
- I am in this hostel but I don't like it I would rather be in my own flat ,the staff are fine but I just hate being placed here
- When I arrived at the hostel I was in a bad place I suffer bad mental health and I plummet very quickly The staff have always helped me and get me the help that I need
- I would probably sofa surfing or living on the street
- I am not sure
- Having this support allows me to do my volunteer job rather than just sitting at home. I am very passionate about my 'changing places' campaign and the support enables me continue with this.
- Staying on mums sofa
- Homeless
- In a refuge in Llanddudno
- Cotton Hall, Chester
- On the streets
- still struggling with things at home with mum.
- I don't really want to think about where I would have been without the support that this service has provided. I can't thank the staff and department as a whole enough. Their

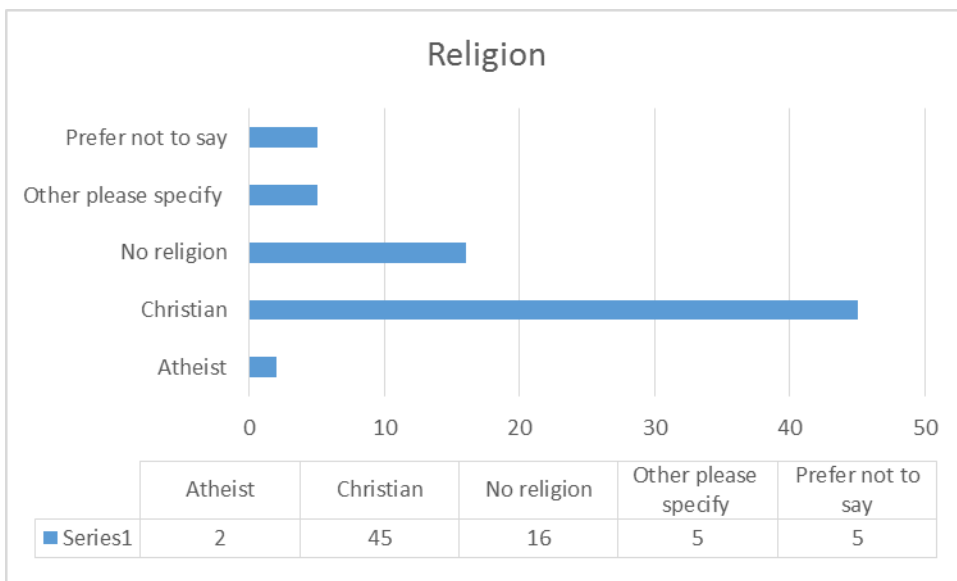
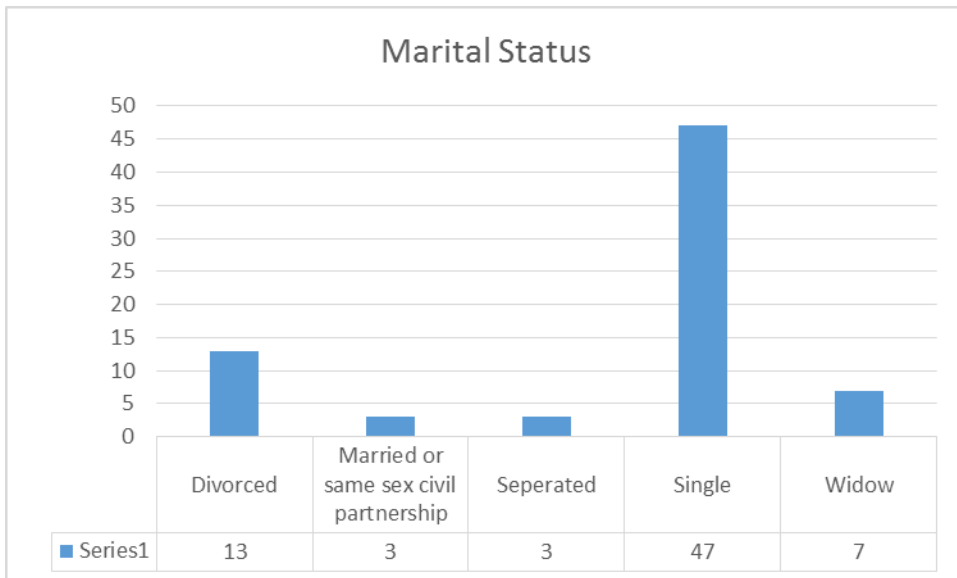
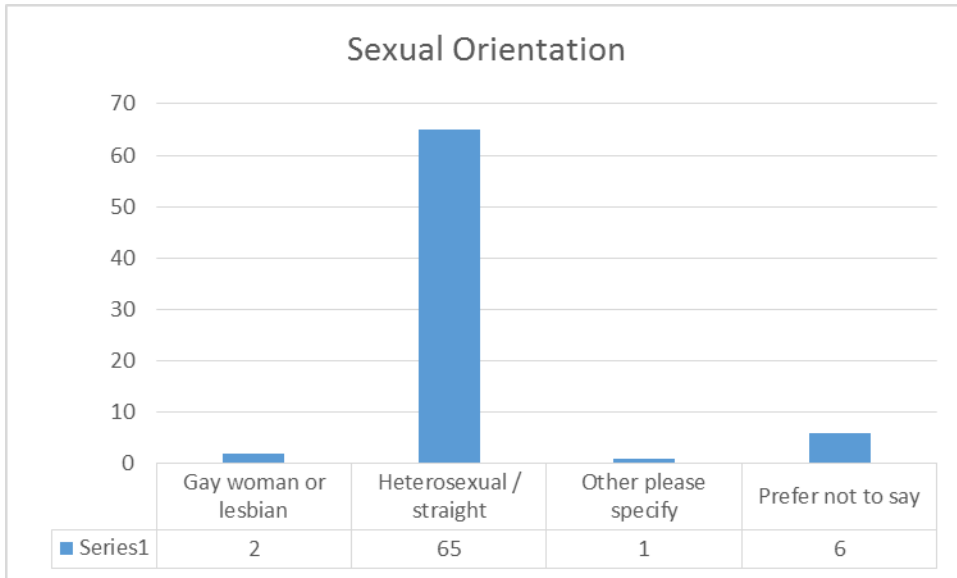
dedication and genuine commitment to help make a difference should be applauded and commended.

- Either at my mums or still with my abusive ex
- I would be sofa surfing at my mums
- I was evicted from my last property due to my landlord wanting to have his property back
- Staff have been great with me and my children
- Sofa surfing with my baby
- on the streets
- homeless
- I would be sofa surfing
- under supervision in a mental health facility
- Homeless, Sonia has helped me out from day 1, I honestly couldn't be more grateful
- Probably be homeless with life ruined SP - Accommodation Support Officers
- I would have insufficient advise. excellent support from Sonia SP - Accommodation Support Officers
- Client said they wouldn't know where else to go for support, as previous client.
- I probably wouldn't be able to afford to go to day care two days a week.
- I wouldn't be feeling as confident and as aware of services.
- In a lot of arrears
- Staff have helped me get back on track with my life
- I would be suicidal because I would have been evicted
- lots of debt
- Possibly street homeless?
- Sofa surfing!
- On the streets somewhere

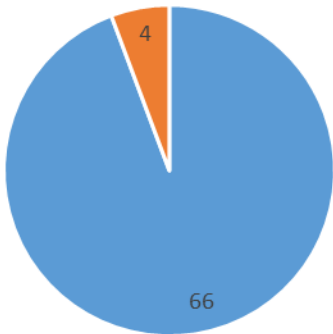
Equalities Data



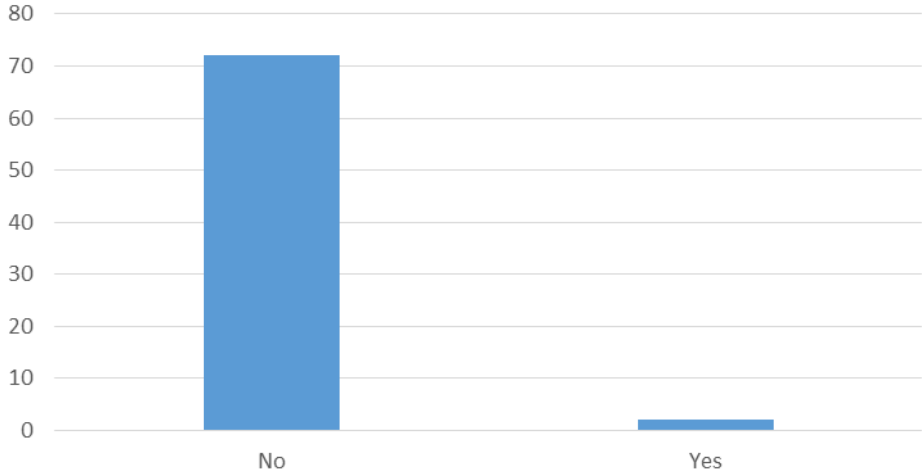




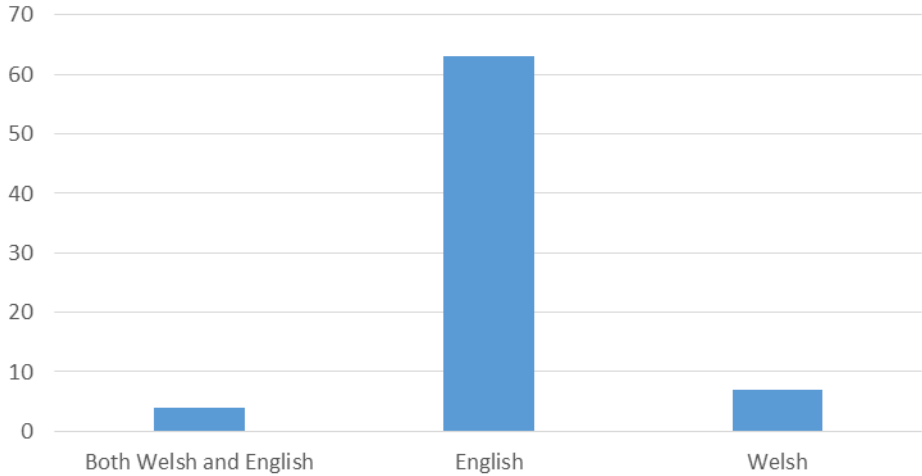
Are you pregnant?



Do you provide unpaid daily care?



Preferred Language





CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Winter Maintenance and Severe Weather Policy
Cabinet Member	Deputy Leader of the Council & Cabinet Member for Streetscene & Countryside
Report Author	Chief Officer (Streetscene & Transportation)
Type of Report	Operational

EXECUTIVE SUMMARY

The Winter Maintenance Service is recognised as one of the most important functions that the Council as 'Highway Authority' provides. It is fundamental to providing safe and reliable access to the highway network during the winter period each year.

This report updates the current Winter Maintenance Policy, explains the legislative requirements of providing such a service and the actions taken by the Streetscene and Transportation portfolio to deliver the winter maintenance service. In addition the report outlines the Council's response to other adverse weather events, such as flooding and high winds.

It is good practise to regularly review the policy and this report outlines the changes to the most recent version of the 'Winter Maintenance Policy (2019-21)' which is being put forward for Cabinet approval.

RECOMMENDATIONS

1	That Cabinet approves the reviewed Winter Maintenance Policy (2019-21) which contains the procedures and processes for delivering the Council's winter maintenance and adverse weather service.
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REPORT DETAILS

1.00	BACKGROUND OF WINTER MAINTENANCE POLICY
1.01	The Council, as the Highway Authority for County Roads, has a general duty, under Section 41 of the Highways Act 1980, to maintain the highway network in a good state of repair so as to render it safe for ordinary traffic at all times of the year.
1.02	Section 111 of the Railways and Transport Act 2003 states that <i>“In particular, a Highway Authority is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow and ice”</i> .
1.03	Under Section 150(1) of the Highways Act 1980, there is a requirement for the Highway Authority to remove an accumulation of snow which forms an obstruction, subject to a number of factors stated in Section 150(3) of the 1980 Act.
1.04	In addition, the Traffic Management Act 2004 placed a network management duty on all local traffic authorities. It requires authorities to do all that is reasonably practicable to manage the network effectively to keep traffic moving. In meeting the duty, authorities should establish contingency plans for dealing promptly and effectively with unplanned events, such as unforeseen weather conditions, as far as is reasonably practicable.
1.05	The legislation does not impose an absolute duty but rather involves a balance between the degree of risk and the steps necessary to eliminate the risk.
1.06	In order to provide a statutory defence, a Council policy on winter maintenance services is required which should be reviewed on a regular basis. Flintshire currently reviews the policy every two years.
1.07	The review of service was undertaken by officers from the Streetscene and Transportation portfolio and considered these key areas: <ol style="list-style-type: none"> 1. Does the current service meet the statutory requirements? 2. Are there any changes to standards which should be incorporated into the new policy? 3. Are there any local concerns or complaints with the service which might require a change to working practices? 4. Are there any changes in local circumstances which would require changes to policy? 5. Is the current supply chain effective and sufficient to support the service? 6. Are current salt stocks sufficient to deliver the service effectively? 7. Are arrangements to treat car parks and footways sufficient?
1.08	The review concluded that the current operating model is adequate in responding to the risk presented during periods of adverse weather and is

	effective in the deployment of resource, whilst limiting the impact of the disruption to the service and wider service users.
1.09	There are no significant changes following the review of the policy on this occasion, however in recent years the service has looked to improve the communication during periods of severe or prolonged adverse weather, and the approach has been captured within the policy.
1.10	The policy has also been amended to reflect the change in weather forecast provider, from MeteoGroup to MetDesk, following procurement of the forecast service by Welsh Government.
1.11	The adverse weather response is planned in advance of the winter season, and documented within the Winter Maintenance Handbook that is distributed to all personnel involved in the service delivery and updated as a controlled document throughout the season.
1.12	6 Duty Officers will be rostered throughout the winter period (with a single officer on duty each evening) to monitor weather forecasts and decide on appropriate preventative action.
1.13	A minimum of 26 frontline, operational staff will be rostered to be on-call throughout the season to respond to adverse weather. There are also on-call highways response teams available to supplement these teams if necessary.
1.14	On receipt of a severe weather warning (high winds, flooding, snow event, etc.) an operational control room is established in Alltami and staffed by officers from the Streetscene and Transportation service. A senior officer is nominated to act as a dedicated point of contact for the Contact Centre staff, who receive the calls/service requests directly from the public. The staff within the operational control room will have direct contact with Streetscene Coordinators/Supervisors who will be based on-site, to investigate any complaints or service requests and mobilise the dedicated resources under their direct control to deal with the matter.
1.15	The Streetscene Contact Centre is now combined with the Housing Contact Centre and based in Ty Dewi Sant in Ewloe. Staff from the Streetscene service meet regularly with the manager of the new combined Contact Centre to ensure that systems are in place to ensure a smooth transition from the current arrangement to the new location, particularly in the event of a period of bad weather. It is expected that the additional staffing numbers within the new Contact Centre will provide additional resilience and improve answering times during periods of high call volumes.
1.16	The operational control room are also responsible for directing all operations and act as a liaison contact to the Corporate Communication office through which all press releases are made.
1.17	In the event that high winds are forecast, the details of the forecast are examined by the Duty Officer, and consideration will be given as to whether or not to close the Flintshire Bridge (A548). The process to follow

	in the event the bridge needs closing is set out within the updated Winter Maintenance Policy 2019-21.
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2.00	RESOURCE IMPLICATIONS
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2.01	The Winter Maintenance budget is ring-fenced and supported by a small reserve which is reviewed annually to ensure adequate funding is available to deliver the service throughout the winter season.
2.02	Winter maintenance operations on the highway infrastructure are carried out by the Streetscene Staff and resources supplemented by local agricultural contractors as necessary.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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3.01	The winter maintenance service has been the subject of various risk assessments which dictates appropriate treatment, all of which are outlined within the policy.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
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4.01	<p>Consultation took place with:</p> <ul style="list-style-type: none"> • Operational departments and stakeholders • With Cabinet Member • Neighbouring Local Authorities in relation to their Winter Maintenance Operations • Environment Overview and Scrutiny Committee reviewed the policy at their meeting in September 2019 and recommended Cabinet approve the revised document.
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5.00	APPENDICES
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5.01	Appendix 1 - Revised Winter Maintenance Policy
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	Highways Act 1980.
6.02	Railways and Transport Act 2003
6.03	Code of Practice for Well-managed Highway Infrastructure (2016)
6.04	Traffic Management Act 2004
6.05	Quarmby Report – July 2010

6.06	Trunk Road Maintenance Manual
6.07	Welsh Government Advice Documents
6.08	WLGA Advice Documents

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Stephen O Jones – Chief Officer – Streetscene & Transportation</p> <p>Telephone: 01352 704700</p> <p>E-mail: Stephen.o.jones@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	Financial Year (FY): the period of 12 months commencing on 1 April

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Winter Maintenance Policy 2019-2021



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1 | Background

- 1.1 Section 41 of the Highways Act 1980 places a statutory duty on the Highway Authority to maintain the highway, as follows:-

“(1A) In particular, a Highway Authority is under a duty to ensure, so far as is reasonably practicable, that a safe passage along a highway is not endangered by snow or ice.”

- 1.2 The legislation does not impose an absolute duty but rather involves a balance between the degree of risk and the steps necessary to eliminate the risk.
- 1.3 In order to provide a statutory defence, a County Policy on winter maintenance services is required which should be reviewed on a regular basis.
- 1.4 The requirement to ensure compliance with Section 1.3 has been emphasised in collaborative meetings that have taken place amongst the six North Wales Authorities following the Coroner’s inquest into the winter maintenance incidents that have occurred in North Wales Authorities during recent years.
- 1.5 The level of service for County Roads is determined by the elected Members of each Council. This is based on a risk assessment approach to determining a cost effective hierarchy of routes and treatments. The Authority believes that the level of service meets the requirements on the current interpretation of **‘reasonably practicable’** but will continue to keep service provision under review, particularly in respect of any legal judgements. A review of the Winter Maintenance operations is undertaken each year before the winter season.

2 | Purpose of policy

- 2.1 To demonstrate compliance with the statutory duties of the Highway Authority by recording a managed, cost effective approach to providing winter maintenance service in the interest of public safety.
- 2.2 To provide a statutory defence against third party claims.
- 2.3 To inform and involve Members in the procedures associated with the winter maintenance service
- 2.4 To set out the aims and standards for the winter maintenance service, the facilities and resources available and guidance as to how the aims and standards are to be achieved.

3 | Procedures

3.1 Winter Weather Forecasts

3.1.1 Daily weather forecasts are received throughout the winter period and are specific to Flintshire County Council. The forecast is currently provided by MetDesk. MetDesk utilise their experience at weather forecasting combined with additional data from weather models and information provided by Ice Prediction sensors situated at:

1. A55 at Brynford
2. A541 at Hendre

to predict the weather for a 36 hour period from approximately 12-noon daily. The weather forecast is provided through a web based system and this forms the basis of the decision making process with regards to gritting actions taken in the interest of road safety over the succeeding 24 hours.

3.1.2 The Forecast Provider provides forecast information in the in the following format:

- ▶ Projected road surface temperature graphs for two ice sensor sites within the County and others in the neighbouring Counties. These sites have been specifically chosen to provide information which is considered representative of the whole County.
- ▶ A site specific forecast for each of the ice sensor sites covering a 36-hour period from the time of issue (normally 12:00 hrs).
- ▶ A 24-hour consultancy service, staff can talk to forecasters at the Weather Centre to expand on the general forecast.
- ▶ A 2-5 day forecast text indicating the outlook.
- ▶ A morning summary in text describing the events of the night before and a preliminary forecast covering the succeeding 24 hours.
- ▶ Alerts and forecast amendments electronically and by direct contact throughout the 24 hour period.

3.1.3 A cross boundary partnership approach is adopted throughout the North Wales Authorities and in conjunction with North & Mid Wales Trunk Road Agency (NMWTRA) to ensure an effective and consistent service delivery.

3.1.4 A North Wales protocol for distributing daily weather forecasting information and proposed action details has been formally adopted. This has been coordinated through the North and Mid Wales Trunk Road Agency (NMWTRA) and has established improved communications between neighbouring Authorities, NMWTRA and North Wales Police. The actions of all the North Wales Authorities are recorded on the Forecast Provider web page for all partner authorities to view.

3.2 Priority of Roads

3.2.1 Roads within the Authority have been prioritised for treatment into Priority 1, 2 and 3 routes.

3.2.2 **Priority 1 routes** are roads carrying substantial volumes of traffic having characteristics, which require protection from frost throughout the night. These routes form the spinal road network of the Authority and merit high priority to sustain the free flowing movement of traffic. They include:-

- ▶ Trunk Roads (48kms)
- ▶ Class A Roads (151kms)
- ▶ Class B and C Roads (351kms)
- ▶ Strategic/ Important Bus Routes (8 bus services or more per hour)
- ▶ Main access roads to schools or establishments of higher education
- ▶ Town centre access and distributor roads through villages and housing estates
- ▶ Industrial Estate Roads (10.1Kms)

The 12 **Priority 1** precautionary gritting routes total **45%** of the total County highways network.

3.2.3 **Priority 2 routes** are formed from the Unclassified roads that form main distributor routes in both the urban and rural areas. They include:-

- ▶ Housing Estate Roads
- ▶ Access routes between smaller rural communities
- ▶ Remaining bus routes (4 service buses or more per hour)
- ▶ Known problems, including significant gradients, exposed areas and other topological factors
- ▶ Council maintained Car Parks

Priority 2 gritting routes will be treated upon satisfactory completion of the Priority 1 routes providing the criteria set out in 3.2.3 are met and adequate resources are available.

3.2.4 **Priority 3 routes** are all the remaining adopted roads within the County.

3.2.5 Priority of Roads

- 3.2.5.1** All Priority 1 routes will be subject to precautionary gritting operations throughout the winter period at the discretion of the Highway Network Manager or his representative. The decision to undertake precautionary gritting actions is made daily at around 13:00hrs between the period from 1 November to 30 April of the following year.
- 3.2.5.2** Priority 2 routes will only be treated in the event of icy conditions or a forecast of prolonged icy conditions, and following the satisfactory treatment of the Priority 1 routes. The Duty Officer will make the decision whether or not to proceed to Priority 2 routes. The protocol for treatment during this period will be for a continued action on the Priority 1 gritting routes as required with discretionary actions being taken on Priority 2 routes in response to known or observed problem areas, or in relation to requests that have been assessed and justified by staff of Flintshire County Council. If temperatures remain below zero with prolonged icy conditions the winter maintenance teams will continue to undertake inspections and liaise closely with the Duty Officer. The level of actions will be dictated by the available resources and the weather forecast outlook. Bulk gritting vehicles and manual salting gangs will be deployed for this purpose. A discretionary decision to suspend further actions pending improving weather conditions may be taken.
- 3.2.5.3** Priority 3 routes will normally be treated dependent upon the availability of appropriate resources following the satisfactory attention to Priority 1 and 2 routes and will be restricted to normal working hours, and in response to known or observed problem areas, or in relation to requests that have been assessed and justified by staff of Flintshire County Council..
- 3.2.5.4** During the onset of snow conditions and the satisfactory treatment of the Priority 1 routes, all available plant and resources will be deployed to clear snow within the Priority 2 routes. During such operations the gritting appliances will be directed by Flintshire County Council staff who will patrol their respective areas and liaise with the Duty Officer.
- 3.2.5.5** The Authority employs 38 No. agricultural snow ploughing contractors to clear the highway during periods of snow conditions. Each Contractor has a dedicated route which enables the Authority to clear the entire adopted highway network within the County. During snow conditions contractors may be hired at the discretion of the Duty Officer or his representative at the tendered rates. The schedule of the snow ploughing contractors is available to all winter maintenance staff to access as required.

3.2.5.6 Road Priority / Treatment Matrix Treatment

Route type	Precautionary Salting	Salting	Times
Priority 1	At any time of the day	At any time of the day	When ice is predicted Priority 1 routes will be pre salted before the on-set of frost. Where severe conditions such as snow or ice persist resources will remain on Priority 1 routes
Priority 2	None	At any time of the day	Priority 2 routes will only be treated if severe weather conditions persist and the Priority 1 routes have been completed
Priority 3	None	At any time of the day	On satisfactory completion of Priority 1 and Priority 2 routes and if severe weather conditions persist these roads will be treated on a reactive basis dependent upon resources

3.3 De-icing Materials

3.3.1 Flintshire County Council procures its de-icing materials through a tendered process. The current tender is with Compass Minerals through the Yorkshire Purchasing Organisation and the life of the contract is 1st April 2019 to 31st March 2023.

3.3.2 6.3 mm nominal size rocksalt

This is the most commonly used material for general purpose gritting. It is spread at a prescribed rate of 10 – 15 grams per square metre for precautionary gritting. This rate can be increased to 40 grams per square metre when treating snow conditions. These rates are in accordance with the recommendations made in the Code of Practice for Highways Maintenance Management and the Trunk Road Maintenance Manual.

6.3 mm nominal size coated rocksalt (Safecote)

This material is standard rocksalt with an applied coating which enhances its performance to treat ice at lower temperatures (conventional rocksalt has a reduced efficiency at temperatures below -6 degrees centigrade). It has a greater adhesion to the applied surface and is effective over a longer period.

3.3.3 A total of 2200 tonnes of coated rocksalt (Safecote) is currently stored in a storage dome at Alltami Depot. A stock management service is operated in collaboration with the Compass Minerals, Winsford. The stock management system highlights the requirement for the delivery of rocksalt which is triggered by predetermined maximum and minimum intervention stock levels throughout the winter season. This service provides the following benefits:-

- ▶ Fresh stocks of rocksalt which retain maximum salinity values.
- ▶ Controlled levels of stock to meet storage availability and providing the ability to avoid storing large volumes of rocksalt outside of the winter period.
- ▶ Avoidance of a shortage of rocksalt during periods of high demand
- ▶ Regional proximity of supplier provides reduced delivery times.

3.3.4 Strategic Salt Stocks

Due to national shortages of rock salt in previous years and following advice from WLGA and Welsh Government, an additional strategic salt stock of 7000 tonnes is stored under sheeting at the Greenfield Recycling Site at Greenfield.

3.3.5 Most of the road de-icing salt used in the UK is derived from a non-renewable source through mining a natural salt bed stretching from North West England to Ireland. The majority of rock salt is a 10mm grain size to British Standard BS3247. However, a trend is emerging in the UK where a number of Highway Authorities are moving toward a 6.3mm grain size. BS3247 requires the rock salt to contain no more than 4% moisture by weight and the soluble Sodium Chloride content to be not less than 90% of the dry salt mass.

Flintshire County Council introduced using 6.3mm grain size coated salt in 2005/2006. The proprietary name of this product is Safecote.

3.3.6 To effectively remove ice from the road surface the rock salt requires the action of traffic, which assists in the process of breaking down the salt granules into a saline solution. This rapidly melts the ice and prevents further ice forming for several hours.

3.3.7 Salt in solution freezes at a lower temperature than water and if spread before the onset of freezing conditions can be effective in preventing ice from forming on road surfaces at temperatures down to -7°C. However, salt is only effective if it can form a solution with the water on the road surface. If this water has already frozen before the salt is applied, the salt is much less effective in combating the slippery conditions. The generic term 'gritting' is often used to describe what is actually "pre-salting" or "precautionary salting", i.e. spreading salt before the onset of ice or frost formation.

3.3.8 The significant benefits of using Safecote Salt are:-

- ▶ more accurate spreading of the salt
- ▶ more salt remains on the road surface
- ▶ reduced wastage
- ▶ faster de-icing effect
- ▶ increased longevity on the road surface
- ▶ less Sodium Chloride used
- ▶ less corrosive to the gritter vehicles
- ▶ less corrosive to the highway infrastructure.
- ▶ cost benefit

3.3.9 Treatment Matrix

Carriageways - The Council operations will follow the standard guidance issued by Welsh Government as part of the Trunk Road Maintenance Management Policy and the Code of Practise for Highway Maintenance and any subsequent amendments. The de-icing material will continue to be Safecote.

Footways - Following successful trials of alternative de-icing materials heavily used footways in town centres, car parks and sheltered accommodation will be treated with a product called 'Safethaw'. This product is a brine solution mixed with agricultural by-product similar to that used on the highway. 'Safethaw' is sprayed by using a knapsack sprayer or a self-propelled spray bar fitted to an All-Terrain Vehicle (ATV) or a pickup and will be applied in periods of heavy snow and prolonged icy conditions in accordance with the risk assessment for each element.

3.4 Operational Practices

3.4.1 The winter period is defined as between 1st October and 30th April each year. Streetscene drivers are contracted to deliver the service and standby payments will apply from November to March.

3.4.2 Forecasts are received at approximately 06.00hrs, 12.00hrs and 18.00hrs every day within the period between 1st October and 30th April each year by the duty Officer at Alltami Depot or the on-call Duty Officer at weekends.

3.4.3 A decision on the appropriate action will be made by the Duty Officer, and the supervisory staff and standby crew will be informed accordingly. Standby crews are available to respond to forecast changes and subsequent actions/decisions outside of normal working hours.

- 3.4.4** Priority 1 routes will be treated before the formation of ice. The average route treatment time of 3.0 hours will be taken into account in making the decision to ensure that all pre-cautionary Priority 1 routes are completed on time. Any changes to the pre-determined actions will be verified with the Duty Officer before notification to the workforce. The situation may be varied by weather conditions such as heavy rain immediately before a frost, which may restrict the time to carry out the work.
- 3.4.5** Depending on the forecast, further actions may be required to support the precautionary gritting decisions. Whilst every effort will be made to plan this action it may be considered necessary to obtain updated forecast information from the Forecast Provider prior to a decision being made. The weather forecast update will be carried out by the Duty Officer at any time of the day or night, to ensure that appropriate actions are carried out in the interest of public safety and to provide a cost efficient service.
- 3.4.6** In the event of a forecast of snow the Priority 1 routes will be pre-treated prior to the event. Where this is not possible, for example when it starts as rain and turns to snow, a decision to delay action until the rain stops in order to prevent the salt from being washed away will be taken. It should be noted that this situation can be even more difficult if it occurs during the rush hour as traffic congestion impedes the progress of the gritting vehicle.
- 3.4.7** Following snowfall with significant accumulations, clearance work will continue around the clock until all Priority 1 roads are clear. When the Priority 1 roads are cleared to a standard which safeguards the safe passage of vehicular traffic, all available resources will be dedicated to attend to Priority 2 roads.
- 3.4.8** Priority 3 routes will receive attention when resources are available and after all Priority 1 and 2 roads have received appropriate treatment.
- 3.4.9** Services across Streetscene & Transportation (and possibly others across the wider Authority) will support the Winter Service during periods of prolonged disruption to the county. It may be necessary to curtail certain services during these periods, for reasons such as practicality or safety, and the resource and labour will be redirected to the Winter Service operations as appropriate.
- 3.4.10** During periods of snowfall, all gritting vehicles will be equipped with snow or slush ploughs depending on the type of snow being cleared. Snow ploughing contractors will be deployed at the discretion of the Duty Officer.
- 3.4.11** Following periods of heavy snowfall, priority should be given to the inspection and clearance of gullies to ensure that meltwater from snow on verges and central reservations can quickly drain away.

3.5 Communication

During periods of severe or prolonged adverse weather conditions, the service will provide updates to the senior leaders group (including the Chief Officer Team and Cabinet Members, along with relevant operational managers) advising them of the impact of the current weather conditions, a summary of the weather forecast, a briefing on the allocated resource and operational response, and an outline of the operational plans in place to deal with the forecast.

3.6 Partnership Working

3.6.1 Liaison and cross boundary operational practices are established between Flintshire County Council and its neighbouring Authorities and North & Mid Wales Trunk Road Agency, with the intention of maintaining a consistency and continuity of winter services throughout the region.

For this purpose the following cross boundary precautionary gritting arrangements are in place:-

Wrexham County Borough Council will treat the following roads for **Flintshire County Council**:-

- ▶ B5102 from County boundary Llay to A541 Mold Road.(Hollybush)

Flintshire County Council will treat the following roads for **Wrexham County Borough Council**:

- ▶ B5430 Bwlchgwyn from County Boundary to Four Crosses
- ▶ B5373 County Boundary to Miners Road (Sharps)

Flintshire County Council will treat the following roads for **Denbighshire County Council**:

- ▶ Section of road from A5151 to Gwaenysgor Cross Roads

Denbighshire County Council will treat the following roads for **Flintshire County Council**:

- ▶ Section of the A494 from County Boundary, Cadole to Cadole junction

3.6.2 It is the responsibility of each individual Highway Authority to ensure adequate treatment of the roads under their jurisdiction. A protocol of daily communications between neighbouring authorities / agencies has therefore been established to ensure continuity of actions.

3.7 Footways and Cycleways

3.7.1 Footways, pedestrian areas or cycleways are not included in precautionary salting operations. Nevertheless, there will be a certain amount of overspill of salt onto footways and cycleways when precautionary salting is being carried out on adjacent carriageways.

3.7.2 Resources will be deployed to treat footways once snow has settled or during periods of prolonged freezing conditions on a priority basis at locations including:

- ▶ Town centre footways and footways in the vicinity of shopping areas
- ▶ Footways in the vicinity of civic buildings
- ▶ Public highway in the vicinity of hospitals
- ▶ Public highway in the vicinity of residential homes / old age pensioners flats
- ▶ Public highway in the vicinity of day care centres
- ▶ Public highway in the vicinity of Schools (during term times only)
- ▶ Footbridges
- ▶ Bus Stops
- ▶ Cemeteries

If any reports of icy footways are received for locations not included in the above criteria, the footway will be inspected to assess whether treatment is appropriate, however this is dependent upon available resources.

3.8 Salt Bins and Salt Heaps

3.8.1 Salt bins are located in areas for the use of pedestrians and motorists to treat the public highway only. The decision for the distribution of salt bins is that of the Highway Network Manager or his representative in the interest of financial management.

3.8.2 Salt bin locations will be individually assessed against criteria which include:-

- ▶ Non precautionary gritting routes
- ▶ Location within bounds of public highway
- ▶ Benefit to road safety, i.e. areas with steep inclines
- ▶ Traffic volumes
- ▶ Proximity to schools and locations of public interest.

A Pro Forma to aid in the assessment of suitable salt bin locations has been created and will be distributed to staff as required.

3.8.3 All salt bins will be filled at the start of the winter season and refilled once again in January, if necessary. Similarly, salt heaps will be provided before the winter season and replenished once during the winter months.

3.8.4 Salt heaps in the rural areas will also be subject to the same assessment criteria as the salt bins.

3.8.5 Streetscene Services will provide salt bins and rock salt within Council establishments on request at cost to the relevant Department. Every effort is made to establish and meet the requirements of each Department prior to the onset of

the winter season. The availability of resources will dictate the priority allocated to provide this service during the winter season.

- 3.8.6** Provision is available for Community Councils to purchase salt bins and rock salt from Streetscene Services with the intention of supplementing the Authority's winter maintenance services to the benefit of the general public. Salt bins purchased by the Community Council will be distinguishable from Streetscene salt bins and will be maintainable by the Community Council. Location of the salt bin on the public highway will require prior approval of the Highway Authority.

3.9 Resources

- 3.9.1** The workforce involved will all be part of Streetscene Services and all drivers will be trained and assessed. Additional resources can be sought from other sections within the service if required.

- 3.9.2** The Council's winter maintenance fleet consists of 12 frontline gritting vehicles and 2 spare gritting vehicles, these are supported by 3 trailer type gritters. These are stored at Alltami Depot.

- 3.9.3** Welsh Government and WLGA have suggested that all Authority's in Wales hold a strategic salt stock to ensure resilience in the event of further winters of extreme weather and national shortages of rock salt. For this coming season Flintshire will hold an additional residual salt stock of 7000 tonnes covered and sheeted at the Greenfield green waste recycling site.

- 3.9.4** The suggested minimum stock levels is based on the last six year average usage figure and with a multiplier of 150%. The tonnage of salt held in Flintshire for 2017-19 will be a minimum of 9,000 tonnes.

3.10 Standards Monitoring

- 3.10.1** Flintshire County Councils service delivery is benchmarked against National performance statistics to ensure that a comparative cost effective service delivery is being maintained.
- 3.10.2** Regional and National meetings of operational staff and support service providers creates the opportunity for continual assessment of operational practices, standards and resources.

3.11 Vehicle Tracking

- 3.11.1** Flintshire County Council's fleet of 14 bulk gritting vehicles have all been fitted with an innovative GPS tracking system. The tracking system is a monitoring device that interfaces with the control systems on the vehicles so not only do we know where the vehicle has been, but exactly what it was doing and, because it is web based, the information can be accessed remotely. The tracking system operates in real time and therefore it is easy to find out exactly where a vehicle is and to check its activity. This gives the Duty Officers the confidence to ensure that any operational decisions that they make are based on accurate live information.

3.11.2 In these increasingly litigious times it is vital that Managers are able to provide positive supporting evidence in the event of a claim. The GPS tracking system will monitor how much salt was spread on what roads, at what rate and at what time. The system is able to provide a record of all control box functions, route time, salt sensor data, spread rate/width and vehicle speed.

3.11.3 The Council operates a fleet of gritting vehicles all equipped with an Autologic system which spreads the amount of salt required based on the location, so gritter drivers can concentrate solely on the road and not have to focus on the vehicles spreading settings. The Autologic system has been pre-loaded with the Authorities road widths and ensures the optimal amount of salt has been spread to maximise the treatments, meaning salt is not wasted. The system provides optimisation and higher levels of road safety, leaving drivers free to concentrate on driving, and providing flexibility in staff deployment as route knowledge is not necessary for the driver.

3.12 Extreme Weather Protocol

3.12.1 On receipt of a severe weather warning an operational control room will be established in Alltami and manned by staff from Streetscene Services who will act as a dedicated point of contact for the Contact Centre staff. The staff within the operational control room will have direct contact with Streetscene Coordinators/Supervisors who will be on-site to investigate complaints and mobilise dedicated gritting vehicles under their direct control.

3.12.2 The operational control room will be responsible for directing all operations and act as a liaison contact to the press office through which all press releases will be made.

3.13 Community Engagement

3.13.1 Flintshire County Council is committed to provide assistance in the form of small quantities of rock salt and tools to community and local groups to enable them to assist with the removal of snow and ice off the footpaths within the urban areas.

3.13.2 The Highway Network Manager will write annually, prior to the winter, to all Community Councils and known action groups for contact details of interested parties and for their requirements.

3.13.3 Contact details provided by these groups will receive daily weather forecasts and details of the proposed daily winter maintenance action, by e-mail, direct from the forecast provider.

3.14 High Winds - Flintshire Bridge Closure/Restriction Procedure

- 3.14.1 **Forecasts** - Weather forecasts are received daily via e-mail from MetDesk for the next 3 days. These should be reviewed daily by the Duty Officer to anticipate likely restrictions and resources required to implement a bridge closure or lane closures.
- 3.14.2 When wind gusts are forecast over 50 mph within the next 24 hours the Duty Officer should ring Weather service provider and seek advice from a forecaster of the risk of high winds in excess of the criteria described below.
- 3.14.3 Based on the advice of the forecaster the Duty Officer will decide on any necessary restriction using the criteria described below.
- 3.14.4 Experience has shown that a planned closure based on forecasts is preferable to waiting until wind speeds increase and reacting to them at short notice. If a closure is planned, due to a forecast advice from MetDesk, the FCC Press Office should be informed immediately so they can list the closure on the FCC web site and inform local radio stations in advance of the closure.
- 3.14.5 **Criteria for Traffic Restrictions for A548 Flintshire Bridge**

<i>Wind Speed (miles/h)</i>	<i>Wind Speed (km/h)</i>	<i>Wind Speed (m/s)</i>	<i>Restriction</i>
50-55	80-88	22-25	No restriction – Monitor wind speeds
55	88	25	Close bridge or Down-wind lane closures (see note (i))
60	95	27	Close bridge

Notes:-

- (i) In exceptional circumstances a down-wind lane closure can be implemented to allow the bridge to remain open for wind speeds above 55 mph. Generally this method of restriction would only be considered when there is advance notice of anticipated high wind speeds over a prolonged period. A down-wind lane closure provides an empty lane in the event that a vehicle is blown off course or blown over. In addition traffic speed is generally reduced. For down-wind lane closures there will be a slow lane closure on one carriageway and a fast lane closure on the other.
- (ii) The above allowable wind speeds may be increased by 5 mph if the wind is a head or tail wind i.e. blowing along the bridge in a due East or Westerly direction.

- 3.14.6 **Closure** - If a full closure is decided upon, the duty officer will:
- ▶ Arrange for warning and diversion signs to be deployed and for the bridge to be close.
 - ▶ Inform all listed in the Contact List contained within the FCC Winter Maintenance Operation Plan handbook which is issued to all nominated personnel.
 - ▶ The police will inform the media and other emergency services of the closure
- 3.14.7 If a lane closure is decided upon the Duty Officer will arrange this and inform FCC Street works Section and the Police.
- 3.14.8 **Monitoring** - If it is decided that no immediate action is required, the situation shall be monitored by the Duty Officer until the risk of high winds has receded.
- 3.14.9 If a restriction/closure is implemented the Duty Officer shall monitor the situation and contact the Police to keep them informed of the anticipated re-opening time.
- 3.14.10 **Re-Opening** - When the weather improves the Duty Officer shall decide on a time for the removal of any restriction. PA can give advice on timing of reducing wind gust speeds.
- 3.14.11 The Duty Officer shall arrange for the removal of signs, cones and diversion signs used for the closure and inform the FCC Street works Section & Press Office, Police, Shotton Paper and FCC Business Development when the bridge is re-opened.

3.15 **Flooding**

- 3.15.1 **Forecasts** - Weather forecasts are received daily via e-mail from MetDesk for the next 3 days. The service is also in receipt of national flood guidance alerts. These should be reviewed daily by the Duty Officer to anticipate likely impacts and resources required to respond.
- 3.15.2 The nature of flooding tends to be very localised and is difficult to predict accurately, however resources will be allocated to inspect known hotspot and drainage infrastructure prior to forecasted events.
- 3.15.3 The Duty Manager should refer to the Flintshire County Council Sandbag Policy when considering the prioritisation of requests.

4 | Risk Assessment

- 4.1 The winter maintenance service has undertaken various risk assessments on the provision of road surface treatments as follows:
- ▶ Precautionary Treatment on Priority 1 Roads

- ▶ Salting on Priority 2 Roads
- ▶ Salting on Priority 3 Roads
- ▶ Salting Town Centre Footways
- ▶ Salting footways with low footfall
- ▶ Salting Council maintained Car Parks

5 | Background Documents

5.1 The additional documents outlined below provided further detail and background information relating to the contents of this policy:

- ▶ Highways Act 1980
- ▶ Railways and Transport Act 2003
- ▶ Traffic Management Act 2004
- ▶ Code of Practice for Well-managed Highway Infrastructure (2016)
- ▶ Quarmby Report – July 2010
- ▶ Trunk Road Maintenance Manual
- ▶ Welsh Government Advice Documents
- ▶ WLGA Advice Documents



CABINET

Date of Meeting	Tuesday, 22 nd October 2019
Report Subject	Flintshire Connects Annual Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

This report details the annual performance of Flintshire Connects, the service responsible for providing face to face and digital access to Council services in 2018/19.

Flintshire Connects is integral to the Council's Customer and Digital Strategies in terms of providing high quality, accessible, responsive and cost effective public services.

As part of the Council's business planning process, Flintshire Connects completed a review of its structure in 2018/19 which led to a £46,000 efficiency, avoiding any detrimental impact on customer access to services.

This report provides an overview of performance in 2018/19 and information relating to customer demand following the implementation of a revised structure.

RECOMMENDATIONS

1	That Cabinet note the high performance and customer satisfaction across Flintshire Connects Centres.
2	That Cabinet support the review of the services supported by Flintshire Connects in 2019/20.
3	That Cabinet note the important role of Flintshire Connects to support the Council's Customer and Digital Strategies.

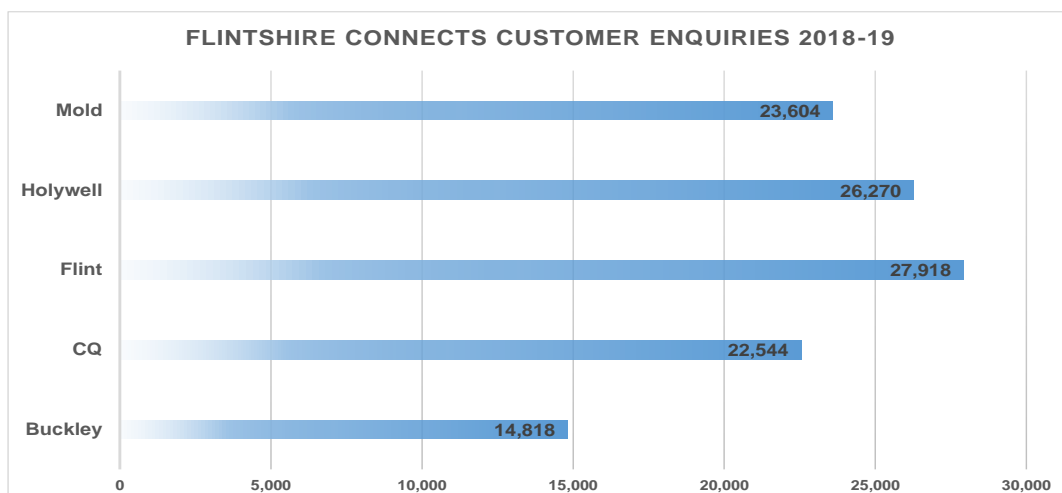
REPORT DETAILS

1.00	EXPLAINING FLINTSHIRE CONNECTS																																																	
	Background																																																	
1.01	Flintshire Connects is delivered in partnership with Aura, Job Centre Plus and North Wales Police. There are five Connects Centres across the county providing face to face support for vulnerable customers who need assistance to access services as well as those who need support to access services online. Customers can access a range of services at Connects Centres and a number of those are statutory e.g. Blue Badges, Social Housing, Homelessness, Revenues, Benefits and Birth Declarations.																																																	
1.02	Flintshire Connects also support digitally excluded customers, helping them to embrace digital technology by providing advice and support to increase their confidence to use digital technology as a way of contacting the Council and third sector organisations.																																																	
1.03	12.05 Customer Service Advisors and one Team Leader are employed in Flintshire Connects to resolve customer enquiries at first point of contact thus reducing duplication, releasing back office efficiencies and improving the service for customers.																																																	
	Annual Performance 2018/19																																																	
1.04	Flintshire Connects transferred to the Governance portfolio in 2018/19 and a revised structure was introduced on 1 June, 2018. In addition to a £30,000 efficiency in 2017/18, a £46,000 efficiency was achieved in 2018/19 through the introduction of new opening hours (09:00-16:30) which enabled the service to reduce its FTE whilst maintaining a service across all five Connects Centres.																																																	
1.05	Whilst Flintshire Connects has revised its opening hours to achieve efficiencies, the demand on the service has increased by 16% in 2018/19. The number of customers visiting Connects Centres has increased from 96,633 in 2017/18 to 115,154 in 2018/19.																																																	
1.06	Customer satisfaction remains high with an average of 84% of customers very satisfied that their enquiry was resolved by Flintshire Connects and a further 7% indicating they were satisfied.																																																	
1.07	Table 1 illustrates the demand across Connects Centres in 2018/19 and the breakdown of customer enquiries by service type: Table 1																																																	
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Concessionary Travel & Transport	767	902	788	781	1,606	4,844
Council Tax	986	2,117	1,935	1,591	1,692	8,321
Debt Enforcement	30	107	90	86	45	358
Education / Coleg Cambia	32	75	51	27	22	207
Electoral Services	23	20	56	44	32	175
Env Health / Public Protection / ASB	11	43	57	73	24	208
Housing General	371	751	1,327	792	507	3,748
Housing Rent	570	1,320	1,397	1,573	1,003	5,863
Housing Repairs	207	435	971	1,124	414	3,151
Housing Solutions	375	1,057	1,497	714	465	4,108
JCP / NWP / Library	52	185	661	704	57	1,659
Language Line / Migrant Workers Support	0	27	30	27	4	88
Non - Council / Foodbank / DAF	149	272	287	435	195	1,338
Planning	12	24	31	42	22	131
Reception Duties	92	224	6,523	1,732	132	8,703
Recycling Collection	3,440	3,883	2,475	5,026	7,272	22,096
Resident Parking	9	79	213	71	69	441
Self Service - Signposted	103	322	192	328	244	1,189
Service Charges	28	22	42	51	37	180
Social Services	62	52	553	91	96	854
Streetscene & Highways	1,655	1,592	1,598	2,050	2,402	9,297
Tourist Information	4	1	12	14	33	64
Universal Credit	95	346	152	58	57	708
Van Bans	54	78	99	169	62	462
Welsh Speaking	7	2	5	7	32	53
	14,818	22,544	27,918	26,270	23,604	115,154

1.08 After waste services the second highest volume of customer contact relates to assisted digital which has increased from 11,570 to 12,881 in 2018/19. This reflects the Council's commitment to supporting customers to access online services. Other noticeable increases include Blue Badge enquiries up from 7,470 to 8,748 and Council Tax up from 7,259 to 8,321.

Table 2



1.09	All Connects Centres have seen an increase in the number of customers accessing services over the last 12 months and Table 2 illustrates that Flint is the busiest Connects Centre accounting for 24% of visitors.																								
1.10	<p>Table 3 illustrates the increase in footfall across all Connects Centres with a noticeable increase at Buckley, Flint and Mold:</p> <p>Table 3</p> <table border="1"> <thead> <tr> <th></th> <th>Buckley</th> <th>CQ</th> <th>Flint</th> <th>Holywell</th> <th>Mold</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>11,332</td> <td>19,908</td> <td>20,978</td> <td>25,494</td> <td>18,921</td> </tr> <tr> <td>2018/19</td> <td>14,818</td> <td>22,544</td> <td>27,918</td> <td>26,270</td> <td>23,604</td> </tr> <tr> <td>↑</td> <td>24%</td> <td>12%</td> <td>25%</td> <td>3%</td> <td>20%</td> </tr> </tbody> </table>		Buckley	CQ	Flint	Holywell	Mold	2017/18	11,332	19,908	20,978	25,494	18,921	2018/19	14,818	22,544	27,918	26,270	23,604	↑	24%	12%	25%	3%	20%
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1.11	A useful breakdown of the top ten services by each Connects Centre is given in Appendix 1.																								
1.12	<p>Key Service Updates</p> <p>Blue Badges have been administered by Flintshire Connects since 2014 using the Welsh Government's toolkit for assessing eligibility removing the burden on GPs and cost to the Local Authority. Following legislative changes across Wales that has widened the criteria for Blue Badges to include people with cognitive impairments and those who have temporary restrictions in their mobility, Flintshire Connects administered an additional 1,278 applications in 2018/19, a total of 8,748. The Department for Transport also reviewed its processes in 2018 and introduced new partners which directly impacted Flintshire Connects. Flintshire Connects has developed new working partnerships with Valtech who provide direct support to the Council as the host service for applying for Blue Badges including an online portal via gov.uk; and Allied Publicity Services who manufacture Blue Badges on behalf of the Council.</p>																								
1.13	Birth Declarations were piloted in Connah's Quay in 2016 and extended to Holywell and Flint thereafter. Following requests from the community in Buckley, birth declarations were extended to this location in December 2018. The benefit of providing birth declarations at Flintshire Connects not only means parents can register their child's birth locally, trained Customer Service Advisors can also provide advice and guidance in respect of Child Tax Credits, Housing Benefits, Universal Credit and wider benefits such as mother and baby groups and library services.																								
1.14	Homelessness triages are undertaken at all Connects Centres. During 2018/19 Flintshire Connects assisted 4,108 people in respect of their housing needs. Initial enquiries are managed by Customer Service Advisors with only urgent cases and those people requiring social housing being referred to Housing Solutions or SARTH thereby releasing capacity in Housing Solutions to focus on complex and urgent cases.																								
1.15	Universal Credit was rolled out in Flintshire in 2017, the most significant welfare reform had an impact on Flintshire Connects who played a key part in the provision of support to those people most affected. Flintshire Connects supported 3,340 people in 2017/18 but as those people in receipt																								

	of Universal Credit become more confident in the use of online services following support from Flintshire Connects, the number of people supported in 2018/19 reduced to 708. The digital support funded by the Department for Work and Pensions ceased on 31 March, 2019 and the reduction in footfall means Customer Service Advisors can focus on other areas of support.
1.16	Council Tax Reduction Scheme enquiries increased in 2018/19 from 7,259 to 8,321. Customer Service Advisors are trained to deal with enquiries at first point of contact which has improved the customer experience and first time resolution which enables back office services to focus on more specialist and complex cases.
1.17	Digital Services increased in a number of areas in 2018 providing Customer Service Advisors with a number of online solutions to access services more quickly. New online services include Foodbank referrals, School Uniform Grants, Free School Meals and Occupational Therapy referrals. Flintshire Connects also identified an increase in self-service around transport e.g. timetables and bus/train passes.
1.18	Assisted Digital is a key priority for the Council. Flintshire Connects play a key role in supporting the implementation of digital initiatives for those customers who may be digitally excluded to help them embrace digital technologies. During 2018/19 Customer Service Advisors assisted 12,881 customers which is an increase of 1,311 compared to the previous year. Of key importance was the launch of My Account enabling customers to view and track enquiries online, and pay for Council services.
1.19	<p>2020/21 Priorities</p> <p>Flintshire Connects plays a major role in the delivery of the Customer and Digital Strategies. Customer Service Advisors are skilled personnel who contribute to the achievement of the Connected Council theme within the Council Plan 2019/20 by:</p> <ul style="list-style-type: none"> • Providing high quality, accessible, responsive and cost effective public services; • Improving customer service response and resolution times; • Increased self-service; • Ability for customers to pay for services electronically.
1.20	The role of Flintshire Connects will continue to change and develop as the Council's programme to increase the availability of digital services progresses. Flintshire Connects will continue to provide an important function where face to face contact is required and will continue to strive to deliver these services in full at first point of contact.
1.21	Specific priorities moving in to 2019/20 include: <ul style="list-style-type: none"> • Installation of new payment kiosks to provide modern facilities for cash and card payments throughout Connects Centres;

	<ul style="list-style-type: none"> • Introduction of UK Visas and Immigration services to support EU citizens apply for EU Settled Status if they wish to remain in the UK when the United Kingdom leaves the EU and other visa services; • Renovation works at Holywell Connects to increase the floor space for Job Centre Plus enabling their appointments to be evenly distributed between Flint and Holywell, also increasing rent; • Review customer facing services to identify those services which cannot be delivered digitally or by telephone to ensure the best use of resources including reception duties; • Introduction of Transport for Wales online application for concessionary travel cards across Wales; • Blue Badge review to ensure the efficient use of resources across Flintshire Connects and Benefits who administer applications for those people who automatically qualify; • Assisted digital support in respect of new online services introduced by the Council.
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2.00	RESOURCE IMPLICATIONS
2.01	There are no revenue / capital implications.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	This report provides the annual performance report for Flintshire Connects. At this point there are no proposed changes or actions and as such no impact or risks have been identified. Subject to approval by Cabinet of recommendation 2 of this report, as part of the review of services supported by Flintshire Connects, a full integrated impact assessment will be conducted for each service that is reviewed moving forward.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None.

5.00	APPENDICES
5.01	Appendix 1 – breakdown of the top 10 services accessed by customers at each Connects Centre during 2018/19.

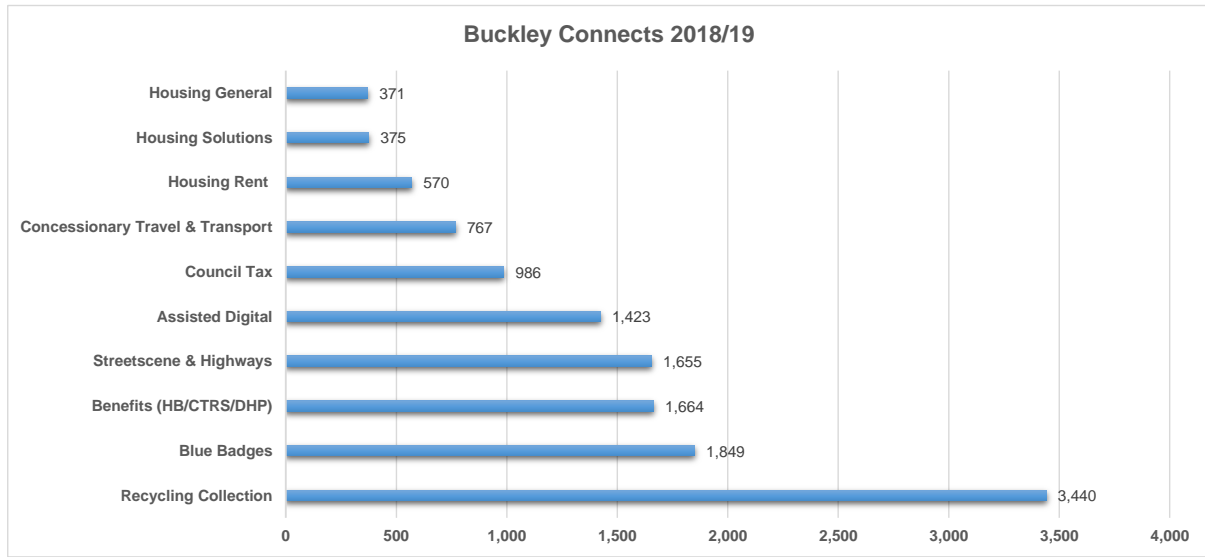
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Rebecca Jones, Customer Contact Service Manager Telephone: 01352 702413 E-mail: rebecca.jones@flintshire.gov.uk</p>

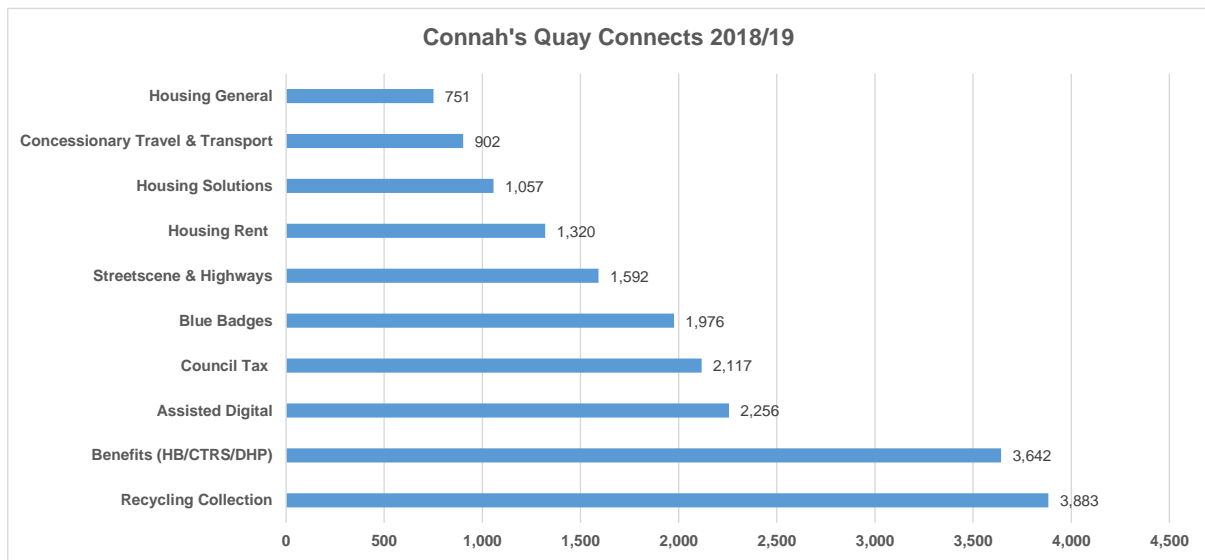
8.00	GLOSSARY OF TERMS
	<p>Digital Services - the electronic delivery of information including data and content across multiple platforms and devices such as a website or mobile phone.</p> <p>UK Visas and Immigration - is a division of the Home Office responsible for the United Kingdom's visa system.</p> <p>Settled Status - means being both ordinarily resident in the UK and without any immigration restriction on the length of stay in the UK.</p>

The following information provides a breakdown of the top 10 services accessed by customers at each Connects Centre during 2018/19:

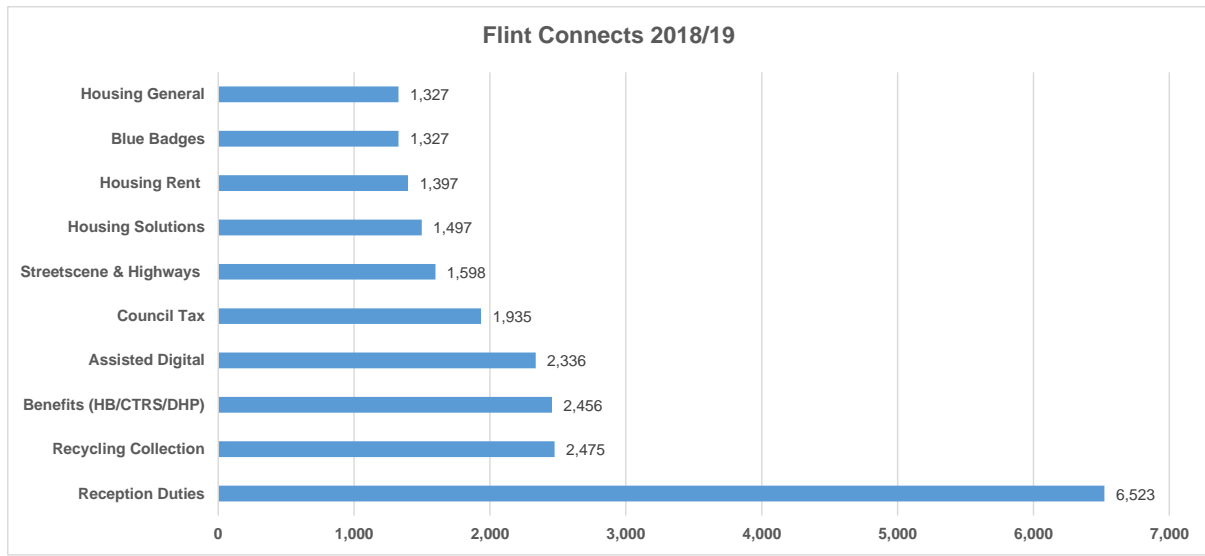
Buckley



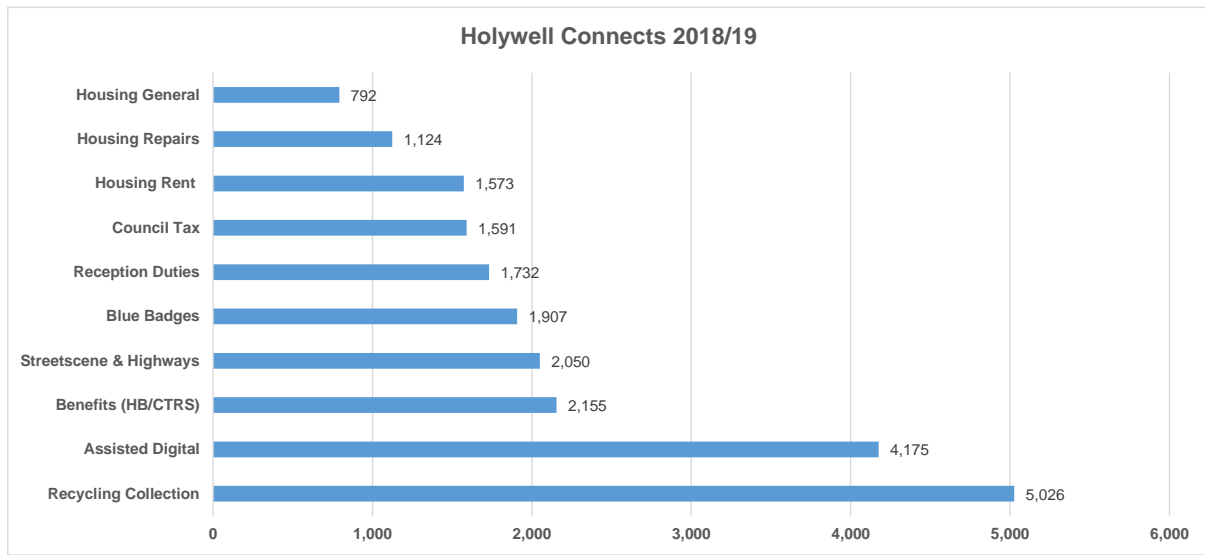
Connah's Quay



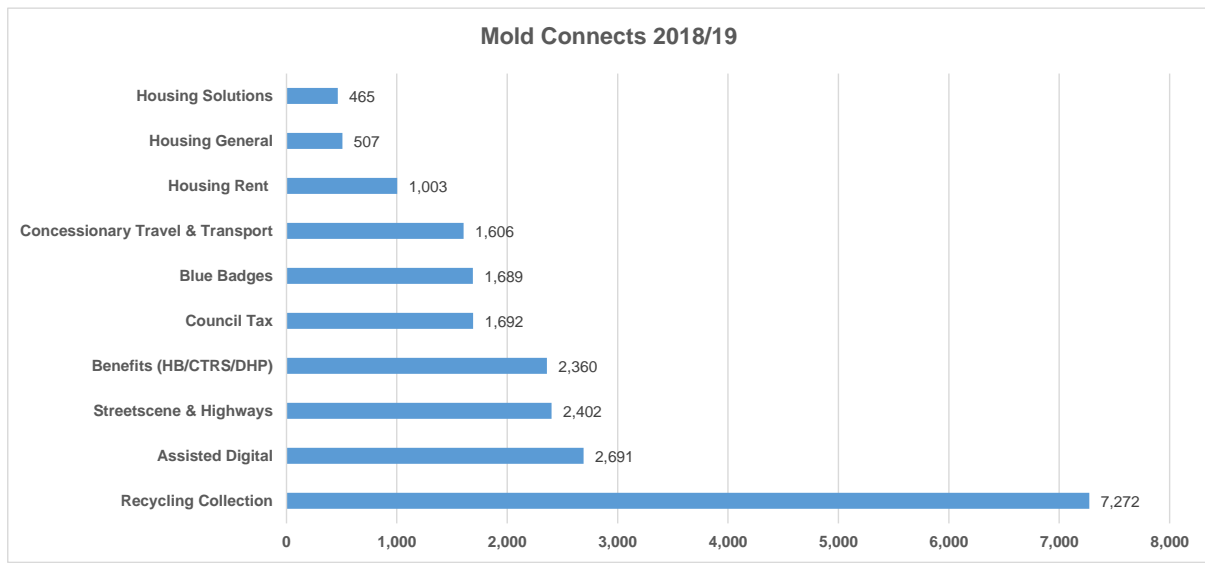
Flint



Holywell



Mold



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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN **REPORTED TO CABINET – 24.09.19**

Streetscene and Transportation

- **The Flintshire County Council (A5104 Corwen Road, Ffordd Y Rhos and roads adjacent, Treuddyn) (40mph and 50mph Speed Limit) Order 201x**
To advise Members of an objection received for the proposed 40mph and 50mph speed limit on the A5104 Corwen Road, Ffordd Y Rhos and roads adjacent, Treuddyn.

Social Services

- **Formal Notification to Declare Glanrafon Day Centre in Queensferry as Surplus to Service Requirements**
The report provides formal notification that Glanrafon Day Centre in Queensferry became surplus to Social Services needs from Monday 24th June 2019, following the completion of the new Learning Disability Adult Day Centre at Hwb Cyfle, Queensferry. The Glanrafon building is to be returned to Valuation and Estates Team for decommissioning or for refurbishment and re-let.

Housing and Assets

- **Council Rent – Application to write off Tenancy Arrears**
Financial Procedure Rules (section 5.2) stipulates that individual bad and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member.

The decision to write off is in respect of one tenant who is subject to a Debt Relief Order (DRO). Rent arrears of £7,300.96 are included in the DRO which are now irrecoverable as a result of the award of the DRO.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 October 2019 TO 31 March 2020**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
October					
Social & Health Care Overview & Scrutiny Committee	3/10/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (S & H) 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	3/10/19	Social Services	Regional Learning Disability Service Report on Progress 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

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>Arosfa Refurbishment: Update 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>Progress for Providers Update 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>Childcare Offer in Wales, Flintshire 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, 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	15/10/19	Streetscene and Transportation	Grass Cutting Policy Review To receive an update.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	15/10/19	Streetscene and Transportation	Cemetery Provision and Future Strategy To provide Scrutiny with details of the future burial capacity and the extensions necessary to the existing cemeteries within Flintshire.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	15/10/19	Streetscene and Transportation	Waste Strategy Review Consultation To receive an update.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	15/10/19	Overview and Scrutiny	Forward Work Programme and Action Tracking 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	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	15/10/19	Planning, Environment and Economy	Greenfield Valley - Six monthly progress report Six monthly update on the work carried out to deliver the audit recommendations and the current operational position.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	15/10/19	Planning, Environment and Economy	Ash Dieback Action Plan To inform members of the Authority's proposed response to Ash Dieback disease which will significantly affect the tree population of Flintshire.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee	17/10/19	Finance	Revenue Budget Monitoring 2019/20 (Month 5) 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	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	17/10/19	Housing and Assets	Asset Management Planning and the use of Asset Registers To provide information on the theory of asset management planning and use of asset registers, and the Council's use in practice.	Operational	Cabinet Member for Corporate Management and Assets, Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	17/10/19	Chief Executive's	Welsh Language Annual Monitoring Report 2018/19 To receive and review the Welsh Language Annual Monitoring Report.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	17/10/19	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	17/10/19	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22/10/19	Governance	Review of Procurement Strategy To seek approval of the updates to the document and to support the twin aims of increased collaborative contracts with Denbighshire County Council and more local purchasing.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	22/10/19	Social Services	Care Inspectorate Wales (CIW) Annual Performance Review Letter To note the content of the Annual Performance letter, Care Inspectorate Wales (CIW's) assessment of the authority's performance during the year 2018/19 and CIW's Performance Review Plan for 2019-20.	Strategic	Cabinet Member for Social Services
Cabinet	22/10/19	Chief Executive's	Annual Performance Report 2018/19 To approve the Annual Performance Report 2018/19 prior to endorsement by the County Council and publication	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	Social Services	Arosfa Update 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.	Operational	Cabinet Member for Social Services
Cabinet	22/10/19	Chief Executive's	Medium Term Financial Strategy and Budget 2020/21 To update on the forecast for the budget requirements for the Council Fund Revenue Budget for 2020/21.	Strategic	Cabinet Member for Finance
Cabinet	22/10/19	Chief Executive's	Strategic Equality Plan Annual Report 2018/19 To endorse the progress made against the Strategic Equality Plan 2018/19.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	22/10/19	Streetscene and Transportation	Winter Maintenance and Severe Weather Policy To seek approval of 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)
Cabinet	22/10/19	Housing and Assets	Housing Strategy and Action Plan To approve the Housing Strategy and draft Action Plan 2019-24.	Strategic	Cabinet Member for Housing
Cabinet	22/10/19	Chief Executive's	Revenue Budget Monitoring 2019/20 (Month 5) 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.	Operational	Cabinet Member for Finance
Cabinet	22/10/19	Housing and Assets	Disabled Facilities Grant Policy To seek approval for the Disabled Facilities Grants Policy.	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	Governance	Public Services Ombudsman for Wales To share the Ombudsman Annual Letter and provide an overview of Flintshire County Council's caseload and performance for 2018/19.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	22/10/19	Governance	Flintshire Connects Report To provide an update on current service delivery and developments within Flintshire Connects Centres and to agree the future direction of the service in line with the Corporate Customer Service Strategy.	Operational	Cabinet Member for Corporate Management and Assets
Flintshire County Council	22/10/19	Chief Executive's	Annual Performance Report 2018/19 To adopt the Annual Performance Report 2018/19.		
Flintshire County Council	22/10/19	Chief Executive's	Treasury Management Annual Report 2018/19 To present to Members the draft Annual Treasury Management Report 2018/19 for approval.		

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	Code of Conduct for Councillors To amend the Code of Conduct in line with the recommendations from the Committee on Standards in Public Life.		
Flintshire County Council	22/10/19	Governance	Review of the Flintshire Standard To adopt the revised Flintshire Standard on expected standards of behaviour.		
Flintshire County Council	22/10/19	Governance	Audit Committee Annual Report To approve the Audit Committee Annual Report 2018/19.		
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	Housing and Assets	<p>Welsh Housing Quality Standard (WHQS) Capital Programme – Delivery Review Update</p> <p>To provide an update on progress of the Welsh Housing Quality Standards (WHQS), that the Council is delivering through its Capital Investment Programme</p>	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	6/11/19	Housing and Assets	<p>Private Sector Homes Improvement Loans</p> <p>To provide an update on the programme and the loan products following a relaunch.</p>	Operational	Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	6/11/19	Housing and Assets	<p>North East Wales (NEW) Homes Board</p> <p>To receive an update on the work of the NEW Homes Board</p>	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	6/11/19	Overview and Scrutiny	<p>Council Plan 2019/20 – Mid Year Monitoring</p> <p>To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20</p>	Operational	Cabinet Member for Economic Development, 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)
Community and Enterprise Overview & Scrutiny Committee	6/11/19	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking 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.</p>	Operational	
Education and Youth Overview & Scrutiny Committee Page 400	7/11/19	Education and Youth	<p>Denbighshire and Flintshire Joint Archive Project To enable Scrutiny input into the recommended creation of a single shared Archive Service for Denbighshire and Flintshire</p>	Strategic	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	7/11/19	Education and Youth	<p>Estyn Post Inspection Action Plan To present the Estyn Post Inspection Action Plan for consideration</p>	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	7/11/19	Education and Youth	<p>Provisional Learner Outcomes To provide a report on the provisional learner outcomes for 2019</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)
Education and Youth Overview & Scrutiny Committee	7/11/19	Education and Youth	Overview of Youth Justice Service To provide information on the work of the Youth Justice Service	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	7/11/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (E & Y) 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
Environment Overview & Scrutiny Committee	12/11/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) 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

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	Planning, Environment and Economy	<p>Flint Landfill and Crumps Yard Solar PV Final Business Cases</p> <p>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
Environment Overview & Scrutiny Committee	12/11/19	Planning, Environment and Economy	<p>Update on Minerals and Waste Planning Shared Service</p> <p>To update Members on the Minerals and Waste Planning Shared Service</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	12/11/19	Planning, Environment and Economy	<p>Contaminated Land Report</p> <p>To update Member on the Assessment of contaminated land sites and following remediation works.</p>	Operational	

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	Council Plan 2019/20 – Mid Year Monitoring To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Planning and Public Protection, Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee	14/11/19	Finance	Medium Term Financial Strategy and Budget 2020/21 To update on the forecast for the budget requirements for the Council Fund Revenue Budget for 2020/21.	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	14/11/19	Finance	<p>Revenue Budget Monitoring Reports 2019/20 (Month 6) and Capital Programme (Month 6)</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	Chief Executive's	<p>Capital Programme 2020/21 – 2022/23</p> <p>Present the Capital Programme 2020/21 – 2022/23 for review.</p>	Strategic	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/11/19	Overview and Scrutiny	<p>Council Plan 2019/20 – Mid Year Monitoring</p> <p>To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20.</p>	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/11/19	Chief Executive's	Employment and Workforce Quarterly update 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	14/11/19	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	14/11/19	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	14/11/19	Social Services	<p>Foster Carers Adaptations Policy</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
Social & Health Care Overview & Scrutiny Committee	14/11/19	Overview and Scrutiny	<p>Council Plan 2019/20 – Mid Year Monitoring</p> <p>To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20.</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)
Social & Health Care Overview & Scrutiny Committee	14/11/19	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (S & H) 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.</p>	Operational	Cabinet Member for Social Services
Cabinet	19/11/19	Governance	<p>Council Tax Base for 2020/21 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.</p>	Operational	Cabinet Member for Finance
Cabinet	19/11/19	Housing and Assets	<p>Independent Affordable Housing Supply Review To update Cabinet on the Affordable Housing Supply Review and the potential implications of the recommendations, made by the independent panel, for the Council.</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	19/11/19	Social Services	<p>Progress for Providers update 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	19/11/19	Social Services	<p>Regional Learning Disability Service Update 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	19/11/19	Chief Executive's	<p>Asset Management Plan 2019 - 2026 Present the Asset Management Plan 2019 – 2026 for recommendation to Council.</p>	Strategic	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	Chief Executive's	Capital Strategy 2020/21 – 2022/23 Present the Capital Strategy 2020/21 – 2022/23 for recommendation to Council.	Strategic	Cabinet Member for Finance
Cabinet	19/11/19	Chief Executive's	Capital Programme 2020/21 – 2022/23 Present the Capital Programme 2020/21 – 2022/23 for recommendation to Council.	Strategic	Cabinet Member for Corporate Management and Assets, Cabinet Member for Finance
Cabinet	19/11/19	Social Services	Adaptations to Foster Carers Homes Policy For comment and support from Cabinet for the updated Adaptations to Foster Carers Homes Policy.	Strategic	Cabinet Member for Social Services
Cabinet	19/11/19	Planning, Environment and Economy	Regional Technical Statement for Aggregates Second Review Consultation 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

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	19/11/19	Governance	Flintshire Electoral Review To respond to the draft proposals from the Local Democracy and Boundary Commission for Wales.		
Audit Committee	20/11/19	Education and Youth	School Reserve Balances Year Ending 31 March 2019 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	Housing and Assets	Asset Disposals and Capital Receipts Generated 2018/19 To inform Members of the 2018/19 asset disposals.	Strategic	Cabinet Member for Corporate Management and Assets
Audit Committee	20/11/19	Chief Executive's	Treasury Management Mid-Year Review 2019/20 and Quarter 2 Update To present the draft mid-year Treasury Management report 2019/20 for review, with an update on the Council's Treasury Management activity during the period 1 July to 31 September 2019.	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)
Audit Committee	20/11/19	Chief Executive's	Financial Procedure Rules To provide Audit Committee with updated Financial Procedure Rules for recommendation to County Council	Operational	Cabinet Member for Finance
Audit Committee	20/11/19	Chief Executive's	Mid-Year Risk Report To endorse the Council's actions taken to mitigate the significant risks at the mid-year point.	Strategic	Cabinet Member for Corporate Management and Assets
Audit Committee	20/11/19	Governance	Contract Management 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	Chief Executive's	Use of Consultants To consider compliance with processes and procedures around consultancy spend, and the accuracy of coding of consultancy spend on the general ledger.	Operational	Cabinet Member for Finance
Audit Committee	20/11/19	Governance	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit Department.	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	20/11/19	Governance	Audit Committee Action Tracking To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	All Report Types	
Audit Committee	20/11/19	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	
December					
Organisational Change Overview & Scrutiny Committee	9/12/19	Overview and Scrutiny	Council Plan 2019/20 – Mid Year Monitoring To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20.	Operational	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)
Organisational Change Overview & Scrutiny Committee	9/12/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (OC) 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
Environment Overview & Scrutiny Committee Page 413	10/12/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) 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

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	Finance	<p>Revenue Budget Monitoring 2019/20 (MONTH 7) 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>Action Tracking To inform the Committee of progress against actions from previous meetings.</p>	Operational	
Corporate Resources Overview & Scrutiny Committee	12/12/19	Overview and Scrutiny	<p>Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & 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)
Social & Health Care Overview & Scrutiny Committee	12/12/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (S & H) 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 415	12/12/19	Social Services	North Wales Adoption Service Annual Report 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
Social & Health Care Overview & Scrutiny Committee	12/12/19	Social Services	Extra Care Strategy inc. update on Holywell 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)
Cabinet	17/12/19	Governance	<p>Council Tax Discount Scheme for Foster Carers That Cabinet approves the policy framework of the Discount Scheme for Foster Carers following previous approval of the scheme in principal at June Cabinet.</p>	Operational	Cabinet Member for Corporate Management and Assets, Cabinet Member for Social Services
Cabinet	17/12/19	Social Services	<p>Progress Report on Flintshire Micro-Care Pilot The Council undertook a Strategic Review of the Care Sector in Flintshire to identify areas where social care provision could be developed and/or supported. Following this review the Council commissioned a Feasibility Study exploring the development of Microcare support services in the county. As a result a new and innovative Microcare alternative delivery model project is underway supporting micro-enterprises to set-up in Flintshire to deliver direct care services.</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)
Community and Enterprise Overview & Scrutiny Committee	18/12/19	Overview and Scrutiny	Forward Work Programme and Action Tracking(C & E) 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	19/12/19	Overview and Scrutiny	Council Plan 2019/20 – Mid Year Monitoring To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20.	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	19/12/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (E & Y) 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	Forward Work Programme and Action Tracking (Env) 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	Revenue Budget Monitoring Reports 2019/20 (Month 8) 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	Action Tracking 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	Forward Work Programme (Corporate Resources) 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	Forward Work Programme and Action Tracking (C & E) 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	Forward Work Programme and Action Tracking (OC) 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	Internal Audit Progress Report 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	Audit Committee Action Tracking 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	Forward Work Programme 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	Forward Work Programme and Action Tracking (S & H) 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>Forward Work Programme and Action Tracking (E & Y) 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.</p>	Operational	Leader of the Council and Cabinet Member for Education
February					
<p>Corporate Resources Overview & Scrutiny Committee</p>	13/02/20	Finance	<p>Revenue Budget Monitoring Reports 2019/20 (Month 9) and Capital Programme (Month 9) 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	Chief Executive's	Employment and Workforce Quarterly update 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	13/02/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	13/02/20	Overview and Scrutiny	Action Tracking 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	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Cabinet Member for Finance
March					

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	10/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Planning and Public Protection, Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	10/03/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) 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
Community and Enterprise Overview & Scrutiny Committee	11/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Economic Development, 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)
Community and Enterprise Overview & Scrutiny Committee	11/03/20	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (C & E) 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.</p>	Operational	Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	12/03/20	Finance	<p>Revenue Budget Monitoring Reports 2019/20 (Month 10) 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 10 and projects forward to year-end</p>	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	12/03/20	Overview and Scrutiny	<p>Action Tracking To inform the Committee of progress against actions from previous meetings.</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	12/03/20	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Cabinet Member for Finance
Organisational Change Overview & Scrutiny Committee	16/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	16/03/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (OC) 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)
Education and Youth Overview & Scrutiny Committee	19/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	19/03/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (E & Y) 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
Social & Health Care Overview & Scrutiny Committee	26/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	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	26/03/20	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (S & H) 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.</p>	Operational	Cabinet Member for Social Services

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