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

To: Cllr Ian Roberts (Leader)

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

12 February 2020

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 18th February, 2020 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 - 12)

Purpose: To confirm as a correct record the minutes of the meeting held on 21st January 2020.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 COUNCIL FUND REVENUE BUDGET 2020/21 STAGE THREE POST-SETTLEMENT (Pages 13 - 48)

Report of Chief Executive, Corporate Finance Manager - Cabinet Member for Finance, Leader of the Council and Cabinet Member for Education

Purpose: To update on the Council Fund Revenue Budget 2020/21 following receipt of the Welsh Local Government Provisional Settlement in December

5 **TREASURY MANAGEMENT STRATEGY 2020/21** (Pages 49 - 86)

Report of Corporate Finance Manager - Cabinet Member for Finance

Purpose: To present the draft Treasury Management Strategy 2020/21 for recommendation to Council.

6 **MINIMUM REVENUE PROVISION - 2020/21 POLICY** (Pages 87 - 96)

Report of Corporate Finance Manager - Cabinet Member for Finance

Purpose: To present the Council's draft policy on Minimum Revenue Provision.

OPERATIONAL REPORTS

7 **QUARTER 3 COUNCIL PLAN 2019/20 MONITORING REPORT** (Pages 97 - 248)

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

Purpose: To review the progress made against the priorities of the Council Plan 2019/20.

8 **REVENUE BUDGET MONITORING 2019/20 (MONTH 9)** (Pages 249 - 278)

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 9, and projects forward to year-end.

9 **CAPITAL PROGRAMME MONITORING 2019/20 (MONTH 9)** (Pages 279 - 308)

Report of Corporate Finance Manager - Cabinet Member for Finance

Purpose: To present the Month 9 (end of December) capital programme information for 2019/20.

10 **MARLEYFIELD HOUSE EXPANSION** (Pages 309 - 322)

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

Purpose: To present details on the design and costing progress and to seek approval on a maximum budgetary spend.

11 **CARE INSPECTORATE WALES ACTIVITY UPDATE** (Pages 323 - 328)

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

Purpose: To note the positive feedback received from Care Inspectorate Wales (CIW) and the response to any areas of improvement identified.

12 **PUBLIC CONVENIENCE IN MOLD TOWN CENTRE** (Pages 329 - 334)

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

Purpose: To seek approval to upgrade the public conveniences in King Street Bus Station and complete the bus station improvement works.

13 **HOUSING RENT INCOME** (Pages 335 - 340)

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

Purpose: To present the latest financial position for rent arrears in 2019/20.

14 **WELFARE REFORM UPDATE** (Pages 341 - 352)

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

Purpose: To present an update on the ongoing work to manage the impacts of Welfare Reform.

15 **REVIEW OF SIDEWAY-FORCE COEFFICIENT ROUTINE INVESTIGATION MACHINE (SCRIM) POLICY** (Pages 353 - 382)

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

Purpose: To present the revised Policy for skid resistance on the adopted highway network for approval.

16 **EXERCISE OF DELEGATED POWERS** (Pages 383 - 384)

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

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

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

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


The public interest in withholding the information outweighs the interest in disclosing the information until such time as the commercial arrangements have been finalised.

17 INSURANCE SERVICES TENDER 2020 (Pages 413 - 416)

Report of Corporate Finance Manager - Cabinet Member for Finance

Purpose: To provide details of the arrangements for the evaluation of the Insurance Tender.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Robert Robins', with a horizontal line extending to the right.

Robert Robins
Democratic Services Manager

CABINET
21st JANUARY 2020

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 21st January 2020.

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 (Social Services), and Team Leader – Democratic Services.

APOLOGY:

Councillor Derek Butler.

OTHER MEMBERS IN ATTENDANCE:

Councillor Patrick Heesom.

128. DECLARATIONS OF INTEREST

None.

129. MINUTES

The minutes of the meeting held on 17th December were submitted and approved as a correct record.

RESOLVED:

That the minutes be approved as a correct record.

130. SOCIAL VALUE

Councillor Mullin introduced the Social Value report which sought approval of a draft Social Value Procurement Policy which would create an enabling framework to strengthen the approach to generating social value through the Council's procured expenditure.

The Council had a strategic commitment to delivering greater social value through the work that it did, which meant getting greater benefits to Flintshire communities as a result of its expenditure and service delivery.

The revised Strategy challenged partners, services and suppliers to consider how they could generate additional value for the communities of Flintshire and how that could be measured. The long term goals were outlined in the report, alongside details of the major opportunities where significant social value could be included in the programme, which were:

- The future procurement of Council home construction;
- The redevelopment of Theatr Clwyd;
- The 21st Century Schools programme;
- The expansion of Marleyfield House; and
- Future investment by Aura.

The Chief Officer (Social Services) explained that the main areas of social value delivery in the next 12 months would include:

- Support for Flintshire's food poverty programme;
- Reducing fuel poverty;
- Support to reduce energy use and waste;
- Improving biodiversity;
- Support for the Armed Forces Covenant;
- Promoting equality of opportunity;
- Providing apprenticeship and work experience opportunities;
- Increasing the use of local companies in the supply chain;
- Reducing homelessness;
- Active travel and community transport;
- Digital inclusion and connectivity;
- Supporting dementia friendly initiatives; and
- Support for the WeMindTheGap programme.

The Council would work closely with suppliers and contractors to ensure tangible benefits were delivered towards those themes.

Details of two case studies, the development of the new Adult Day Care Centre in Shotton and the delivery of domestic energy efficiency improvements for fuel-poor households, were given in the report.

Councillor Bithell welcomed the report, particularly the areas for delivery in the next 12 months, which saw links with Council priorities, such as the response to the challenge of climate change and the achievement of carbon neutrality by 2030.

In response to a question from Councillor Thomas, the Chief Officer (Governance) explained the regional procurement arrangements.

RESOLVED:

- (a) That the progress made to date in delivering social value in Flintshire be noted, and the proposed next steps be endorsed; and
- (b) That the draft Social Value Procurement Policy be endorsed.

131. HOUSING REVENUE ACCOUNT (HRA) 30 YEAR FINANCIAL BUSINESS PLAN

Councillor Hughes introduced the Housing Revenue Account (HRA) 30 Year Financial Business Plan report.

On 18th December 2019, Welsh Government (WG) released the Minister for Housing and Regeneration's decision on the WG Rent Policy for commencement in 2020/21. The Rent Policy had been set for five years and it was made clear that the rent policy settlement was a maximum amount which could be charged and landlords should consider value for money alongside affordability for tenants, as part of their rationale for setting rents.

The Rent Policy for Social Housing Rents from 2020/21 set out the following:

- An annual uplift of up to CPI+1% for five years to 2024/25 using the level of CPI from the previous September each year. September 2019 was 1.7%.
- The level of rents for individual tenants could be reduced, frozen or risen by up to an additional £2 over and above CPI+1%, on condition that total rent income collected by the social landlord increased by no more than CPI+1% (2.7%).

The new average rent band proposed by WG was outlined in the report. A maximum uplift of 2.7% (CPI+1%) would take the average rent paid in 2020/21 to £96.57 which was just above the low end of the target rent band.

The recommended option was to apply an overall uplift of 1.7% to all tenants, and, in addition, apply the transitional uplift of £2 to tenants who were currently under target rent. This would ensure that no individual tenant would pay more than the maximum allowed under the policy and readdressed the disparity between those rents under and those at target rent and sought to make rent changes to all tenants more equitable.

The proposed garage rent increase for 2020/21 was £1.22 per week with a garage plot increase of £0.20 per week. Service charges were outlined in the report; In 2019/20 the Council was at 70% service charge recovery for implemented charges and it was recommended that the increase in service charges to take the HRA to full cost recovery should be stepped over the coming two years 2020/21 and 2021/22.

The report also outlined the Councils ongoing investment in its housing stock through the Welsh Housing Quality Standard (WHQS) and new build programmes with a total level of investment in 2020/21 of £30.464M.

Members welcomed the report and commented on the quality of the Council housing stock which was something to be proud of.

RESOLVED:

- (a) That the HRA budget for 2020/21 be noted;
- (b) That the proposed rent increase of up to 1.7% (plus up to £2) be approved;
- (c) That the proposed garage rent increase of £1.22 per week and a garage plot increase of £0.20 per week be approved;

- (d) That the phased increase in Service Charges recovery be approved;
- (e) That the rationale behind an increased level of reserves to 4% be noted; and
- (f) That the HRA Capital Programme for 2020/21 be approved.

132. UPDATE ON THE PROGRESS OF THE MOLD TO BROUGHTON CYCLEWAY

Councillor Thomas introduced the update on the Progress of the Mold to Broughton Cycleway report which sought approval to commence a wide ranging and detailed public consultation process which would commence in February 2020 to help finalise the route which would be the subject of a Welsh Government (WG) funding bid in 2020/21.

Following a route appraisal that had been carried out, it was proposed that the Mold to Broughton cycleway route would eventually link the communities of Mold, Buckley, Penyffordd, Broughton, Saltney and Sandycroft, whilst also providing links into existing railway stations at Buckley and Penyffordd and major centres of employment.

The consultation process would offer an opportunity for stakeholders to view the preferred route and an opportunity to provide comments, which would be incorporated within the overall scheme design where feasible to do so. The consultation would consist of a Members workshop, public drop-in sessions, visits to Town and Community Councils, visits to local businesses, paper based feedback forms and an online community consultation portal. A communication strategy was also being developed utilising social media and the local press.

Subject to the outcome of the consultation, the Mold to Broughton Cycle Scheme would now be submitted as the Council's Strategic application under the WG Active Travel Fund for the 2020/21 financial year.

Members welcomed the report and commented on the positive impact the cycleway would have on Deeside Industrial Park as it would remove barriers to some people accessing employment.

RESOLVED:

- (a) That the progress of the Mold to Broughton Cycleway design be noted; and
- (b) That commencement of the consultation process on the Mold to Broughton Cycleway with local Members, Town and Community Councils, members of the public and other interested stakeholders be approved.

133. REVENUE BUDGET MONITORING 2019/20 (MONTH 8)

Councillor Banks introduced the Revenue Budget Monitoring 2019/20 (Month 8) report which provided the latest detailed revenue budget monitoring position for 2019/20 for the Council Fund and the Housing Revenue Account for the financial year and presented the position, based on actual income and expenditure, as at

Month 8. 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 £1.892m which was a favourable movement of £0.301M from the deficit figure of £2.193M reported at Month 7; and
- A projected contingency reserve balance as at 31st March 2020 of £2.977M.

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.131M higher than budget which was a negative movement of £0.109M from the deficit figure of £0.022M reported at Month 7; and
- A projected closing balance as at 31st March 2020 of £1.192M.

As previously reported, and to assist with mitigating the overall projected overspend, the following measures were introduced from Month 6:

1. All non-essential spend 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.

At Month 6, this had resulted in identifying a one-off delay in spend of £0.530M which helped to significantly reduce the overall overspend position. Further reductions in the overspend at both Month 7 and Month 8 had been achieved predominantly from the continuation of those measures. Work would continue into Month 9 and beyond with the same rigour and challenge in an attempt to further improve the overall position.

The Chief Officer Team had set a target of reducing the overspend position to within a range of £1.500M - £1.750M by the end of the financial year, although that would still be in excess of the performance indicator target set within the MTFS of £1.350M, being 0.5% of the Net Revenue Budget.

The Corporate Finance Manager also provided details on the projected position by portfolio; tracking of in-year risks and emerging issues; achievement of planned in-year efficiencies; other in-year issues; MTFS impact and risks; and reserves and balances.

The Chief Executive said a discussion had taken place at Corporate Resources Overview and Scrutiny Committee on the tactical options to reduce the deficit and a report would be presented the following month.

RESOLVED:

- (a) That the overall report and the projected Council Fund contingency sum as at 31st March 2020 be noted; and
- (b) That the projected final level of balances on the Housing Revenue Account be noted.

134. BUSINESS RATES – WRITE OFFS

Councillor Mullin introduced the Business Rates – Write Offs report.

Two Business Rate debts were considered to be irrecoverable as the ratepayers had either entered into liquidation or were no longer trading. Consequently, there were no assets and successful recovery of the debts was no longer possible and a write off was necessary, totally £60,260. The organisations were Richmond Investment Properties Ltd (£25,882) and Mr Ryan Corbett, trading as 'Jump 2 It' (£34,378).

Individual bad debts in excess of £25,000 required Cabinet approval to write them off, in line with Financial Procedure Rules of the Council.

RESOLVED:

That the write off for the Business Rate debts set out in the report be approved.

135. EXERCISE OF DELEGATED POWERS

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

Housing and Assets

- **Council Rent - Application to Write Off Tenancy Arrears**
Financial Procedure Rules (section 5.2) stipulates that individual 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 £5,075.55 are included in the DRO which are now irrecoverable as a result of the award of the DRO.

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

RESOLVED:

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

136. AURA – RENEWAL OF SERVICE CONTRACT

The Chief Executive introduced the Aura – Renewal of Service Contract report which sought approval of the extension of the service contract for a further two years by mutual agreement.

RESOLVED:

- (a) That an extension of the service contract with Aura for a further two year period (1st September 2020 to 31st August 2022) be approved;
- (b) That authority be granted to the Chief Executive to make variations to the terms of the current agreement and the level of the service payment, in consultation with the Cabinet Member for Education and Youth; and
- (c) That Aura be invited to present the next iteration of their business plan to Cabinet and Overview and Scrutiny at the start of the 2020/21 financial year, and include a specific statement of social value objectives in keeping with the Council’s newly adopted Social Value Strategy.

137. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting commenced at 9.30 a.m. and ended at 10.17 a.m.).

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Chair

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CABINET

Date of Meeting	Tuesday, 18 th February 2020
Report Subject	Council Fund Revenue Budget 2020/21 – Third and Closing Stage
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive and Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

Council has received full reports on stages one and two of the budget setting process for 2020/21 at its December and January meetings.

In December, at stage one, Council noted: the updated budget forecast for 2020/21; the completed first stage of solutions to meet the budget requirement for the financial year; and the limited range of local options which were available to reach a balanced budget alongside the outcome of the Provisional Local Government Budget Settlement. At that time, we were awaiting the announcement of the Provisional Settlement by Welsh Government. This announcement followed on 16th December.

In January, at stage two, Council received an update on the latest local forecast for 2020/21 together with an assessment of the Provisional Settlement. At that time officers advised that there was a high degree of confidence that a legal and balanced budget could be achieved for 2020/21 given (1) the improved Settlement position and (2) the expected financial contributions from the work in hand on the remaining local corporate finance solutions. This report also set out the 'open risks' which could have a financial impact in 2020/21 and would need to be managed.

This report sets out how the Council can achieve a legal and balanced budget for 2020/21 for stage three of the budget setting process. The calculations are based on a maximum annual Council Tax rise of 5%. It should be noted that Welsh Government has set a guideline of an average Council Tax increase of 7.1% across Wales as part of its budget calculations for a sufficiency of funding for local government.

The forecast for 2020/21 has been revised to take into account those 'open risks' for which financial provision needs to be made for the budget to be prudent. The work in hand on the remaining corporate financing options has since been

completed and the outcomes are set out within this report. The report also re-explains the remaining 'open risks' for 2020/21. Cabinet is invited to make final recommendations to Council to set a legal and balanced budget based on the detail of this report.

A full presentation will be made by the report authors at both Cabinet and Council.

The report includes the following tables:

- Table 1: Updated Financial Forecast 2020/21
- Table 2: Analysis of the Remaining Budget Gap for 2020/21
- Table 3: Proposed Budget 2020/21
- Table 4: Medium Term Forecast

RECOMMENDATIONS

1	That Cabinet notes and accepts the revised budget forecast for 2020/21 (The forecast sets out the budget requirement for the financial year and the remaining budget gap to be closed at stage three).
2	That Cabinet notes (1) that the revised forecast is based on a risk management strategy and (2) the 'open risks' which remain to be managed in the course of 2020/21.
3	That Cabinet notes the analysis of the Provisional Local Government Budget Settlement, and the contribution the additional national funding will make to closing the remaining budget gap.
4	That Cabinet approves the proposals from the completed work on corporate financing options to contribute to closing the remaining budget gap.
5	That Cabinet recommends to Council a legal and balanced budget based on the calculations within this report and taking into full account (1) the contribution the additional national funding can make and (2) the proposals from the completed work on corporate financing options.
6	That Cabinet recommends the level of Council Tax for 2020/21 at 5% or below.
7	That Cabinet notes the medium-term forecast as a basis for the next revision of the Medium Term Financial Strategy (MTFS).
8	That the Council calls upon both Governments to commit to three-year medium-term budget planning with local government settlements in Wales to be at a minimum level of 4% in each of those years, and for national pay awards and reforms and pension reforms and revaluations to be funded in full at a national level at source.

REPORT DETAILS

1.00	EXPLAINING THE FINANCIAL FORECAST														
1.01	<p>The Financial Forecast</p> <p>The forecast has been continuously revised to take into account both changes to the pressures included in the original April forecast, and new pressures which were either unknown at the time or had been identified and were still being evaluated. The impact of the changes reported in December left a remaining gap of £15.629M. The January report advised of adjustments to the forecast together with the ongoing work on the limited solutions to balance the budget.</p>														
1.02	The forecast for 2020/21 at the time of the last report and before the conclusion of the work on the remaining solutions is shown in Table 1 below:														
1.03	<p>Table 1: Updated Financial Forecast 2020/21 (February 2020)</p> <table border="1"> <thead> <tr> <th></th> <th>£M</th> </tr> </thead> <tbody> <tr> <td>Gap reported at December</td> <td>15.629</td> </tr> <tr> <td>Add in additional pressures for:</td> <td></td> </tr> <tr> <td>North Wales Fire & Rescue Authority (1)</td> <td>0.022</td> </tr> <tr> <td>North Wales Sustainable Waste Grant Reduction (2)</td> <td>0.099</td> </tr> <tr> <td>Less: Cost Pressure for SEN/ALN (3)</td> <td>(0.400)</td> </tr> <tr> <td>Total Revised Forecast</td> <td>15.350</td> </tr> </tbody> </table> <p>Notes</p> <ol style="list-style-type: none"> 1. Increase now confirmed brings total to £0.178M 2. Estimated Reduction in Grant based on the Provisional Settlement 3. Pressure removed pending confirmation of a Welsh Government specific grant (remains an open risk) 		£M	Gap reported at December	15.629	Add in additional pressures for:		North Wales Fire & Rescue Authority (1)	0.022	North Wales Sustainable Waste Grant Reduction (2)	0.099	Less: Cost Pressure for SEN/ALN (3)	(0.400)	Total Revised Forecast	15.350
	£M														
Gap reported at December	15.629														
Add in additional pressures for:															
North Wales Fire & Rescue Authority (1)	0.022														
North Wales Sustainable Waste Grant Reduction (2)	0.099														
Less: Cost Pressure for SEN/ALN (3)	(0.400)														
Total Revised Forecast	15.350														
1.04	<p>Adjustments to Cost Pressures Included in the Forecast</p> <p>Teacher Pay</p> <p>It has been confirmed by Welsh Government that pending pay awards are expected to be paid from the overall uplift in funding announced in the Provisional Settlement. Therefore, provision for a 2% uplift has now been included in the budget at an additional cost of £0.726M.</p>														
1.05	<p>Out of County Placements</p> <p>This remains a major cost risk. The draft budget for 2020/21 already includes an uplift of £2.5M in funding for Out of County Placements.</p>														

	<p>However, the current level of demand shows that even this increased budget is unlikely to be sufficient and a continuing overspend is likely to be a major consideration in managing the budget in 2020/21. Therefore, a further budget pressure of £0.200M has been included to contribute to the costs based on current demand levels.</p>
1.06	<p>Coroner Service</p> <p>An additional £0.039M has been included to reflect inflationary uplifts and increased demand levels. Councils contribute to this regional statutory service by law.</p>
1.07	<p>The impact of these adjustment to pressures is to increase the forecast from £15.350M to £16.315M to be met from the budget solutions set out below.</p>
	<p>EXPLAINING THE BUDGET SOLUTIONS</p>
1.08	<p><u>STAGE ONE - DECEMBER</u></p> <p>At the conclusion of stage one, Council was advised that a combination of corporate finance portfolio efficiencies and income, the income derived from an indicative 5% level of Council Tax increase, and the 'dividend' from the actuarial review of the Clwyd Pensions Fund summarised above would generate a significant contribution to the budget of £8.164M.</p>
1.09	<p><u>STAGES TWO AND THREE - JANUARY</u></p> <p>The Local Government Provisional Settlement was received on 16 December and details were included in the January Council report. The positive contribution made by the Settlement to the 2020/21 budget gap, having taken account of additional pressures for Teacher Pay and Pensions, is £6.559M.</p>
1.10	<p>Specific Grants</p> <p>The Provisional Settlement included significant uplifts to specific grants within Education and Social Care. At that stage the precise allocations for Flintshire were not known, or whether the terms and conditions of grant would be sufficiently flexible for the Council to be able to allocate the funds against planned budget expenditure to assist in the closure of the remaining budget gap. See 1.11 and 1.12 below.</p>
1.11	<p>Use of Social Care Grant</p> <p>As referred to in 1.10 above a further £10M of grant funding for Social Services will be available across Wales for 2020/21. This is in addition to the £30M of recurring funding. As part of the 2019/20 budget we were able to use this funding to contribute to the Social Care pressures already included in our financial forecast. Latest intelligence supports the use of the additional funding, however we are awaiting confirmation of this.</p>

1.12	<p>Use of Education Grant</p> <p>As referred to in 1.10 above a new specific grant of £7.2M for Additional Learning Needs has been announced for Wales. However, the terms and conditions are still not known. It is recommended that this funding source be reviewed as a potential contribution to the risks detailed in paras 1.21 – 1.25.</p>
1.13	<p>Additional Funding to Provide a ‘Floor’</p> <p>There was no additional funding confirmed at the Provisional Settlement stage to support a funding ‘floor’. A funding floor is a guaranteed level of funding for councils who come under the all-Wales average change in the annual Settlement. A floor has been a feature of the Settlement for many years. Given the variations in the annual uplift from council to council as set out in the Settlement - from 3% (Monmouthshire) to 5.4% (Newport) – a floor has been called for by a number of councils. If granted, it would be funded by Welsh Government over and above the quantum it has committed to invest in the Settlement for 2020/21 thus far. The group of North Wales Leaders have made the case for a floor to be set at 4%. If granted, this would improve Flintshire’s position by 0.3%. The Welsh Local Government Association has supported the call for a floor. A decision is awaited and there can be no assumption at this stage, prior to the finalisation and approval of the Welsh Government budget.</p>
1.14	<p><u>STAGE THREE - OUTCOME OF LIMITED REMAINING OPTIONS</u></p> <p>As reported to Council in January, work was ongoing on a limited range of local solutions to contribute to closing the remaining budget gap alongside the contribution to be made by an improved Local Government Settlement. This work has since been concluded and the outcomes are noted in 1.15 - 1.18.</p>
1.15	<p>Employer Pension Contributions</p> <p>The triennial actuarial valuation of the Clwyd Pension Fund has now been completed and employer contribution rates agreed for the period 2020/21 – 2022/23. Due to the overall improved position on the Clwyd Pension Fund, the reduction in the employer contributions for Flintshire were estimated to be a minimum of £2M when reported in December. This figure was included in the Stage One budget solutions.</p> <p>The final outcome of the valuation has resulted in a net reduction of 4% in employer contributions. This is equal to a reduction of £2.646M of contributions. Therefore an additional £0.646M can be taken at Stage Three.</p> <p>In addition, a recalculation of the in-year position on employer annual pension contributions will allow a further £0.300M contribution to the budget over and above the £0.500M already included at Stage One.</p>

1.16	<p>Social Care Commissioning</p> <p>The costs for commissioned social care in residential, nursing and specialist care, and domiciliary care, are set annually following consultation with providers. Following the conclusion of negotiations there is a surplus of £0.100M in the amount set aside in the draft budget. This can safely be taken as a contribution to balancing the budget.</p>												
1.17	<p>Single Person Discount – Review of Entitlement</p> <p>The ongoing review of Council Tax payers in Flintshire who claim single occupancy discount has generated Tax income surpluses over a period of time. The current stage of the review is has generated additional Tax income of £0.300M in the current financial year. This additional income can now be included to support the 2020/21 budget on a one-off basis. For future years this updated calculation will be included in the Council Tax Base.</p>												
1.18	<p>These Stage Three solutions have a positive impact of £1.346M on the Budget 2020/21. Having concluded Stages One to Three the remaining budget gap is as set out in Table 2 below. A balance of £0.246M remains to be found.</p>												
1.19	<p>Table 2: Analysis of Remaining Budget Gap for 2020/21</p> <table border="1" data-bbox="320 1037 1257 1420"> <thead> <tr> <th></th> <th>£M</th> </tr> </thead> <tbody> <tr> <td>Revised Budget Gap</td> <td>16.315</td> </tr> <tr> <td>Less: Stage One Solutions</td> <td>(8.164)</td> </tr> <tr> <td>Less: Net impact of Provisional Settlement</td> <td>(6.559)</td> </tr> <tr> <td>Less: Stage Three Solutions</td> <td>(1.346)</td> </tr> <tr> <td>Revised Forecast Gap</td> <td>0.246</td> </tr> </tbody> </table>		£M	Revised Budget Gap	16.315	Less: Stage One Solutions	(8.164)	Less: Net impact of Provisional Settlement	(6.559)	Less: Stage Three Solutions	(1.346)	Revised Forecast Gap	0.246
	£M												
Revised Budget Gap	16.315												
Less: Stage One Solutions	(8.164)												
Less: Net impact of Provisional Settlement	(6.559)												
Less: Stage Three Solutions	(1.346)												
Revised Forecast Gap	0.246												

1.20	<p>Table 3: Proposed Budget for 2020/21</p> <table border="1"> <thead> <tr> <th data-bbox="320 188 1118 219">Funding</th> <th data-bbox="1118 188 1273 219">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 255 1118 286">Aggregate External Funding (AEF)/RSG NNDR</td> <td data-bbox="1118 255 1273 286">199.386</td> </tr> <tr> <td data-bbox="320 286 1118 318">Council Tax</td> <td data-bbox="1118 286 1273 318">86.807</td> </tr> <tr> <td data-bbox="320 318 1118 349">Budget Requirement</td> <td data-bbox="1118 318 1273 349">286.193</td> </tr> <tr> <td data-bbox="320 385 1118 416">Specific Grants (Estimated)</td> <td data-bbox="1118 385 1273 416">31.955</td> </tr> <tr> <td data-bbox="320 452 1118 483">Total Funding</td> <td data-bbox="1118 452 1273 483">318.238</td> </tr> <tr> <td data-bbox="320 519 1118 551">Expenditure</td> <td data-bbox="1118 519 1273 551"></td> </tr> <tr> <td data-bbox="320 586 1118 618">Base Budget Rolled Forward</td> <td data-bbox="1118 586 1273 618">304.613</td> </tr> <tr> <td data-bbox="320 654 1118 685">Transfers in/out of settlement (Appendix 1)</td> <td data-bbox="1118 654 1273 685">3.847</td> </tr> <tr> <td data-bbox="320 721 1118 752">Previous Years Growth/Items Dropping Out (Appendix 2)</td> <td data-bbox="1118 721 1273 752">(0.660)</td> </tr> <tr> <td data-bbox="320 752 1118 784">Inflation (Appendix 3)</td> <td data-bbox="1118 752 1273 784">5.925</td> </tr> <tr> <td data-bbox="320 819 1118 851">Pressures & Investments Recurring (Appendix 4)</td> <td data-bbox="1118 819 1273 851">8.536</td> </tr> <tr> <td data-bbox="320 887 1118 918">Efficiencies</td> <td data-bbox="1118 887 1273 918"></td> </tr> <tr> <td data-bbox="320 918 1118 949">Stage 1 Efficiencies (Appendix 5)</td> <td data-bbox="1118 918 1273 949">(1.534)</td> </tr> <tr> <td data-bbox="320 949 1118 981">Stage 2 Efficiencies (Appendix 6)</td> <td data-bbox="1118 949 1273 981">(3.246)</td> </tr> <tr> <td data-bbox="320 1016 1118 1048">Less Specific Grants 2019/20</td> <td data-bbox="1118 1016 1273 1048">(31.042)</td> </tr> <tr> <td data-bbox="320 1048 1118 1079">Plus Specific Grants 2020/21 (Estimated Appendix 7)</td> <td data-bbox="1118 1048 1273 1079">31.955</td> </tr> <tr> <td data-bbox="320 1115 1118 1146">Total Expenditure</td> <td data-bbox="1118 1115 1273 1146">318.484</td> </tr> <tr> <td data-bbox="320 1182 1118 1214">Balance</td> <td data-bbox="1118 1182 1273 1214">0.246</td> </tr> </tbody> </table>	Funding	£m	Aggregate External Funding (AEF)/RSG NNDR	199.386	Council Tax	86.807	Budget Requirement	286.193	Specific Grants (Estimated)	31.955	Total Funding	318.238	Expenditure		Base Budget Rolled Forward	304.613	Transfers in/out of settlement (Appendix 1)	3.847	Previous Years Growth/Items Dropping Out (Appendix 2)	(0.660)	Inflation (Appendix 3)	5.925	Pressures & Investments Recurring (Appendix 4)	8.536	Efficiencies		Stage 1 Efficiencies (Appendix 5)	(1.534)	Stage 2 Efficiencies (Appendix 6)	(3.246)	Less Specific Grants 2019/20	(31.042)	Plus Specific Grants 2020/21 (Estimated Appendix 7)	31.955	Total Expenditure	318.484	Balance	0.246
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1.21	<p>Open Risks</p> <p>Charging for Post-16 School Transport</p> <p>The introduction of new PSVAR regulations for school transport and disability access to vehicles might prevent councils for charging for certain school transport services from 2021/22. This is under review and we, like other councils, have applied for an exemption from these regulations. Whilst we plan to introduce charges for post-16 transport from September 2020, as per Council policy, we cannot be guaranteed that we will be able to continue with these charges in future years. This would be a major loss of income of £0.770M in a full financial year (and £0.449M for the part year 2020/21) - an increase in income which is built into our base budget.</p>																																						
1.22	<p>NJC and Teachers Pay Awards 2020/21</p> <p>The pressures included in the budget for pay are based on an assumed pay increase of 2%. These awards are still subject to negotiation. Any increase over and above this would need to be met in-year from reserves. The Council has always maintained that annual pay awards should be fully funded by Welsh Government. We will continue to press this case. We</p>																																						

	have the fall-back position to cost-share with schools any unfunded national pay award for the 7/12ths of this financial year.
1.23	<p>Out of County Placements</p> <p>This remains a major risk. The draft budget for 2020/21 already includes an uplift of £2.7M in funding for Out of County Placements. However, the current level of demand shows that this increased budget is unlikely to be sufficient and a continuing overspend is likely to be a major consideration in managing the budget in 2020/21. A further budget pressure in the region of £0.3M is forecast at this stage of service planning and the position remains fluid.</p>
1.24	<p>Additional Learning Needs / Special Educational Needs</p> <p>The budget position assumes that the additional specific grant included in the Provisional Settlement can be used towards the pressures that schools will face in meeting the increasing needs. The levels and complexities of demand for support within school settings is increasing. This is a challenging area of operational budget management within schools. A review of funding needs may require a later injection of additional funding to assist schools. We await confirmation of the details of a new specific grant in this service area from Welsh Government and will monitor as a risk going into the new financial year</p>
1.25	<p>School Deficits</p> <p>The position on licensed school deficits in the secondary schools sector is deteriorating. The level of balances in the primary school sector are also reducing. This trend reflects the cost pressures in schools, and re-exposes the inadequacy of the current level of funding within the schools funding formula for the medium-term. In the review of the Medium Term Financial Strategy we will need to address these risks and consider a supplementary budget provision for the secondary sector. Whilst this is not likely to be a risk to be addressed in-year, it cannot be ruled out that one or more early financial interventions in specific schools in need might be required.</p>
1.26	<p>RESERVES AND BALANCES</p> <p>Compared to other councils, Flintshire has modest and limited reserves to call upon. We have an established protocol for openly reporting on the reserves held, and the purpose for retaining each of them, every quarter. This is seen as good practice in our sector. Over the years the Council has drawn on its reserves to (1) cross-fund one-off cost pressures (2) balance the budget as needed and (3) meet the costs of voluntary redundancies to reduce the Council workforce in recent years. Over the past three years the Council has drawn upon £6.971M from its reserves and, in setting the 2019/20 budget the Council, used £2.221M to help balance the budget. Reserves can only be used once, and an over-reliance upon their use to balance annual budgets is not a sustainable way of funding services.</p>

1.27	<p>Earmarked Reserves</p> <p>The Council also holds earmarked reserves which are set aside for specific purposes. Some are restricted in their use by, for example, the terms and conditions of grant where their source is Government funding. An update on current projected levels of earmarked reserves shows that the amount is likely to reduce from £9.7M in 2020/21 to £8M by the end of the financial year as these reserves are ‘drawn down’ (See Appendix 8). The Council reviews its remaining earmarked reserves on an ongoing basis, and only those for which there is a strong business case will be retained with the remainder being released for use as part of the Medium-Term Financial Strategy.</p>
1.28	<p>Un-earmarked Reserves</p> <p>The Council holds a base level of reserve of £5.769M. Levels of unearmarked reserves over and above that level are referred to as the Contingency Reserve. This reserve is projected to be at £3.203M at year end. This is the Council’s main ‘defence’ against in-year cost pressures. It is used to meet the impact of an overall overspend in any given financial year and to mitigate against potential financial risks. Some of the ‘open risks’ that the Council faces in 2020/21 are detailed in paras 1.21 – 1.25.</p>
1.29	<p>Formal Advice of the Corporate Finance Manager</p> <p>Section 25 of the Local Government Act 2003 includes a specific duty on the Chief Finance Officer (for Flintshire this is the Corporate Finance Manager) to report to the Council when it is considering its budget and Council Tax setting on the robustness of the estimates and the adequacy of reserves. The Act requires the Council to have regard to this report in making its decisions on its budget.</p>
1.30	<p>The 2020/21 budget has again been set within the context of the Medium Term Financial Strategy. It has presented a significant financial challenge. The Council’s budget strategy for dealing with this has been clearly set out in detail in previous budget reports, supported by a series of member workshop sessions.</p>
1.31	<p>For the estimates contained within the budget, all figures are supported by a clear and robust methodology with the efficiency proposals considered achievable, but not without risk. The cost pressures are supported by evidenced method statements.</p>
1.32	<p>The Council’s Reserves and Balances Protocol sets out how the Council will determine, manage and review the level of its Council Fund Balance and Earmarked Reserves taking into account legislation and professional guidance. An outcome of this protocol was to report to both Cabinet and Corporate Resources Overview and Scrutiny Committee the level of Earmarked Reserves held on a quarterly basis. This has been continued throughout 2019/20 through the monthly budget monitoring report. This process ensures that members can have a good understanding of all the reserves held by the Council.</p>

1.33	I can confirm the reasonableness of the estimates contained in the proposed budget having regard to the Council's spending needs in 2020/21 and the financial context within which the budget is being set. It is clear that there are still some significant and open risks within the 2020/21 budget proposals - particularly around pay provision, social care demands, and the achievement in full of the planned efficiencies. Therefore, it is important that the Council protects its current level of reserves as far as possible to safeguard against these risks. A robust programme for the delivery of the efficiencies within the budget and to the timescales set together with effective and disciplined in-year financial management is essential to ensure that budgets are managed effectively - with prompt action taken to mitigate any impacts should variances occur.
1.34	Within the context described above, I recommend that the Council should maintain sufficient general balances of £5.769M and retain its Contingency Reserve in full as a safeguard to manage any in-year cost pressures and variances as detailed in paragraph 1.21 – 1.25.
1.35	The budget proposals should not require the use of temporary reserves which means that for the first time in many years the proposed budget is funded on a predominantly recurrent and sustainable basis.
1.36	<p>Formal Advice of the Chief Executive</p> <p>My professional advice complements that of the Corporate Finance Manager, as set out above.</p>
1.37	The draft budget as presented follows the Medium-Term Financial Strategy adopted by the Council. It has been developed according to the budget setting model which has been adopted by the Council.
1.38	We have taken a prudent and balanced approach to our annual budget, as required by law and the principles of good governance, whilst protecting the improvement objectives and public service duties and obligations of the Council. Our budget-setting process is an intricate one with all decisions being carefully risk-assessed.
1.39	We have advised Council on a number of occasions that there are no new cost reductions or cost efficiencies of scale beyond those reported in stages one and two of the budget-setting process. Council, as advised by Cabinet and the six Overview and Scrutiny Committees, has concurred with this advice and has not asked for any further reviews of corporate or service portfolio budgets to be undertaken to reduce cost provisions. Our strategy for achieving a legal and balanced budget has been to rely on a reversal of Government fiscal policy and improved annual settlements for the funding of local government in Wales.
1.40	A number of 'open risks' remain to be managed and we will again be challenged to manage our budget in-year throughout 2020/21. Our advice on risk management and how it affects setting a prudent budget needs to be carefully heard.

1.41	It is important that we plan for the medium-term and work with Governments on a sustainable funding model for local government, avoiding an over-reliance on Council Tax as a form of local income. We set out our expectations clearly in our response to the consultation on the Provisional Settlement (Appendix 9).																					
1.42	<p>Concluding Advice to Close the Budget</p> <p>Council is able to set a legal and balanced budget for 2020/21 based on the calculations and advice set out in this report, and fulfil its collective responsibility. As shown in Table 2 (1.19) a balance of £0.246M remains to be found. The Social Services grant referred to in 1.11 could be brought 'into play' to assist in closing this gap with a degree of confidence. All calculations are based on a Council Tax rise of 5% (4.75% for Council purposes and 0.25% for the North Wales Fire and Rescue Service). Any downward change in this level of Tax would need to be funded from an identified service.</p>																					
1.43	<p>Medium Term Financial Forecast</p> <p>The financial forecast for the medium-term – 2021/22 – 2022/2023 - has been reviewed to update the Medium-Term Financial Strategy (MTFS). A high-level estimate on the major cost pressures predicted over the next two years following this budget is included in Table 4. The forecast is based on (1) annual pay increases trending at 2% and (2) similar level of commissioning cost pressures within Social Services. Any decision on the level of reserves used to balance the budget would also impact on the following year. For 2020/21 the positive performance of the Clwyd Pension fund and the timing of the actuarial valuation has meant that we are not recommending any use of reserves to balance the 2020/21 budget.</p> <p>Table 4: Medium Term Forecast</p> <table border="1" data-bbox="320 1328 1385 1709"> <thead> <tr> <th>Cost Pressure Group</th> <th>2021/22 (£M)</th> <th>2022/23 (£M)</th> </tr> </thead> <tbody> <tr> <td>Pay Inflation</td> <td>4.092</td> <td>3.779</td> </tr> <tr> <td>Non Pay Inflation</td> <td>0.759</td> <td>0.759</td> </tr> <tr> <td>Social Care Pressures</td> <td>3.082</td> <td>2.433</td> </tr> <tr> <td>Other Pressures</td> <td>1.896</td> <td>0.462</td> </tr> <tr> <td>Repayment of Reserve</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>9.829</td> <td>7.433</td> </tr> </tbody> </table>	Cost Pressure Group	2021/22 (£M)	2022/23 (£M)	Pay Inflation	4.092	3.779	Non Pay Inflation	0.759	0.759	Social Care Pressures	3.082	2.433	Other Pressures	1.896	0.462	Repayment of Reserve	0	0	Total	9.829	7.433
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1.44	From Table 4 it can be seen that the Council will need to rely on improved financial settlements from Welsh Government in future years. The MTFS is being fully reviewed for reporting in May. The Council will need forward planning of budgets by Governments, and certainty over future local government settlements, to be able to plan ahead with a sufficient degree of confidence. Three year forward budgeting should be an expectation of Governments. Given our forecast budget pressures for future years, and the need to have some financial capacity to invest in service innovation and growth, minimum annual increases in future settlements from Welsh																					

	Government of 4% will be required in addition to national pay awards and reforms, and pension reforms and revaluations being funded in full at a national level at source.
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2.00	STEPS TO CLOSE THE BUDGET AND ONGOING WORK FOR THE MEDIUM-TERM
2.01	<p>The timetable for the closing stages of the annual budget setting process is as follows: -</p> <p>18th February Council Meeting: Final budget-setting decisions including final agreement on the level of Council Tax if possible.</p> <p>25th February: Announcement of the Final Welsh Local Government Settlement.</p> <p>27th February Council Meeting: Passing of the formal Council Tax resolution if not possible on 18th February.</p> <p>4th March: National Assembly for Wales passing of the final budget for Wales and the public services.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT								
3.01	The risks to the Council being able to set a legal and balanced budget for 2020/21 have been managed. A full risk assessment on the budget position is set out within this report.								
3.02	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td>Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term.</td> </tr> <tr> <td>Prevention</td> <td>As above.</td> </tr> <tr> <td>Integration</td> <td>Neutral impact.</td> </tr> <tr> <td>Collaboration</td> <td>Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.</td> </tr> </table>	Long-term	Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term.	Prevention	As above.	Integration	Neutral impact.	Collaboration	Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.
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Prevention	As above.								
Integration	Neutral impact.								
Collaboration	Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.								

Involvement	Communication with Members, residents and other stakeholders throughout the budget process.
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 aid sustainability and support a strong economy that encourage business investment in the region. The opposite will be true if settlements are inadequate.
Resilient Wales	Continuation of services to support communities and social cohesion will have a positive impact. The opposite will be true if settlements are inadequate.
Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact. The opposite will be true if settlements are inadequate.
More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities. The opposite will be true if settlements are inadequate.
Cohesive Wales	Appropriate level of funding will support services working alongside partners. The opposite will be true if settlements are inadequate.
Vibrant Wales	As Healthier and Cohesive Wales above
Globally responsible Wales	Neutral impact.

4.00	RESOURCE IMPLICATIONS
4.01	<p>Revenue: The revenue implications for the 2020/21 budget are set out fully in this report.</p> <p>Capital: there are no direct implications for the approved capital programme for either the current financial year or for future financial years. The capital programme for 2020/21 onwards was reported in January.</p> <p>Human Resources: none specific.</p>

5.00	CONSULTATIONS REQUIRED/CARRIED OUT
5.01	<p>Consultation with Group Leaders, Overview and Scrutiny Committees, external partners, external advisors and representative bodies, local schools, the workforce and trade unions have been completed. An interactive feature has been mounted on the Council’s website – this shows how our budget works, the efficiencies we have made over the years and our budget situation, and how our resources are used. Consultation has also been carried out with the principle NNDR payers.</p> <p>The Council has responded to the Welsh Government consultation on the Provisional Settlement and Group Leaders were consulted in the process of making our response.</p>

6.00	APPENDICES
6.01	<p>Appendix 1 – Transfers in Appendix 2 – Previous Years Items “Dropping Out” Appendix 3 – Inflation Appendix 4 – Pressures and Investments Appendix 5 – Efficiencies Stage 1 Appendix 6 – Efficiencies Stage 2 Appendix 7 – Estimate of Specific Grants Appendix 8 – Earmarked Reserves Appendix 9 – Council Response to the Provisional Settlement 2020/21</p>

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	<p>January 2020 Council Report http://committeemeetings.flintshire.gov.uk/documents/g4472/Public%20reports%20pack%2028th-Jan-2020%2014.00%20Flintshire%20County%20Council.pdf?T=10&LLL=0 December 2019 Council report http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=143&MId=4476&Ver=4&LLL=0</p>

8.00	CONTACT OFFICER DETAILS
8.01	<p>Contact Officer: Gary Ferguson, Corporate Finance Manager Telephone: 01352 702271 E-mail: gary.ferguson@flintshire.gov.uk</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.

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.

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.

Local Government Funding Formula: The system through which the annual funding needs of each council is assessed at a national level and under which each council's Aggregate External Finance (AEF) is set. The revenue support grant is distributed according to that formula.

Aggregate External Finance (AEF): The support for local revenue spending from the Welsh Government and is made up of formula grant including the revenue support grant and the distributable part of non-domestic rates.

Provisional Local Government Settlement: The Provisional Settlement is the draft budget for local government published by the Welsh Government for consultation. The Final Local Government Settlement is set following the consultation.

Funding Floor: a guaranteed level of funding for councils who come under the all-Wales average change in the annual Settlement. A floor has been a feature of the Settlement for many years.

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Appendix 1

Budget 2020/21
Council Fund Revenue**Transfers into settlement**

Transfers in:	£m
Teachers Pay Grant	0.375
Teachers Pension	3.391
Funded Nursing Care	0.081
Net effect (Pressure)	<u>3.847</u>

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Appendix 2

Budget 2020/21
Council Fund Revenue

<u>Previous Years Growth/ Items Dropping Out</u>	2020/21 £m
<u>Social Services</u> Work Opportunities Pressure Reduction	(0.063)
<u>Planning & Environment</u> Local Development Plan	(0.172)
<u>Streetscene & Transportation</u> North Wales Regional Waste Partnership	(0.425)
Total 2020/21 Budget	<u>(0.660)</u>

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Appendix 3

Budget 2020/21
Council Fund Revenue

Inflation

	Total £m
NJC Pay (Non Schools)	2.162
NJC Pay (Schools)	0.750
Teachers Pay	2.413
Pay Indexation for Aura/Newydd	0.091
Price	0.071
Other Schools Inflation (Energy, NDR)	0.156
Energy/Water/Fuel	0.281
Total Inflation	<u>5.925</u>

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Appendix 4

Budget 2020/21**Council Fund Revenue****Pressures & Investments****2020/21
£m****Social Services**

Social Care Commissioning	1.543
Transition to Adulthood	0.656
One off efficiencies dropping out	0.030
Specific Grants adjustments	0.283
Marleyfield & Holywell Extra Care Revenue Costs	0.492
Total Social Services	3.004

Streetscene & Transportation

School Transport	0.700
Reduction in Sustainable Waste Grant	0.099
Parking & Enforcement	0.178
Total Streetscene & Transportation	0.977

Planning & Environment

Empty Properties	0.070
Growth Deal Contribution	0.050
Total Planning & Environment	0.120

Education & Youth

Additional Learning Needs - Exclusions	0.072
Additional Learning Needs Reforms	0.015
Demography	0.230
Youth Justice	0.071
Total Education & Youth	0.388

Governance

Foster Carers	0.092
Enforcement Officer	0.041
Council Tax Reduction Scheme	0.057
Pension Officer Post	0.040
Members Allowances	0.025
Coroners Pressure	0.039
Citrix Licensing	0.126
Total Governance	0.420

Housing & Assets

Financial Assessments	0.030
Rent Shortfall	0.140
Temporary Accommodation	0.040
Total Housing & Assets	0.210

Central & Corporate

Further Borrowing costs for Capital	0.039
Minimum Revenue Provision	0.300
Fire Levy	0.178
Unachieved Efficiency - Workforce Costs	0.100
Unachieved Efficiency - Income Target	0.100
Total Central & Corporate	0.717

Out of County Placements	2.700
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Total Pressures and Investments	8.536
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Appendix 5

Budget 2020/21
Council Fund Revenue

Stage 1 Efficiencies

2020/21
£m

Stage 1 Corporate Efficiency

Employer Pension Contributions

(0.500)

Total Stage 1 Corporate Efficiency

(0.500)

Stage 1 Portfolio Efficiencies

2020/21
£m

Social Services

Reviewing Function - Reduction of Post

(0.025)

Supported Living - Reduction in Voids

(0.025)

Communications - Reduction in Mobile Hardware

(0.030)

Vacancy Management Savings - Appropriate deferral of recruitment

(0.030)

Strategic Use of Grant Funding - Core Funding replacement solution

(0.100)

Regional Collaboration Wrexham CBC - Reduced Posts

(0.030)

Total Social Services

(0.240)

Education & Youth

Discretionary Transport Review - Post 16 Transport

(0.449)

Integrated Youth Provision - Reduction in Spend

(0.014)

Total Education & Youth

(0.463)

Streetscene & Transportation

Income from External Works

(0.010)

Garden Waste Charges

(0.030)

NWRWRP Gate Fee Benefit

(0.200)

Total Streetscene & Transportation

(0.240)

Planning & Environment

Countryside - Charges and Additional Tree Income

(0.010)

Countryside - Review of Spending

(0.017)

Review of Pest Control , Trading Standard Investigations and Community Safety

(0.035)

Development Management - Increased Planning Fee Income

(0.015)

Minerals and Waste - Adoption of new Service Level Agreement with Partners

(0.005)

Portfolio Admin Supplies & Services Review

(0.005)

Regeneration - Business Development, Housing Regeneration and Strategy and Market

(0.004)

Total Planning & Environment

(0.091)

Total Stage 1 Portfolio Efficiencies

(1.034)

Total Stage 1 Efficiencies

(1.534)

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Appendix 6**Budget 2020/21**
Council Fund Revenue**Stage 2 Efficiencies****2020/21**
£m**Stage 2 Efficiencies**

Triennial Actuarial Review

(2.646)

Annual Employer Pension Contributions (In Year)

(0.300)

Single Person Discount Review

(0.300)

Total Stage 2 Efficiencies**(3.246)**

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Appendix 7

Budget 2020/21
Council Fund Revenue
Specific Grants

	Budget 2019-20	Budget 2020-21*	Variance	Confirmed (C) or Estimated (E)
	£	£	£	
Education & Youth (Non Delegated)				
Promoting Positive Engagement (Youth Crime Prevention Fund)	196,143	196,143	0	E
YOT / Youth Justice Board (inc. JAC)	221,956	221,956	0	E
Welsh Network of Healthy School Schemes	101,380	101,380	0	E
Youth Support Grant (Youth Service Revenue Grant)	126,820	126,820	0	E
Free School Milk	245,891	245,891	0	E
Families First	1,505,090	1,505,090	0	E
Pupil Development Grant	3,587,850	3,910,757	322,907	E
Reducing Infant Class Sizes	0	355,000	355,000	E
Rural Schools Grant	0	139,625	139,625	C
Additional Learning Needs (ALN)	0	360,000	360,000	E
ALN Transformation	0	45,000	45,000	E
Adult Community Learning	0	52,405	52,405	C
Feminine Hygiene	0	10,243	10,243	E
Education Improvement Grant for Schools	5,814,343	5,988,773	174,430	E
	11,799,473	13,259,083	1,459,610	
Delegated				
6th Form Funding (Formally DCELLs)	4,729,890	4,439,673	(290,217)	E
	4,729,890	4,439,673	(290,217)	
Social Services				
Social Care Workforce Development Programme	312,069	312,069	0	C
Flying Start	2,904,700	2,901,515	(3,185)	E
St. David's Day	0	40,758	40,758	E
Childcare & Play	97,877	97,877	0	E
	3,314,646	3,352,219	37,573	
Streetscene & Transportation				
Concessionary Travel	2,180,000	2,180,000	0	E
Sustainable Waste - now Environment & Sustainable Development	852,852	754,000	(98,852)	E
Bus Service Support Grant	557,000	557,000	0	E
Welsh Young Person Travel Discount Scheme	60,000	60,000	0	E
	3,649,852	3,551,000	(98,852)	
Planning & Environment				
Safer Communities Fund	221,881	0	(221,881)	C
Substance Misuse	522,744	522,744	0	E
Crime Reduction and Anti Social Behaviour	31,566	0	(31,566)	C
Domestic Abuse Co-ordinator Funding (VAWDASV)	92,400	92,400	0	E
Legacy Fund	0	127,680	127,680	E
Communities for Work Plus	0	431,300	431,300	E
Environment & Sustainable Development Grant (non-Waste)	178,068	0	(178,068)	C
	1,046,659	1,174,124	127,465	
Housing & Assets				
Housing Support Grant (formerly Supporting People)	5,950,819	5,950,819	0	E
	5,950,819	5,950,819	0	
Strategic Programmes				
Free Swimming	121,500	60,750	(60,750)	E
National Exercise Referral	123,750	123,750	0	E
Active Young People	305,303	43,860	(261,443)	E
	550,553	228,360	(322,193)	
	31,041,892	31,955,278	913,386	
Total				
*2020/21 Budget including estimated amounts not final				
Social Care Workforce & Sustainability Workforce Grant	0	1,737,000	1,737,000	E

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Budget 2020/21
Council Fund

Summary of Council Fund Earmarked Reserves

	Estimated Balance 01/04/20 £m	Estimated Balance 31/03/21 £m
<u>Service Balances</u>		
Social Services	0.052	0.023
Planning & Environment	0.178	0.095
Housing & Assets	0.011	0.000
Theatre Clwyd	0.104	0.104
Corporate Services	0.232	0.168
Total Service Balances	0.577	0.390
<u>Corporate Balances</u>		
Single Status/Equal Pay	0.638	0.254
General Reserve - Investment in Organisational Change	1.748	1.048
Total Corporate Balances	2.386	1.302
<u>Specific Reserves</u>		
Benefits Equalisation	0.318	0.318
County Elections	0.205	0.000
Local Development Plan	0.180	0.000
Waste Disposal	0.068	0.045
Winter Maintenance	0.250	0.250
Insurance Funds	2.414	2.714
Cash Receipting Review	0.001	0.001
Flintshire Trainees	0.265	0.265
Customer Services Strategy	0.022	0.000
Capita One	0.019	0.000
Supervision Fees	0.049	0.000
LMS Curriculum	0.256	0.050
Org Change/ADM	0.062	0.000
Grants & Contributions	2.690	2.690
Total Specific Reserves	6.799	6.333
Total Earmarked Reserves	9.762	8.025

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Councillor/Cynghorydd Ian Roberts
Leader of the Council
Arweinydd Cyngor



Mark Drakeford AM, First Minister
 Rebecca Evans AM, Minister for Finance &
 Trefnydd
 Julie James AM, Minister for Housing &
 Local Government

Your Ref/Eich Cyl

Our Ref/Ein Cyf

Date/Dyddiad 24th January 2020

Ask for/Gofynner am Ian Roberts

Direct Dial/Rhif Union 01352 702105

Email/Ebost:

ian.b.roberts@flintshire.gov.uk

By Email :

Correspondence.FM@gov.wales

Rebecca.evans@gov.wales

Correspondence.Julie.James@gov.wales

LGFPSettlement@gov.wales

Dear First Minister and Fellow Ministers,

Local Government Provisional Settlement 2020/21

Thank you for the invitation to make comment on the Provisional Settlement for Local Government for 2020/21.

The response which follows is consistent with the letter we sent to Ministers in October, signed by all group leaders on the Council as a collective, and with the public statement made on 17th December by the Council Cabinet.

We have engaged with Welsh Government on the unsustainability of our budget position in a series of correspondence, meetings and delegations over recent years. Our response here is consistent with this position.

Our Response in Summary

- The Settlement is a much improved position which is welcomed
- The reversal of reductive annual budgets is a big step forward but is not in itself enough to meet need and help us reach a legal and balanced budget
- Our budget can only be balanced through a combination of (1) the fruits of a well-crafted MTFS and years of careful planning and innovation (2) the improvement in the Settlement and (3) the outstanding performance of a well-stewarded Clwyd Pension Fund which, at the conclusion of the timely triennial actuarial review, will return 'dividends' to the Council as an employer to make a major contribution to closing the remaining budget gap for 2020/21.

County Hall, Mold. CH7 6NF
www.flintshire.gov.uk
 Neuadd y Sir, Yr Wyddgrug. CH7 6NF
www.siryfflint.gov.uk

We welcome correspondence in Welsh. We will respond to correspondence received in Welsh without delay.

Rydym yn croesawu gohebiaeth Gymraeg. Ymatebwn yn ddi-oed i ohebiaeth a dderbynnir drwy gyfrwng y Gymraeg.

We had forewarned in our October letter of the probability that we would be unable to set a legal and balanced budget without a much improved Settlement. Without the intervention of (2) above, the Settlement as announced would not in itself have been sufficient for us to set our budget

- We asked Welsh Government in our October letter for a £10M uplift clear of any employer contributions to teachers' pay awards and employer pension contributions. The Settlement has fallen around £3.6M short given the inclusion of a proportion of the teacher employment costs in the Settlement
- We have to question the policy position of Welsh Government on the sustainability of Council Tax as a substitute for full national funding settlements. The Welsh Government notional guideline for Council Tax Wales was 6.5% last year and is 7.1% this year. This needs open and public debate. It is not productive that there are 22 local debates on this subject – all held in isolation - with no clear national guidance or protective support from Welsh Government. The public is reaching a level of intolerance over any Council Tax rises much above inflation levels
- A funding 'floor' should be continued on principle and precedent, and funded directly by Welsh Government over and above the Settlement quantum. The North Wales Leaders and the Welsh Local Government Association (WLGA) have written in support. We propose that the funding floor is set at 4%
- We re-request the continuation of all specific grants with indexation and without reduction with 'no surprises' to come. We challenge the counter-intuitive position on a reduction in the Sustainable Waste Management Grant – which conflicts with Welsh Government policy – a decision which will create a hidden local cost pressure which has to be met from within
- We refer you to our public statement on the Settlement, which says – *'Looking ahead, Flintshire and all other councils in Wales now need certainty over future budgets. We cannot continue with this annual cycle of planning for the unknown – with all the worry and anxiety that this brings to so many people who depend on us. We now call on the new UK Government to set out a three year forecast for public expenditure plans, to work with the devolved nations to mutually agree realistic growth plans for their devolved budgets, to prioritise finding a national solution to funding social care, and to set out a national strategy for funding public sector annual pay awards. We invite Welsh Government to work even more closely with local government to protect and grow the public services which are key to the future of a vibrant, healthy and prosperous Wales'*.
- We suggest that Welsh Government and Welsh Local Government work together to press the case for an improved settlement for Wales as the first Chancellor's Budget Statement of the new Parliament draws near, and for an uplift in funding for Wales within 2020/21 as a direct and positive consequence

- We again make the case for a fully-funded policy on devolved annual pay awards, specifically teachers' pay, and some additional funding for the impending 2020/21 annual pay award

We request, with some urgency, that any in-year underspends within Welsh Government in the final quarter of this financial year are prioritised for local government - 'without strings'- to help with current budget pressures such as social care, special educational needs, and Out of County placement costs.

We re-raise the need for a longer-term review of the local government funding formula by Welsh Government and Local Government together. We would ask for the recommendations of the Independent Commission on Local Government Finance (2016) and the outcomes of our own local cross-party group on local government finance to be drawn upon to help frame a terms of reference for this review. We would welcome an informal discussion on this.

We ask that you give thoughtful consideration to our response.

Yours sincerely



Councillor Ian Roberts
Leader and Cabinet Member for Education



Councillor Glyn Banks
Cabinet Member for Finance



Colin Everett
Chief Executive Officer



Gary Ferguson
Corporate Finance Manager

Cc Reg Kilpatrick, Director of Local Government
Judith Cole, Deputy Director Local Government Finance and Workforce Partnerships Division
Debra Carter, Head of Local Government Finance at Welsh Government

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CABINET

Date of Meeting	Tuesday, 18 th February 2020
Report Subject	Treasury Management Strategy 2020/21
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The report presents the draft Treasury Management Strategy 2020/21 for approval and recommendation to Council. The report was considered in detail by Audit Committee on 29th January 2020.

The Treasury Management Strategy for 2020/21 is attached as Appendix 1 for review and a summary of the key points are included in the report.

This report is supplemented by training provided to all Members of the Council on Treasury Management on 11th December 2019.

RECOMMENDATIONS

1	Cabinet approves for recommendation to Council the Treasury Management Strategy 2020/21.
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REPORT DETAILS

1.00	EXPLAINING THE STRATEGY
	<u>Background</u>
1.01	The Local Government Act 2003 requires all local authorities to have due regard to both the Chartered Institute of Public Finance and Accountancy's Treasury Management in Public Services: Code of Practice (The CIPFA Code of Practice) and Welsh Government guidance on Local Authority Investments.
1.02	<p>In April 2019 the Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.</p> <p>The CIPFA Code of Practice (2017 edition) requires:-</p> <ul style="list-style-type: none">• The Council to create and maintain a Treasury Management Policy Statement which states the Council's policies, objectives and approach to risk management of its Treasury Management activities.• The Council to create and maintain suitable Treasury Management Practices (TMPs) and accompanying schedules, stating how those policies and objectives will be achieved and prescribing how those activities will be managed and controlled.• The Council to receive reports on its Treasury Management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.• Responsibility for Treasury Management to be clearly defined. The Council delegates responsibility for the implementation and regular monitoring of its Treasury Management policies and practices to the Cabinet, and for the execution and administration of treasury management decisions to the Corporate Finance Manager, who will act in accordance with the organisation's policy statement and TMPs and, CIPFA's Standard of Professional Practice on Treasury Management.• A body to be responsible for the scrutiny of Treasury Management Policy, Strategy and Practices. The Council has nominated the Audit Committee to be responsible for ensuring effective scrutiny of the Treasury Management function. The Audit Committee has previously agreed to include Treasury Management as a standing item on each quarterly agenda to receive an update.

1.03	The Welsh Government issue guidance on Local Authority investments that requires the Council to prepare an investment strategy before the start of each financial year. The guidance was updated in November 2019 which comes into force from 1 st April 2020.
1.04	In preparation for approving the 2020/21 Treasury Management Strategy training for all Members was held on 11 th December 2019. The workshop presented by Arlingclose, the Council's Treasury Management advisors covered a detailed introduction to Treasury Management in local authorities, including the regulatory framework and the role of the elected Member in scrutinising the Treasury Management function. The training included an in depth presentation on investments, borrowing and changes made to the Investment Guidance issued by Welsh Government.
	<u>Considerations</u>
1.05	The Treasury Management Policy Statement was approved by Council in February 2019 and covers the 3 year period from 2019/20 to 2021/22. This document defines the Council's Treasury Management activities, sets out the Council's criteria to measure the effectiveness of Treasury Management activities and includes the Council's high level policies for borrowing and investments. Once approved, it was agreed that the document only be reported to Members during its lifetime in the event of any significant changes. There is no change to this document.
1.06	<p>Similarly the Treasury Management Practices (TMPs) and accompanying schedules to cover the 3 year period from 2019/20 to 2021/22 were approved by Council in February 2019 and it was agreed that these operational documents will only be reported to Members during their lifetime in the event of any significant changes.</p> <p>The TMPs and schedules state how Treasury Management policies and objectives will be achieved and give specific details of the systems and routines employed and the records to be maintained including:-</p> <ul style="list-style-type: none"> • TMP 1 Treasury risk management • TMP 2 Performance measurement • TMP 3 Decision-making and analysis • TMP 4 Approved instruments, methods and techniques • TMP 5 Organisation, clarity and segregation of responsibilities, and dealing arrangements • TMP 6 Reporting requirements and management information arrangements • TMP 7 Budgeting, accounting and audit arrangements • TMP 8 Cash and cash flow management • TMP 9 Money laundering • TMP 10 Staff training and qualifications • TMP 11 Use of external service providers • TMP 12 Corporate governance <p>Some minor changes have been made to bring the practices and schedules in line with the draft 2020/21 strategy.</p>

	<u>Treasury Management Strategy 2020/21</u>
1.07	<p>The 2020/21 Treasury Management Strategy is attached at Appendix 1 for review and discussion. The Strategy is updated and reported annually to Members in accordance with the CIPFA Code of Practice (2017 edition) and the revised Welsh Government guidance.</p> <p>The Treasury Management Strategy details the approach that the Council will take for investing and borrowing over the next year, including the budgetary implications of the planned investment and borrowing strategy, and a number of Treasury Management indicators that the CIPFA Code requires.</p>
1.08	<p>The main body of the 2020/21 Strategy has not changed significantly from that of the 2019/20 Strategy. Matters that merit the attention of Members are summarised below:-</p> <ul style="list-style-type: none"> • Section 2 – Economic context, provided by Arlingclose, the Council's Treasury Management advisor, highlights that the major external influence on the strategy continues to be negotiating the UK's exit from the European Union and agreeing future trading arrangements, as it was in 2019/20. The Bank of England have made no recent changes to monetary policy with interest rates held at 0.75%. At its November 2019 meeting the Monetary Policy Committee indicated that it would be prepared to cut rates should Brexit uncertainty drag on or global growth fail to recover. The downward revisions to some of the growth projections in their report suggest the Committee may now be less convinced of the need to increase rates even if there is a Brexit deal. Arlingclose forecasts that interest rates will be held at 0.75% throughout 2020/21 and into 2022. A very modest rise in gilt yields is forecast from their current low levels based on Arlingclose's interest rate projections (the Council's borrowing costs are linked to gilt yields). • Section 4 – Local context. This section summarises the anticipated treasury position in 2020/21. Activity in 2020/21, as it has in previous years, will focus more on borrowing and less on investing; as the Council's requirement to borrow is forecast to grow due to a planned increase in capital expenditure, and there is less surplus cash to invest as services plan to spend reserves. • Section 5 – Investment Strategy for Treasury Management investments. This section is largely a continuation of the Council's 2019/20 strategy, the aim being to invest its funds prudently and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. • Section 6 - Borrowing Strategy. This section is largely a continuation of the 2019/20 strategy. The Council continues to forecast a significant long term borrowing requirement. The required amounts need to be confirmed before a commitment to long term borrowing is made and the use of short term borrowing will be used to assist during this period.

<u>Changes to Welsh Government Investment Guidance</u>	
1.09	<p>The previous guidance issued by Welsh Government was last updated in 2010 and its focus was on investments in financial institutions. It required local authorities to set out clearly their policies for the prudent management of investments, giving priority, firstly to the security of those investments (protecting the capital sum from loss), and secondly liquidity (keeping money readily available for expenditure). The generation of investment income was distinct from these prudential objectives, however, provided that proper levels of security and liquidity were achieved, it may (but only then) be reasonable to seek the highest yield consistent with those priorities.</p> <p>The guidance stipulated that the following details should be included in the investment strategy:</p> <ul style="list-style-type: none"> • Specified Investments • Non-specified Investments • Credit Risk Assessment • Investment Consultants • Investment Training • Investment of money borrowed in advance of need
1.10	<p>In the revised guidance Welsh Government includes the details in 1.09 above and has widened the definition of an investment to bring non-financial yield bearing investments into scope. Reflecting that changes in the economic and regulatory landscape have led local authorities to consider different and more innovative types of investment activity. Welsh Government's aims are to ensure local authorities demonstrate good governance, accountability, transparency and openness of all types of investment decisions, whilst considering stewardship of public funds and levels of debt and aggregate risk is proportionate.</p>
1.11	<p>There are now four categories of investments:</p> <ul style="list-style-type: none"> • Specified investments • Non-specified investments • Loans to third parties, joint ventures, or wholly-owned companies or associates • Non-financial investments – investing in non-financial assets primarily or partially for the purpose of generating a surplus including investment property. <p>The revised guidance stipulates that the following details should be included for Loans and Non-financial investments :</p> <ul style="list-style-type: none"> • Description of types included within each investment category • Contribution made towards service delivery objectives and / or promote wellbeing • Arrangements for ensuring the security of the investment • Arrangements for ensuring the liquidity of the investment <p>Other requirements include:</p>

	<ul style="list-style-type: none"> • Information on proportionality – if the local authority is dependent on the profit generating investment activity to achieve a balanced budget. • Information on borrowing in advance of need – if the local authority is undertaking the activity purely to profit from the investment. • Information on Capacity, Skills and Culture – relates to Members, and Officers. • Disclosure of the extent investment decisions consider long-term and climate risk to support a low carbon economy.
1.12	<p>In the main, the additional requirements introduced, all relate to non-Treasury Management investments. (Treasury Management investments are temporary surplus cash arising as a result of timing differences in receiving and spending cash.)</p> <p>For simplicity and following advice from Arlingclose, the approach has been to include the Council’s response to the additional requirements in an Appendix to the main Treasury Management Strategy – Appendix B – Non-Treasury Management Investments.</p>
1.13	<p>All assets have been reviewed and the material types of non-treasury investment that the Council has are ‘Loans to wholly owned subsidiaries’ and ‘Investment Properties’. Information has been included in Appendix B to the Treasury Management Strategy at Appendix 1 of this report.</p> <p>Loans to wholly owned subsidiaries are the loans to North East Wales Homes (NEW Homes) Limited for the development and purchase of homes for affordable rent. The Council when approving the loans to NEW Homes had already considered all of the requirements that have been included by Welsh Government in its revised guidance.</p> <p>The Council has made a critical judgement in its accounts to classify its agricultural estate and its industrial units as investment properties. Proper accounting practice defines an investment property as those that are used solely to earn rent and / or for capital appreciation. These assets are legacy assets, and the Council has made an informed decision to reduce its agricultural estate and review the use of its industrial units.</p> <p>The spirit of the revised guidance is to focus on a more active portfolio of investment assets with a higher risk profile than the investment properties the Council owns. Due to the length of time that has passed since these assets have been acquired, which pre date Flintshire Council, it has not been possible to include all of the required information, such as including current fair value comparison with purchase price.</p>
1.14	<p>The majority of the additional requirements set out by Welsh Government have been complied with. Further work will be undertaken in year to review other investments that the Council is considering that possibly need to be included in the non-treasury investments section of the strategy, and compliance with disclosures around skills, culture and climate change.</p>
1.15	<p>The Audit Committee reviewed and approved the draft Treasury Management Strategy at its meeting on 29th January 2020.</p>

	<p>Members of the Audit Committee raised a number of detailed queries including;</p> <ol style="list-style-type: none"> 1. how and when the Council was likely to comply with the residual requirements of the revised Welsh Government investment guidance to include disclosures around skills, culture and climate change, and, 2. what consideration was being given to borrowing options given the Council's long term borrowing requirement forecast. <p>Officers responded as follows to the positive satisfaction of the Committee;</p> <ol style="list-style-type: none"> 1. Towards the end of 2020 to report back to the Committee on training / awareness raising sessions for relevant Senior Officers on the requirements of the CIPFA Treasury Management Code and Welsh Government Guidance for non-financial investments, and how the Council can practically balance the security, liquidity and yield of its investments whilst supporting a low carbon economy. 2. With support and guidance from Arlingclose, the Council's Treasury Management advisors, a detailed review of alternative borrowing sources from HM Treasury's Public Works Loan Board is planned by the end of the financial year. This will include consideration of the appropriate mix of short, long and variable rate loans in the next financial year.
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2.00	RESOURCE IMPLICATIONS
2.01	Financial implications are addressed in the report; no other resource implications directly as a result of this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	Risk Management directly addressed within the report and appendices including identification of risks and measures to mitigate likelihood and impact of risks identified.	
3.02	Ways of Working (Sustainable Development) Principles Impact	
	Long-term	Positive. The Treasury Management Strategy considers the long-term impact of investing and borrowing decisions.
	Prevention	No change
	Integration	No change
	Collaboration	No change
	Involvement	No change
3.03	Well-being Goals Impact	
	Prosperous Wales	No impact
	Resilient Wales	No impact

	Healthier Wales	No impact
	More equal Wales	No impact
	Cohesive Wales	No impact
	Vibrant Wales	No impact
	Globally responsible Wales	No impact

4.00	CONSULTATIONS REQUIRED AND UNDERTAKEN
4.01	Arlingclose Ltd, being the Council's Treasury Management advisors.

5.00	APPENDICES
5.01	1. Draft Treasury Management Strategy 2020/21

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Liz Thomas – Strategic Technical Finance Manager Telephone: 01352 702289 E-mail: liz.thomas@flintshire.gov.uk

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

IFRS: International Financial Reporting Standards.

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

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

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

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

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

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

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

Premiums and Discounts: In the context of local authority borrowing,
(a) the premium is the penalty arising when a loan is redeemed prior to its maturity date and
(b) the discount is the gain arising when a loan is redeemed prior to its maturity date.

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

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

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

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

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

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

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

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

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

Supranational Bonds: Instruments issued by supranational organisations created by governments through international treaties (often called multilateral development banks). The bonds carry an AAA rating in their own right. Examples of supranational organisations are the European Investment Bank, the International Bank for Reconstruction and Development.

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

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

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

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

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

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



FLINTSHIRE COUNTY COUNCIL

**DRAFT
TREASURY MANAGEMENT
STRATEGY**

2020/21

CONTENTS

<u>Section</u>		<u>Page</u>
1.0	Introduction	1
2.0	Economic Context	1
3.0	Current Treasury Portfolio	4
4.0	Local Context	4
5.0	Investment Strategy	6
6.0	Borrowing Strategy	12
7.0	Policy on the use of Financial Derivatives	15
8.0	Policy on apportioning interest to Housing Revenue Account	15
9.0	Markets in Financial Instruments Directive	15
10.0	Treasury Management Indicators	15
11.0	Other Matters	17
APPENDIX A – Debt Maturity Profile		20
APPENDIX B – Additional Requirements of Welsh Government Guidance		21

Treasury Management Strategy Report 2020/21

The Council is recommended to:

- approve the Treasury Management Strategy for 2020/21
- approve the Treasury Management Indicators for 2020/21

1.0 Introduction

In April 2019 the Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.

In addition, the Welsh Government (WG) issues guidance on local authority investments that requires the Council to approve an investment strategy before the start of each financial year. Welsh Government updated this guidance in November 2019 and it will come into force on 1st April 2020.

This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the WG Guidance.

The successful identification, monitoring and control of risk are central to the Council's treasury management strategy as the Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates.

In accordance with the WG Guidance, the Council will be asked to approve a revised Treasury Management Strategy Statement should the assumptions on which this report is based change significantly. Such circumstances would include, for example, a large unexpected change in interest rates, in the Council's capital programme or in the level of its investment balance.

2.0 Economic Context (including Interest Rate Forecast – as provided by Arlingclose Ltd, (December 2019)).

Economic background: The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Authority's treasury management strategy for 2020/21.

UK Consumer Price Inflation (CPI) for September registered 1.7% year on year, unchanged from the previous month. Core inflation, which excludes the more volatile components, rose to 1.7% from 1.5% in August. The most recent labour market data for the three months to August 2019 showed the unemployment rate ticked back up to 3.9% while the employment rate was 75.9%, just below recent record-breaking highs. The headline 3-month average annual growth rate for pay was 3.8% in August as wages continue to rise steadily. In real terms, after adjusting for inflation, pay growth increased 1.9%.

GDP growth rose by 0.3% in the third quarter of 2019 from -0.2% in the previous three months with the annual rate falling further below its trend rate to 1.0% from 1.2%. Services and construction added positively to growth, by 0.6% and 0.4% respectively, while production was flat and agriculture recorded a fall of 0.2%. Looking ahead, the Bank of England's Monetary Policy Report (formerly the Quarterly Inflation Report) forecasts economic growth to pick up during 2020 as Brexit-related uncertainties dissipate and provide a boost to business investment helping GDP reach 1.6% in Q4 2020, 1.8% in Q4 2021 and 2.1% in Q4 2022.

The Bank of England maintained Bank Rate to 0.75% in November following a 7-2 vote by the Monetary Policy Committee. Despite keeping rates on hold, MPC members did confirm that if Brexit uncertainty drags on or global growth fails to recover, they are prepared to cut interest rates as required. Moreover, the downward revisions to some of the growth projections in the Monetary Policy Report suggest the Committee may now be less convinced of the need to increase rates even if there is a Brexit deal.

Growth in Europe remains soft, driven by a weakening German economy which saw GDP fall -0.1% in Q2 and is expected to slip into a technical recession in Q3. Euro zone inflation was 0.8% year on year in September, well below the European Central Bank's target of 'below, but close to 2%' and leading to the central bank holding its main interest rate at 0% while cutting the deposit facility rate to -0.5%. In addition to maintaining interest rates at ultra-low levels, the ECB announced it would recommence its quantitative easing programme from November.

In the US, the Federal Reserve began easing monetary policy again in 2019 as a pre-emptive strike against slowing global and US economic growth on the back on of the ongoing trade war with China. At its last meeting the Fed cut rates to the range of 1.50-1.75% and financial markets expect further loosening of monetary policy in 2020. US GDP growth slowed to 1.9% annualised in Q3 from 2.0% in Q2.

Credit outlook: Credit conditions for larger UK banks have remained relatively benign over the past year. The UK's departure from the European Union was delayed three times in 2019 and while there remains some concern over a global economic slowdown, this has yet to manifest in any credit issues for banks. Meanwhile, the post financial crisis banking reform is now largely complete, with the new ring-fenced banks embedded in the market.

Challenger banks hit the news headlines in 2019 with Metro Bank and TSB Bank both suffering adverse publicity and falling customer numbers.

Looking forward, the potential for a "no-deal" Brexit and/or a global recession remain the major risks facing banks and building societies in 2020/21 and a cautious approach to bank deposits remains advisable.

Interest rate forecast: The Authority's treasury management adviser Arlingclose is forecasting that Bank Rate will remain at 0.75% until the end of 2022. The risks to this forecast are deemed to be significantly weighted to the downside, particularly given the upcoming general election, the need for greater

clarity on Brexit and the continuing global economic slowdown. The Bank of England, having previously indicated interest rates may need to rise if a Brexit agreement was reached, stated in its November Monetary Policy Report and its Bank Rate decision (7-2 vote to hold rates) that the MPC now believe this is less likely even in the event of a deal.

Gilt yields have risen but remain at low levels and only some very modest upward movement from current levels are expected based on Arlingclose's interest rate projections. The central case is for 10-year and 20-year gilt yields to rise to around 1.00% and 1.40% respectively over the time horizon, with broadly balanced risks to both the upside and downside. However, short-term volatility arising from both economic and political events over the period is a near certainty.

Table 1: Interest rate forecast

	Bank Rate	3 month Money Market Rate	12 month Money Market Rate	20 year Gilt rate	50 year Gilt rate
Q1 2020	0.75	0.75	0.85	1.20	1.20
Q2 2020	0.75	0.75	0.85	1.20	1.20
Q3 2020	0.75	0.75	0.85	1.25	1.25
Q4 2020	0.75	0.75	0.85	1.25	1.25
Q1 2021	0.75	0.75	0.85	1.25	1.25
Q2 2021	0.75	0.75	0.85	1.30	1.30
Q3 2021	0.75	0.75	0.85	1.30	1.30
Q4 2021	0.75	0.75	0.85	1.30	1.30
Q1 2022	0.75	0.75	0.85	1.35	1.35
Q2 2022	0.75	0.75	0.85	1.35	1.35
Q3 2022	0.75	0.75	0.85	1.35	1.35
Q4 2022	0.75	0.75	0.85	1.40	1.40

For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.75%, and that new long-term loans will be borrowed at an average rate of 3.43%.

3.0 Current Treasury Portfolio

The Council's treasury portfolio as at 31st December 2019 was as follows:

Table 2: Current Treasury Portfolio

	Principal £m	Interest rate %
Investments:		
Call accounts	0.0	
Money market funds	17.5	0.71%
Short-term deposits	0.0	
Long-term deposits	0.0	
Total Investments	17.5	0.71%
Borrowing:		
Short-term loans	32.0	0.77%
Long-term PWLB loans (fixed)	255.4	4.82%
Long-term PWLB loans (variable)	10.0	0.89%
Long-term market loans (LOBOs)	18.95	4.53%
Other Government loans	5.17	0.00%
Total Borrowing	321.52	4.2%
Net Borrowing	304.02	

4.0 Local Context

Forecast changes in the sums in section 3 are shown in the balance sheet analysis in the table below.

Table 3: Balance Sheet Summary and Forecast

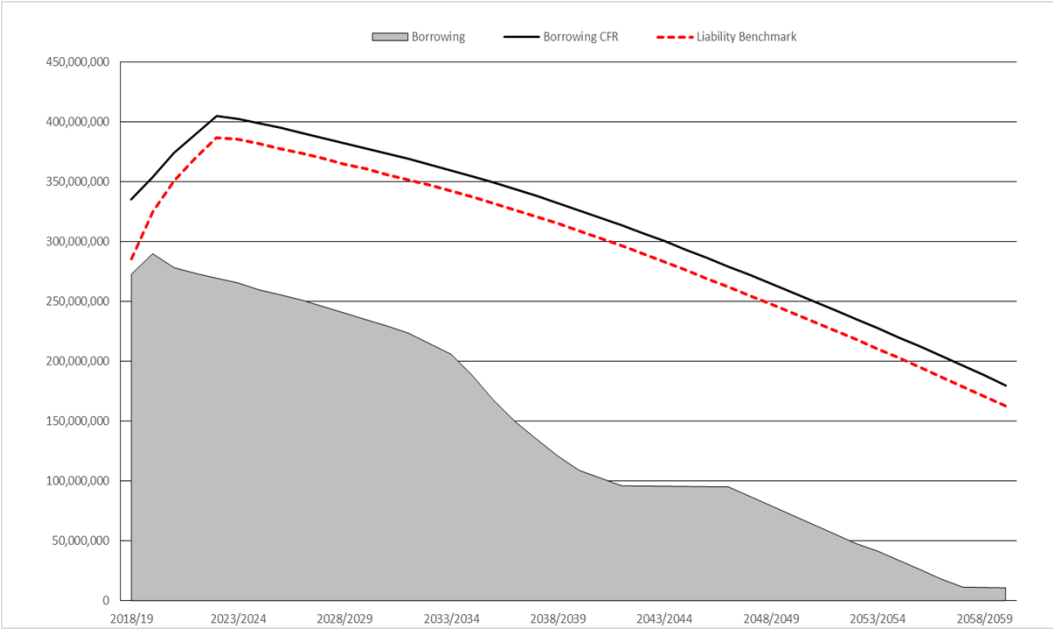
	31.3.19 Actual £m	31.3.20 Estimate £m	31.3.21 Estimate £m	31.3.22 Estimate £m	31.3.23 Estimate £m
Council Fund Capital Financing Requirement (Borrowing only)	206	218	229	239	246
Housing Revenue Account Capital Financing Requirement (Borrowing only)	129	135	145	150	159
Capital Financing Requirement (Borrowing only)	335	353	374	389	405
Less: Current ST borrowing	-44	-290	-278	-273	-269
Less: Current LT borrowing	-273				
Funding Required	18	63	96	116	136
Less: Usable reserves	-52	-32	-26	-23	-21
Adj: Working capital	3	3	3	3	3
Investments / New borrowing	31	-34	-73	-96	-118

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing below the CFR, sometimes known as internal borrowing. Internal borrowing is currently cheaper and incurs lower credit risk than external long term borrowing.

Table 3 shows the Council's CFR increases during 2020/21, this is linked with the capital programme (examples of schemes funded by borrowing include the 21st century schools building programme and the HRA capital programme which includes building new social housing and improving the existing stock to Welsh Housing Quality Standard (WHQS)). The level of reserves the Council has is expected to fall in 2020/21 as funding earmarked for specific purposes falls due for payment. The combination of the increase in capital expenditure and a reduction in reserves, results in a sustained requirement for new borrowing over the medium term.

The graph in table 4 shows the Council's anticipated liability benchmark over the next 50 years, being the net requirement for borrowing after considering resources available from reserves and working capital. The rise in the liability benchmark corresponds with the need to borrow to fund the increase in capital expenditure described above. The strategy in 2020/21, the same as in previous years is to ensure that any new borrowing undertaken does not exceed the liability benchmark and cause the council to borrow more than it needs.

Table 4: Liability Benchmark - Flintshire County Council (January 2020)



Budget implications

The budget for investment income in 2020/21 is £75k, based on an average investment portfolio of £10m at an average interest rate of 0.75%. The total budget for loan interest paid in 2020/21 is £14.9m, based on a debt portfolio of £352m at an average interest rate of 4.43%. This will be apportioned between the Council Fund and the HRA. If levels of investments, borrowing and interest rates differ from those forecast, performance against budget will be correspondingly different.

5.0 Treasury Investment Strategy

The Council holds surplus funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's treasury investment balance has ranged between £10.3m and £54.7m, with similar levels expected to be maintained in the forthcoming year. The Council's investments contribute to its service delivery objectives and/or to promote wellbeing as treasury management investments support effective treasury management activities

Non-treasury investments including loans to subsidiaries and purchases of investment property are not normally considered to be treasury investments, and these are therefore covered separately in Appendix B.

Both the CIPFA Code and the WG Guidance require the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Strategy

Given the increasing risk and very low returns from short-term unsecured bank investments, the Council continues its aim to diversify into more secure and/or higher yielding asset classes during 2020/21 so far as cash liquidity requirements allow. This is especially the case if any medium to longer-term investments are made. This represents a continuation of the strategy adopted in recent years.

Investment criteria and limits

The Council may invest its surplus funds with any of the counterparties in the following table, subject to the monetary and time limits shown.

Table 5: Investment criteria and limits

(This table should be read in conjunction with the notes that follow it)

Minimum Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Government			£ Unlimited 50 years		
AAA	£2m 5 years	£3m 5 years	£3m 25 years	£2m 5 years	£2m 10 years
AA+					
AA	£2m 4 years	£3m 4 years	£3m 15 years	£2m 4 years	
AA-	£2m 3 years	£3m 3 years	£3m 10 years	£2m 3 years	
A+	£2m 2 years	£3m 2 years	£3m 5 years	£2m 2 years	£2m 5 years
A	£2m 1 year	£3m 1 year		£2m 1 year	
A-	£2m 6 months	£3m 6 months		£2m 6 months	
Pooled Funds	£3m per fund				
BBB-	The Council is restricted to overnight deposits in its' own current account bank where the banks lowest credit rating is BBB+, BBB or BBB- (or equivalent)				
Unrated Local Authorities			£3m 2 years		
Unrated Other	The Council may invest in any other unrated organisation, subject to: <ul style="list-style-type: none"> an external credit assessment and specific advice from the Council's treasury management adviser (£1m each / 1 year limit) a further policy framework for investing with any other organisations being developed (£100k each / 5 year limit) 				

Credit Rating

Investment limits are set by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account

Banks Unsecured

Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. Unsecured investment with banks rated BBB are restricted to overnight deposits at the Council's current account bank.

Banks Secured

Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government

Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

Corporates

Loans, bonds and commercial papers issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

Registered Providers

Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords formerly known as housing associations. These bodies are tightly regulated by the Welsh Government. As providers of public services, they retain the likelihood of receiving government support if needed.

Pooled Funds

Shares or units in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money

Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

Real estate investment trusts:

Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties. Investments in REIT shares cannot be withdrawn but can be sold on the stock market to another investor.

Operational bank accounts

The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and therefore, the Council will aim to keep balances as low as practically possible. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

Other Organisations

The Council may also invest cash with other organisations, for example by making loans to small businesses. Because of the higher perceived risk of unrated businesses, such investments may provide considerably higher rates of return. They will however only be made following a favourable external credit assessment and on the specific advice of the Council's treasury management adviser.

Risk assessment and credit ratings

The Council uses long-term credit ratings from Fitch, Moody's or Standard & Poor's to assess the risk of investment default. The lowest available credit rating will be used to determine credit quality.

Long-term ratings are expressed on a scale from AAA (the highest quality) through to D (indicating default). Ratings of BBB- and above are described as investment grade, while ratings of BB+ and below are described as speculative grade. The Council's credit rating criteria are set to ensure that it is unlikely that the Council will hold speculative grade investments, despite the possibility of repeated downgrades.

Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it is likely to fall below the above criteria, then no further investments will be made in that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments

The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of "high credit quality" are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

Specified investments

The WG Guidance defines specified investments as those:

- denominated in pound sterling,

- due to be repaid within 12 months of arrangement unless the counterparty is a local authority,
- not defined as capital expenditure by legislation, and
- invested with one of:
 - the UK Government,
 - a UK local authority, parish council or community council, or
 - a body or investment scheme of “high credit quality”.

The Council defines ‘high credit quality’ organisations as those having a credit rating of A- or higher that are, domiciled in the UK, or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

Non-Specified Investments

Any financial investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments in foreign currencies. Non-specified investments will therefore be limited to long term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement; those that are defined as capital expenditure, and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in the table below.

Table 6: Non-Specified Investment Limits

	Cash Limit
Total long-term investments	£5m
Total invested in pooled funds without credit rating or rated below A-	£1m
Total investments without credit ratings or below A- (except UK Government and UK local authorities and pooled funds)	£2m
Total investments (except pooled funds) with institutions domiciled in foreign countries rated below AA+	£1m
Shares in real estate investment trusts	£1m
Total non-specified investments	£10m

Foreign countries

Investments in foreign countries will be limited to a maximum of £5 million per foreign country. Investments in countries whose lowest sovereign rating is not AAA will be limited to one year’s duration. No country limit will apply to investments in the UK, irrespective of the sovereign credit rating.

Liquidity management

The Council uses purpose-built cash flow forecasting software to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis, with receipts under-estimated and payments over-estimated to minimise the risk of the Council being forced to borrow on

unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium term financial plan and cash flow forecast.

Negative Interest Rates

If the UK enters into a recession in 2020/21, there is a very small chance that the Bank of England could set its Bank Rate at or below zero, which could feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. Although cash levels are decreasing, the Council could not avoid the need to occasionally invest funds in the short term for cash flow (liquidity) purposes, and therefore would be exposed to negative rates. This means that when an investment is returned at maturity, it will be less than originally invested as interest will be charged by the Counterparty rather than being paid. In this event, the aim will be to minimise investments and invest at the lowest negative rate.

Business models

Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

6.0 Borrowing Strategy

The Council currently holds £289.5m of long-term loans, as part of its strategy for funding previous years' capital programmes, which includes £17.5m of new long-term borrowing undertaken to date during 2019/20. The balance sheet forecast in section 4 shows that the Council expects to undertake new borrowing during the remainder of 2019/20 and 2020/21.

The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which the funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

The Council's capital expenditure plans will continue to be monitored throughout 2020/21 to inform and confirm the Council's long term borrowing need (figures in section 4 are an estimate). This is to ensure that the Council does not commit to long term borrowing too early and borrow unnecessarily which will be costly. The use of short-term borrowing will assist with such. This will be balanced against securing low long term interest rates currently being forecast.

Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the

debt portfolio. With short-term interest rates currently lower than long-term rates, it is likely to be more cost effective in the short-term to use internal resources, and to borrow short-term instead.

By doing so, the Council is able to reduce net borrowing costs (despite forgone investment income) and reduce overall treasury risk, credit risk as a result of bail-in legislation in particular. The benefit of internal and short term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when the long term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2020/21 with a view to keeping future interest costs low, even if this causes additional costs in the short-term.

The Council has previously raised the majority of its long-term borrowing from the PWLB but the government increased PWLB rates by 1% in October 2019 now making it a more expensive option. The Council will in future consider borrowing long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code.

Alternatively, the Council may arrange forward starting loans during 2019/20, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow for short periods of time to cover unexpected cash flow shortages.

Sources of borrowing

The approved sources of long-term and short-term borrowing will be:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see above)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except Clwyd Pension Fund)
- Insurance companies
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase

- Private Finance Initiative
- sale and leaseback
- WG Mutual Investment Model

Municipal Bonds Agency: UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report.

LOBOs

The Council holds £18.95m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. All of these LOBOS have options during 2020/21, and although the Council understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

Short-term and Variable Rate loans

As at 31st December 2019, the Council held £32m of short term (temporary) loans with an average rate of 0.77% and £10m variable rate loans at 0.89%.

These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators in section 10.

Debt Rescheduling

The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

Planned borrowing strategy for 2020/21

The Corporate Finance Manager will:

- Manage the Council's debt maturity profile, i.e. to leave no one future year with a high level of repayments that could cause problems in re-borrowing with the limits stated in this Strategy Statement. Appendix A analyses the debt portfolio of the Council, as at 31st December, 2019.

- Effect any borrowing that may be required in 2020/21 at the cheapest cost commensurate with future risk based on interest rate forecasts.
- Monitor and review the level of variable interest rate loans in order to take greater advantage of interest rate movements, within the limits stated in this Strategy.
- Continue to monitor options for debt-restructuring and debt re-payment.

The Corporate Finance Manager will monitor the interest rate market and adopt a pragmatic approach to any changing circumstances, reporting any decisions and actions taken under delegated powers to Cabinet via the Audit Committee.

7.0 Policy on Use of Financial Derivatives

In the absence of any explicit legal power to do so, the Council will not use standalone financial derivatives (such as swaps, forwards, futures and options). Derivatives embedded into loans and investments, including pooled funds and forward starting transactions, may be used, and the risks that they present will be managed in line with the overall treasury risk management strategy.

8.0 Policy on Apportioning Interest to HRA

The Council has adopted a single pool of loans which in part funds the capital expenditure of both Council Fund and HRA activities. The interest payable and other costs/income arising from long term loans (e.g. premiums and discounts on early redemption) is apportioned between the revenue accounts using the average Capital Financing Requirement (which measures the underlying need to borrow to fund capital expenditure) during the year.

Given that the HRA has minimal level of reserves compared to the total level of reserves held by the Council, any interest received on investments will be credited to the Council Fund revenue account.

9.0 Markets in Financial Instruments Directive

The Council has opted up to professional client with its providers of financial services, including advisers, banks, and brokers, allowing it access to a range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Corporate Finance Manager believes this to be the most appropriate status.

10.0 Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators. The Council is asked to approve the following indicators:

Interest rate exposures

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as an amount of net principal borrowed will be:

	2020/21	2021/22	2022/23
Upper limit on fixed interest rate exposures	£395m	£410m	£425m
Upper limit on variable interest rate exposures	£100m	£100m	£100m

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Maturity structure of borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Lower	Upper
Under 12 months	0%	20%
12 months and within 24 months	0%	20%
24 months and within five years	0%	30%
Five years and within 10 years	0%	50%
10 years and above	0%	100%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal sums invested for periods longer than 364 days

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long term principal sum invested to final maturities beyond the period end will be:

	2020/21	2021/22	2022/23
Limit on total principal invested beyond year end	£5m	£5m	£5m

Any long term investments carried forward from previous years will be included in each years limit.

Borrowing limits

The Council is being asked to approve these Prudential Indicators as part of the Capital Strategy report. However they are repeated here for completeness.

	2020/21	2021/22	2022/23
Operational boundary – borrowing	£375m	£390m	£405m
Operational boundary – other long-term liabilities	<u>£20m</u>	<u>£20m</u>	<u>£20m</u>
Operational boundary – TOTAL	£395m	£410m	£425m
Authorised limit – borrowing	£395m	£410m	£425m
Authorised limit – other long-term liabilities	<u>£35m</u>	<u>£35m</u>	<u>£35m</u>
Authorised limit – TOTAL	£430m	£445m	£460m

11.0 Other Matters

The WG Investment Guidance requires the Council to note the following matters each year as part of the investment strategy:

Treasury Management Advisers

The Council's treasury management adviser, Arlingclose continues to provide advice and information on the Council's investment and borrowing activities, although responsibility for final decision making remains with the Council and its officers. The services received include:

- advice and guidance on relevant policies, strategies and reports,
- advice on investment decisions,
- notification of credit ratings and changes,
- other information on credit quality,
- advice on debt management decisions,
- accounting advice,
- reports on treasury performance,
- forecasts of interest rates, and
- training courses.

The quality of this service is controlled by Financial Procedure Rules and Contract Procedure Rules.

Capacity and skills training

The needs of the Council's treasury management team for training in treasury management are assessed as part of the employee appraisal process, and additionally when the responsibilities of individual members of the treasury team change.

Employees regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA. Relevant employees are also encouraged to study professional qualifications from CIPFA and other appropriate organisations.

Training for elected Members is provided by Arlingclose on an annual basis and by the treasury management team on an ongoing basis.

Training ensures that those elected members and statutory officers involved in the investments decision making process have appropriate capacity, skills and information to enable them to: 1. take informed decisions as to whether to enter into a specific investment; 2. to assess individual assessments in the context of the strategic objectives and risk profile of the Council; and 3. understand how the quantum of these decisions have changed the overall risk exposure of the Council.

The Council is reviewing steps taken to ensure that those negotiating commercial deals are aware of the core principles of the prudential framework and of the regulatory regime within which local authorities operate.

Investment of Money Borrowed in Advance of Need

Welsh Government guidance states that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed.

The Council will not borrow more than or in advance of their needs to profit from the investment but may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money for example in a climate of rising interest rates. Since amounts borrowed will be invested until spent, the Council is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Council's overall management of its treasury risks.

The total amount borrowed will not exceed the authorised borrowing limit of £430 million. The maximum period between borrowing and expenditure is expected to be two years, although the Council is not required to link particular loans with particular items of expenditure.

Climate change

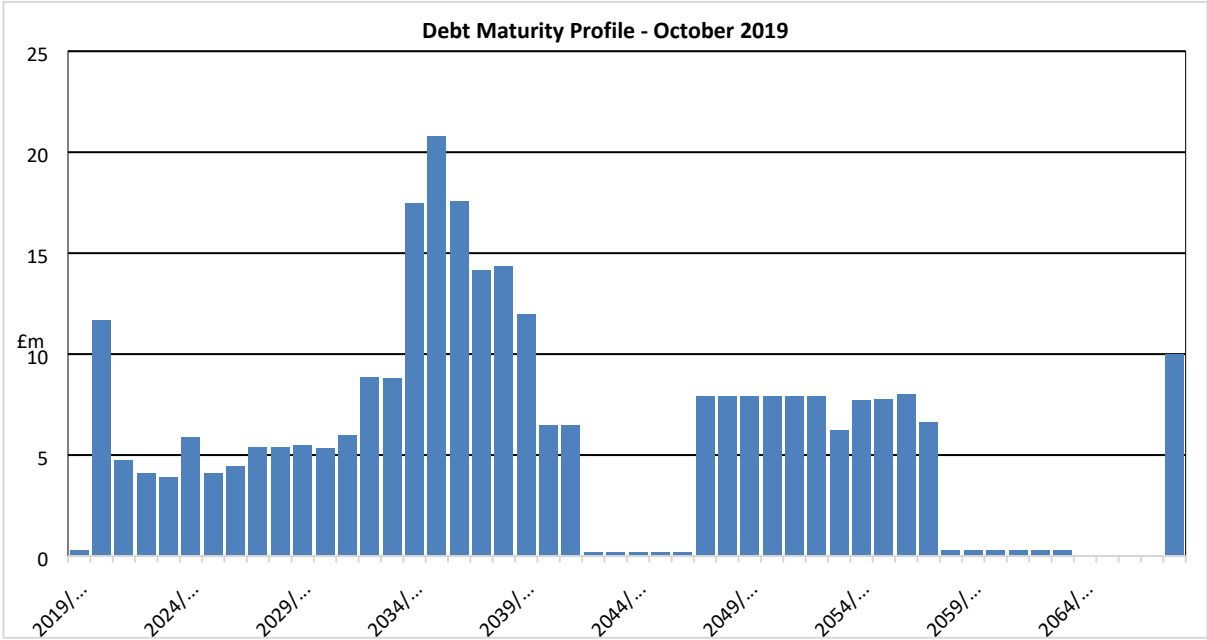
The Council is reviewing its approach to investment decisions to consider long-term climate risks to support a low carbon economy.

Other Options Considered

The WG Investment Guidance and the CIPFA Code of Practice do not prescribe any particular treasury management strategy for local authorities to adopt. The Corporate Finance Manager believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed in the following table.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter periods.	Interest income will be lower	Reduced risk of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer periods.	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs will be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long term costs will be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs will be less certain

APPENDIX A – DEBT MATURITY PROFILE



APPENDIX B – Additional requirements of Welsh Government Investment Guidance – Non Treasury Investments

The Welsh Government (WG) published revised Investment Guidance in November 2019 which places additional reporting requirements upon local authorities and covers investments that are not part of treasury management. In this appendix the Council sets out the information required to comply with the WG guidance for Non Treasury Investments.

The Council has given loans to wholly owned companies for service purposes and has historical non-financial investments in property defined as Investment Properties within the Council's Statement of Accounts. The Council considers both to be Non Treasury Investments.

Loans to Wholly Owned Subsidiaries

The WG Guidance defines a loan as a written or oral agreement where the council temporarily transfers cash to a third party, joint venture, subsidiary or associate who agrees a return according to the terms and conditions of receiving the loan, except where the third party is another local authority.

Contribution:

The Council's investments, in the form of loans to wholly owned companies, contribute to its service delivery objectives and/or to promote wellbeing as follows:

The Council has embarked on an ambitious house building programme as part of its Strategic Housing and Regeneration Programme (SHARP). Over a 5 year period 500 new homes will be built at a range of sites across the county, a mixture of new council houses and affordable homes, alongside commissioning a range of linked regeneration initiatives and community benefits.

Affordable homes are being developed through the Council's wholly owned subsidiary North East Wales Homes (NEW Homes) in partnership with the Council. Affordable homes for rent are built or purchased by NEW Homes funded by loans from the Council. New affordable homes for rent have been built in Flint and are planned for Penyffordd (Holywell), Dobshell, Gronant, and Mold.

Controls and Limits:

The Council considers that its financial exposure to loans to wholly owned companies is proportionate and has set the limits in table B1. The Council's loan book is currently within these self-assessed limits.

NEW Homes was established on 3rd April 2014 to own, lease and manage properties with the aim of increasing the quantity and quality of affordable housing across the county.

NEW Homes is a company limited by shares, wholly owned by the Council (1 at £1 par value), established under section 95 of the Local Government Act 2003. The

Council has a high level of control over NEW Homes as the single shareholder approving:

- the issue of share capital
- the distribution of trading surplus
- annual business plan
- any asset disposals
- any borrowing against assets
- appointment of directors to the board

Table B1: Loan limits

Borrower	Cash Limit
Wholly owned companies	£40m
Treasury management investments meeting the definition of a loan	Unlimited

The Council, as required, has considered allowing for an ‘expected credit loss’ model for loans and receivables as set out in International Financial Reporting Standard 9 Financial Instruments as adopted by proper practices to measure the credit risk of its loan portfolio. When calculated the expected credit loss was very small. Given the high level of control the Council has over NEW Homes and the security arrangements, the Council decided against setting up a provision for expected credit loss from the loans to NEW Homes.

Appropriate consideration is given to state aid rules and competition law. The Council sought specific legal and finance advice to ensure existing and future loans are compliant with State Aid regulations. The rates applied are below what NEW Homes would receive on the open market, and therefore are granted to NEW Homes under the Services of General Economic Interest Decision (a State Aid exemption). Arrangements are in place to monitor and ensure that the amount of aid granted through the loan does not exceed the net cost of providing the Service of General Economic Interest. A deed of entrustment is in place to clearly set out the requirements of both parties.

Liquidity

The Council has borrowed from the PWLB to on-lend at a small margin to NEW Homes on the same terms and conditions therefore the impact on the Council’s treasury management activities is limited.

The length of the loans has been determined by assessing the cash flow of each housing development scheme to ensure over the long term affordable rents are sufficient to repay borrowing, interest, management costs, cyclical maintenance costs and reasonable allowances for voids and bad debts. Most schemes require an annuity loan commitment of 45 years, the maximum the Council would commit to is 50 years.

Agreements are in place ensuring that the Council has security on all NEW Homes properties which includes properties built using the loan funding and also other properties that NEW Homes owns outright (acquired from developers as part of Section 106 Planning Act agreements to provide affordable housing). In the event of a default the Council could either sell the properties to repay its borrowing, or include

within the Housing Revenue Accounts and continue to rent at social housing rent levels.

Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. The Council accepts that the invested funds have been invested in NEW Homes for the length of the loans approx. 45 years and cannot readily be accessed for other purposes.

Yield (net profit)

The loans generate a small income for the Council as there is a margin of approx. 0.25% charged to NEW Homes on the Council's borrowing rate from the PWLB. The income makes a very small contribution to achieving a balanced revenue budget. The yield as a proportion of net revenue budget is less than 0.01%.

Investment Properties

The Welsh Government guidance includes an investment category covering non-financial assets held primarily or partially to generate a profit, primarily investment property. Proper accounting practice defines an investment property as those that are used solely to earn rent and / or for capital appreciation.

The Council has a portfolio of investment properties, in the form of agricultural property and industrial units. Although these are classified as investment properties, they are legacy assets and the council is managing down its agricultural portfolio and is reviewing its position in regard to industrial units.

Contribution:

The Council's investments, in the form of investment properties, contribute to its service delivery objectives and/or to promote wellbeing by providing a net financial surplus that is reinvested into local public services.

Security:

The Welsh Government guidance requires that security is determined by comparing each asset's purchase price to its fair value using the model in International Accounting Standard 40: Investment Property as adapted by proper practices.

As the Council's Investment Portfolio is of a historic nature built up over many years, property purchase prices are not readily available to compare with current fair values. The table below shows the fair values of the current portfolio over the last 5 years demonstrating that the historic capital invested has remained stable over the past 5 years.

Table B2: Fair Value of Investment Properties

	31.3.2019 £m	31.3.2018 £m	31.3.2017 £m	31.3.2016 £m	31.3.2015 £m
Fair Value Inv. Properties	25.2	25.2	24.8	24.9	23.9

Liquidity

The Council's Investment Properties are historical investment decisions and therefore will have limited impact on the Council's liquidity. No recent investment has taken place in investment properties, and therefore there is no recent borrowing associated.

Yield (net profit)

The profit generated by investment activity makes a small contribution to achieving a balanced revenue budget. Table B3 below details the extent to which funding expenditure to meet the service delivery objectives and or promote wellbeing in the Council is dependent on achieving the expected yield over the life cycle of the Medium Term Financial Plan.

Table B3: Proportionality of Investment Properties

	2018/19 Actual £m	2019/20 Budget £m	2020/21 Budget £m
Net Revenue Budget	264.328	271.350	271.350
Net Investment income	1.710	1.870	1.73
Proportion	0.65%	0.69%	0.64%



CABINET

Date of Meeting	Tuesday, 18 th February 2020
Report Subject	Minimum Revenue Provision – 2020/21 Policy
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

Local authorities are required each year to set aside some of their revenue resources as provision for the repayment of debt.

Regulations require an authority to each year make an amount of Minimum Revenue Provision (MRP) which it considers to be 'prudent'. The Regulations themselves do not define 'prudent' provision. Welsh Government (WG) has provided guidance which makes recommendations to local authorities on the interpretation of the term and authorities are required to prepare an annual statement of their policy on making minimum provision.

The Council, as part of the budget strategy, conducted detailed reviews of its MRP policy in 2017/18 and 2016/17 and amended the policy as a result.

Local authorities are required to set a policy for each financial year and this report recommends that the 2020/21 MRP policy remains the same as that of 2019/20, following two back to back reviews and is presented to Members as part of the 2020/21 budget setting reports being considered by Cabinet and Council during February 2020.

RECOMMENDATIONS

1	<p>Members approve and recommend to County Council for Council Fund (CF) outstanding debt that:-</p> <ul style="list-style-type: none"> • Option 3 (Asset Life Method) be used for the calculation of the MRP in financial year 2020/21 for the balance of outstanding capital
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	<p>expenditure funded from supported borrowing fixed as at 31st March 2017. The calculation will be the ‘annuity’ method over 49 years.</p> <ul style="list-style-type: none"> • Option 3 (Asset Life Method) be used for the calculation of the MRP in 2020/21 for all capital expenditure funded from supported borrowing from 1st April 2016 onwards. The calculation will be the ‘annuity’ method over an appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits. • Option 3 (Asset Life Method) be used for the calculation of the MRP in 2020/21 for all capital expenditure funded from unsupported (prudential) borrowing or credit arrangements. The calculation will be the ‘annuity’ method over an appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits.
2	<p>That members approve and recommend to the County Council for Housing Revenue Account (HRA) outstanding debt:-</p> <ul style="list-style-type: none"> • Option 2 (Capital Financing Requirement Method) be used for the calculation of the HRA’s MRP in 2020/21 for all capital expenditure funded by debt.
3	<p>Members approve and recommend to County Council that MRP on loans from the Council to NEW Homes to build affordable homes through the Strategic Housing and Regeneration Programme (SHARP) (which qualify as capital expenditure in accounting terms) be as follows:-</p> <ul style="list-style-type: none"> • No MRP is made during the construction period (of short duration) as the asset has not been brought into use and no benefit is being derived from its use. • Once the assets are brought into use, capital repayments will be made by NEW Homes. The Council’s MRP will be equal to the repayments made by NEW Homes. The repayments made by NEW Homes will be classed, in accounting terms, as capital receipts, which can only be used to fund capital expenditure or repay debt. The capital repayment / capital receipt will be set aside to repay debt, and is the Council’s MRP policy for repaying the loan.

REPORT DETAILS

1.00	EXPLAINING THE MINIMUM REVENUE PROVISION
	Background to Capital Expenditure and Financing
1.01	<p>Capital expenditure is defined as expenditure to acquire, enhance or prolong the useful life of non-current assets, those which have a useful life of more than one year e.g. buildings or infrastructure improvements.</p> <p>Capital expenditure is funded from a combination of capital receipts, revenue contributions, specific or general grants and debt in the form of borrowing or other long term financing arrangements such as leasing.</p> <p>Borrowing can be either:</p> <ul style="list-style-type: none"> • Supported borrowing - funding is provided by Welsh Government through the Revenue Support Grant to cover the revenue debt financing costs of interest and repayment costs; or • Unsupported borrowing (commonly referred to as prudential borrowing) – Councils have the freedom to determine the level of borrowing considered affordable in revenue debt financing costs with no support from Welsh Government.
1.02	<p>The annual charge to the revenue account for repaying debt is known as the Minimum Revenue Provision (MRP).</p> <p>Local Authorities are required each year, under the Capital Finance and Accounting Wales Amendment Regulations 2008, to set aside some of their revenue resources as provision for the repayment of debt.</p> <p>Regulation 22 of the 2008 Regulations requires an authority to, make an amount of MRP each year which it considers to be ‘prudent’, though the Regulations themselves do not define ‘prudent’ provision.</p> <p>Regulation 21(B) of the 2008 Regulations requires local authorities to have regard to guidance issued by Government.</p>
1.03	<p>The Welsh Government has issued guidance for the setting of MRP policy. It states that the broad aim of prudent provision is to ensure that the debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.</p> <p>The WG guidance provides 4 options for making ‘prudent provision’ outlined below but states that;-</p> <p><i>‘This does not rule out or otherwise preclude a local authority from using alternative approaches differing from those exemplified should it decide that it is more appropriate.’</i></p>
1.04	<p>In a letter to all Local Authorities the Auditor General for Wales concurred that it is for each authority to determine what a ‘prudent’ policy is.</p>

	Options for Prudent Provision within WG Guidance
1.05	<p data-bbox="325 197 751 232">Option 1 - Regulatory Method</p> <p data-bbox="325 271 1342 454">For capital expenditure funded from supported borrowing which is supported through funding in the Revenue Support Grant (RSG), authorities may continue to use the formula specified in the Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 (the regulations which preceded the 2008 Regulations).</p> <p data-bbox="325 492 1358 712">Under this method the outstanding capital expenditure (known as the Capital Financing Requirement CFR) funded from supported borrowing less Adjustment A is written down annually by 4% on a reducing balance basis. Adjustment A is a commutation adjustment, a fixed value determined by changes to statutory regulations referred to above (which all Welsh Council's will have).</p> <p data-bbox="325 750 1374 896">The method implies that borrowing will be repaid over a 25 year period (in that $100\% / 4\% = 25$), however as the calculation applies the 4% to the reducing balance it takes much more than 25 years to fully repay the borrowing.</p> <p data-bbox="325 934 1366 1041">The method is commensurate with the methodology used in the Revenue Support Grant to allocate revenue funding from WG to finance debt, as it also uses the 4% reducing balance method on notional outstanding debt.</p>
1.06	<p data-bbox="325 1077 1034 1113">Option 2 - Capital Financing Requirement Method</p> <p data-bbox="325 1151 1374 1227">The same as Option 1 without adjusting for Adjustment A, which results in a higher charge.</p>
1.07	<p data-bbox="325 1263 735 1299">Option 3 - Asset Life Method</p> <p data-bbox="325 1337 1321 1413">Provision is made over the estimated life of the asset for which debt is undertaken.</p> <p data-bbox="325 1451 1310 1597">This can be calculated using the 'straight line' method or the 'annuity' method. To illustrate the difference, as an example an asset which is purchased at a cost of £4m which has an estimated useful life of 50 years;-</p> <ul data-bbox="379 1671 1334 2040" style="list-style-type: none"> <li data-bbox="379 1671 1118 1744">• Straight line method - equal annual MRP charge £4m / 50 years = £0.080m <li data-bbox="379 1783 1334 2040">• Annuity or inflation method – annual MRP charge that takes the time value of money in the form of inflation into consideration Year 1 = £0.047m Year 2 = £0.048m Year 3 = £0.049m Year 4 = £0.050m Year 5 = £0.051m

	<p>...</p> <p>Year 50 = £0.125m</p>
1.08	<p>Option 4 - Depreciation Method</p> <p>Alternatively, provision is made in accordance with the standard rules for depreciation accounting. The method is similar to option 3 above</p>
1.09	<p>Welsh Government guidance requires that either option 3 or 4 be used for all capital expenditure which is to be financed by unsupported borrowing or other long term liabilities. Options 1 and 2 are not permitted for this use.</p>
	<p>Housing Revenue Account (HRA)</p>
1.10	<p>Following the introduction of self-financing for the HRA and the voluntary exit from the negative subsidy system on 31st March, 2015, from 1st April 2015 the options to calculate the HRA MRP is now similar to the Council Fund as set out above, with the following modifications:</p> <ul style="list-style-type: none"> • Options 1 and 2 - the percentage is 4% for the Council Fund and 2% for the HRA; and • Options 1 and 2 can be used in relation to capital expenditure incurred before 1st April 2021. After that date only Options 3 and 4 may be used.
1.11	<p>The Council approved loans to its wholly owned subsidiary NEW Homes for the purpose of building affordable homes. The loans qualify as capital expenditure and therefore need to be part of the MRP policy. At its meeting on 14th June 2016 the Council approved the MRP calculation for loans to NEW Homes as outlined in recommendation 3 above.</p>
	<p>Practical Considerations</p>
1.12	<p>The useful life of an asset will vary depending on the class of asset concerned; a vehicle or ICT equipment may be financed over 5 years whereas a new school over 50 years. Judgements about the useful life will need to be made on an individual basis as expenditure is incurred.</p>
1.13	<p>Large capital projects may take a number of years to complete, for example the 21st Century Schools building programme. In this instance the MRP is incurred in the year after the asset has become operational, rather than during the construction phase.</p>
1.14	<p>It is important to note that the capital financing position on outstanding capital expenditure (the Capital Financing Requirement) and the Council's level of external borrowing are not the same.</p> <p>Regulations stipulate that the Council can only borrow for capital purposes. However in day to day cash management, no distinction can be made between revenue cash and capital cash. External debt arises as a consequence of all the financial transactions of the Council and not simply those arising from capital spending. (Though checks are in place</p>

	<p>to ensure the Council does not borrow in the medium to long term for revenue purposes, as referred to in the Capital Strategy report approved by Council in January 2020).</p> <p>In practice the Council is under borrowed, this arises when the level of external borrowing is below the capital financing position on outstanding capital expenditure. The Council through its treasury management processes makes use of available cash arising from reserves etc. to fund capital expenditure and has 'internally' borrowed to an extent. This cash would otherwise have been invested at very low rates of return. External borrowing would also be that much more, at higher borrowing interest rates than any returns on cash invested. Such activities are considered best practice and are done so in accordance with the Council's Treasury Management Policy Statement, Strategy, Schedules and Practices.</p>
1.15	<p>The MRP annual charge to the revenue account is based on the Capital Financing Requirement (the outstanding capital expenditure). It is not the same as the cash repayment of external borrowing.</p> <p>The simplified example below illustrates the difference: Assume a 10 year maturity loan of £15m is taken out to fund capital expenditure of £15m on an asset with a life of 20 years.</p> <p>The annual MRP charge to the revenue account on straight line asset life basis is $\text{£}15\text{m} / 20 \text{ years} = \text{£}0.750\text{m}$.</p> <p>At year 10, the loan is repaid from cash on the balance sheet at £15m, but only $\text{£}0.750\text{m} \times 10 = \text{£}7.5\text{m}$ has been charged through the Council's revenue account. A decision would need to be made, either to take out another 10 year loan, or fund from internal cash resources for that 10 year period, dependent on the Council's position at that time. MRP would continue to be made at £0.750m per annum regardless of the treasury decision made.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The 2020/21 Council Fund and HRA budgets provide for the MRP charges in accordance with the calculations set out in the report.
2.02	There are no other resource implications as a direct result of this report.

3.00	IMPACT ASSESSMENTS AND RISK MANAGEMENT
3.01	<p>The impacts of an MRP policy has long term effects that cannot be readily undone and therefore has risks associated for future generations in terms of Council Tax and Housing Rents levels.</p> <p>The Well-being of Future Generations (Wales) Act 2015, puts in place a requirement to;</p>

	<p><i>“act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs”.</i></p> <p>It also requires that authorities take account of, amongst other things;</p> <p><i>“the importance of balancing short term needs with the need to safeguard the ability to meet long term needs”.</i></p> <p>The MRP policy ensures that costs are spread equally in real terms amongst the tax and rent payers benefiting from the capital expenditure. This is not considered as compromising the ability of future generations to meet their own needs merely that future generations pay for assets from which they benefit from using equally to current tax payers.</p>																								
3.02	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1" data-bbox="320 745 1385 1243"> <tr> <td data-bbox="320 745 743 969">Long-term</td> <td data-bbox="743 745 1385 969">Positive - balancing short term and long term needs. The MRP policy ensures that costs are spread equally in real terms amongst the tax and rent payers benefiting from the capital expenditure.</td> </tr> <tr> <td data-bbox="320 969 743 1043">Prevention</td> <td data-bbox="743 969 1385 1043">No impact</td> </tr> <tr> <td data-bbox="320 1043 743 1117">Integration</td> <td data-bbox="743 1043 1385 1117">No impact</td> </tr> <tr> <td data-bbox="320 1117 743 1178">Collaboration</td> <td data-bbox="743 1117 1385 1178">No impact</td> </tr> <tr> <td data-bbox="320 1178 743 1243">Involvement</td> <td data-bbox="743 1178 1385 1243">No impact</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1" data-bbox="320 1352 1385 2051"> <tr> <td data-bbox="320 1352 743 1426">Prosperous Wales</td> <td data-bbox="743 1352 1385 1426">No impact</td> </tr> <tr> <td data-bbox="320 1426 743 1500">Resilient Wales</td> <td data-bbox="743 1426 1385 1500">No impact</td> </tr> <tr> <td data-bbox="320 1500 743 1574">Healthier Wales</td> <td data-bbox="743 1500 1385 1574">No impact</td> </tr> <tr> <td data-bbox="320 1574 743 1648">More equal Wales</td> <td data-bbox="743 1574 1385 1648">No impact</td> </tr> <tr> <td data-bbox="320 1648 743 1722">Cohesive Wales</td> <td data-bbox="743 1648 1385 1722">No impact</td> </tr> <tr> <td data-bbox="320 1722 743 1796">Vibrant Wales</td> <td data-bbox="743 1722 1385 1796">No impact</td> </tr> <tr> <td data-bbox="320 1796 743 2051">Globally responsible Wales</td> <td data-bbox="743 1796 1385 2051">Financial decisions that enable future generations to thrive. Positive - The MRP policy ensures that costs are spread equally in real terms amongst the tax and rent payers benefiting from the capital expenditure.</td> </tr> </table>	Long-term	Positive - balancing short term and long term needs. The MRP policy ensures that costs are spread equally in real terms amongst the tax and rent payers benefiting from the capital expenditure.	Prevention	No impact	Integration	No impact	Collaboration	No impact	Involvement	No impact	Prosperous Wales	No impact	Resilient Wales	No impact	Healthier Wales	No impact	More equal Wales	No impact	Cohesive Wales	No impact	Vibrant Wales	No impact	Globally responsible Wales	Financial decisions that enable future generations to thrive. Positive - The MRP policy ensures that costs are spread equally in real terms amongst the tax and rent payers benefiting from the capital expenditure.
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4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	In changing the Council's MRP policy during 2017/18 and 2016/17 detailed discussions took place with the Council's Treasury Management advisors, senior internal officers and key Cabinet members. Wales Audit Office were also consulted as external auditors.
4.02	The revised MRP policy was considered by Council as part of setting the 2018/19 budget in March 2018.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Fund Budget 2018/19 report to Council 1 st March 2018. Contact Officer: Liz Thomas – Strategic Finance Manager Telephone: (01352) 702289 E-mail: liz.thomas@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
	<p>Capital Expenditure: Expenditure on the acquisition of non-current assets or expenditure that extends the life or value of an existing asset.</p> <p>Capital Financing Requirement (CFR): A measure of the capital expenditure incurred historically by an authority that has yet to be financed from capital receipts, capital grants or revenue financing.</p> <p>Council Fund (CF): The fund to which all the Council's revenue and capital expenditure is charged.</p> <p>Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p> <p>Minimum Revenue Provision (MRP): A charge made to the Council Fund to repay borrowing taken out for capital expenditure. Authorities must determine their own prudent MRP charge each year, taking into consideration statutory guidance issued by the Government.</p> <p>Prudential Code: The code of practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority's duty to determine the affordability, prudence and sustainability of its capital investment needs.</p>

Revenue Expenditure: All expenditure incurred by an authority that cannot be classified as capital expenditure

Revenue Support Grant (RSG): Is paid to each authority to cover the cost of providing standard services less the Council Tax income at the standard level.

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

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

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CABINET

Date of Meeting	Tuesday 18 th February 2020
Report Subject	Quarter 3 Council Plan 2019/20 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2019/20 was adopted by the Council in June 2019. This report presents a summary of the monitoring of progress for the quarter three (October – December 2019) position of 2019/20.

This second monitoring report for the 2019/20 Council Plan is a positive report, with 89% of activities being assessed as making good progress, and 89% likely to achieve the desired outcome. In addition, 81% of the performance indicators met or exceeded target. Risks are also being successfully managed with the majority being assessed as moderate (71%) or minor/insignificant (18%).

This report is an exception based report and therefore detail concentrates on the areas of under-performance.

Recommendations

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

REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2019/20 QUARTER THREE MONITORING REPORT
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the priorities set out in the 2019/20 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	The twelve individual sub-priority reports have been brought together to provide a single report for Cabinet. Members will also receive respective reports when circulated with Overview and Scrutiny Committee agendas.
1.03	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.04	<p>Monitoring our Activities</p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track <p>A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: -</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s)
1.05	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIVITIES PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 140 (89%). • We are making satisfactory (amber) progress in 17 (11%). <p>ACTIVITIES OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the outcome achievement of 140 (89%). • We have a medium (amber) level of confidence in the outcome achievement of 17 (11%). • No activities have a low (red) level of confidence in their outcome achievement.

1.06	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where improvement may have been made but performance has missed the target. • GREEN equates to a position of positive performance against target.
1.07	<p>Analysis of current levels of performance against period target shows the following: -</p> <ul style="list-style-type: none"> • 43 (81%) had achieved a green RAG status • 6 (11%) had achieved an amber RAG status • 4 (8%) had achieved a red RAG status
1.08	<p>The four performance indicators which showed a red RAG status for current performance against target are: -</p> <p>Priority: Caring Council The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion</p> <p>11 siblings from two families had their conferences delayed to achieve quoracy with partner agencies over the Christmas and New Year period. Both family conferences were held in early January. Whilst every effort is made to convene conferences within timescales, we acknowledge that even if we achieve 100% compliance in quarter four, we will not hit the annual target of 95%, and therefore the outcome RAG has been set at Amber for this measure.</p> <p>Number of individuals supported through the mentoring service that enter employment, learning or volunteering</p> <p>Although currently below target for the nine month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in quarter four. Successful Employability Pathways were held in Mold and Flint and further pathways are planned in quarter four. The teams have helped support our mentoring scheme participants with 24 entering employment and 29 accessing further training and two into work placements. Employment outcomes include manufacturing, customer services, security, health care and retail.</p> <p>Priority: Serving Council Percentage of permanent employees who have left within first year of employment</p> <p>Human Resources actively encourage the use of exit interviews so portfolios can monitor and understand individual's reasons for leaving. Reasons for leaving include individuals not having a clear understanding of what to expect to in their role and/or of the Council as an employer. The feedback obtained from exit interviews will assist Human Resources to review the effectiveness</p>

	<p>of the various recruitment methods used across the Council.</p> <p>The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence</p> <p>The full time equivalent (FTE) days lost for the Council during quarter three is 3.15. There was a significant increase in quarter three (300% increase from the previous quarter) in the number of absences due to infections; i.e norovirus. This follows a national trend as reported by Public Health England in December 2019 that surveillance showed the number of positive norovirus laboratory reports was 28% higher than the average for the last five years. The HR Business Partner team continue to work closely with Portfolios and Schools to ensure attendance.</p>																					
1.09	<p>Monitoring our Risks</p> <p>Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: -</p> <ul style="list-style-type: none"> • 3 (5.8%) are insignificant (green) • 6 (11.5%) are minor (yellow) • 37 (71.2%) are moderate (amber) • 6 (11.5%) are major (red) • 0 (0%) are severe (black) 																					
1.10	<p>The Council Plan has a total of 52 risks which have been assessed as shown in Table 1. The initial status of risk is assessed when the risk is first identified without any mitigating controls. The current assessment shows the latest status of the risk.</p> <p>Table 1: Risk movement</p> <table border="1" data-bbox="443 1249 1270 1559"> <thead> <tr> <th>Net risk status</th> <th>Initial Assessment</th> <th>Current Assessment</th> </tr> </thead> <tbody> <tr> <td>Insignificant: (green)</td> <td>0</td> <td>3 (5.8%)</td> </tr> <tr> <td>Minor: (yellow)</td> <td>2 (4%)</td> <td>6 (11.5%)</td> </tr> <tr> <td>Moderate: (amber)</td> <td>33 (63%)</td> <td>37(71.2%)</td> </tr> <tr> <td>Major : (red)</td> <td>17 (33%)</td> <td>6(11.5%)</td> </tr> <tr> <td>Severe: (black)</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>52</td> <td>52</td> </tr> </tbody> </table>	Net risk status	Initial Assessment	Current Assessment	Insignificant: (green)	0	3 (5.8%)	Minor: (yellow)	2 (4%)	6 (11.5%)	Moderate: (amber)	33 (63%)	37(71.2%)	Major : (red)	17 (33%)	6(11.5%)	Severe: (black)	0	0	Total	52	52
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1.11	<p>The six major (red) risks are: -</p> <p>Priority: Caring Council</p> <p>Insufficient supply and escalating cost of placements for children with complex needs</p> <p>Meeting the needs of children with complex needs remains challenging. We have identified the services that we will develop in house, and those that we will seek to commission, to bring greater resilience, choice and enhanced market supply. A joint service model has been developed with Health for an in house assessment and support Team funded through grant allocation. The team will be fully operational by March 2020. The service will help prevent escalation on needs and reduce reliance on residential care. A North Wales</p>																					

Regional Market Position Statement for Children's Services has been launched setting our commissioning needs and intentions. Flintshire delivered a workshop for all Independent Fostering Agencies and Residential care Providers on 11/11/19 to stimulate appropriate market development.

Priority: Green Council

Risk: Funding will not be secured for priority flood alleviation schemes.

Under the Land Drainage Act 1991, the Council as Lead Local Flood Authority has powers available but is not compelled to undertake flood alleviation works. Flood alleviation schemes are considered in accordance with defined national protocols (based on the Five Case Business Model Approach) in order to be included in Welsh Government's 'Pipeline Programme' which can provide Flood Defence Grant in Aid funding at 85% match funding. At present Flintshire Council have no active schemes in the national programme. Several local sites have been identified with potential for viable flood alleviation schemes. Dedicated resource isolated from delivering statutory legislative Flood Coastal Erosion Risk Management (FCERM) duties is required within the Team to develop these local flood risk sites into schemes for consideration for inclusion into Welsh Government's 'Pipeline Programme'. A Team structure review in quarter one of 2020/21 will seek opportunities to address this. Welsh Government have noted the decline in schemes and are considering implementing measures to support Local Authorities, including regional dedicated 'Project Managers' to facilitate scheme delivery on behalf of local FCERM clients.

Priority: Serving Council

Risk: The scale of the financial challenge

Council considered the updated financial position for 2020/21 on 28th January 2020 following the receipt of the Provisional Settlement from Welsh Government on 16th December. The forecast at December was a gap £15.629m which when taking into account stage 1 budget solutions left a remaining gap of £7.465m. The provisional settlement for Flintshire represents an increase of 3.7% (all Wales Average 4.3%). Once taking into account the funding of teachers pensions, teachers pay grant and Nursing care, the net amount available to contribute to the gap is £6.559m. The Council is continuing to work on further options to balance the budget whilst seeking clarification on a number of specific grants and consideration of a number of open risks and final options to recommend a final balanced budget will be considered by Cabinet and Council on 18th February 2020.

Fully funding demand led services and inflationary pressures

The provisional settlement for 2020/21 was received on 16 December 2019. The settlement represented a 3.7% increase for Flintshire. The all Wales average increase was 4.3%. The settlement represents a cash increase of £10.4m for 2020/21 however once funding for new responsibilities for teachers' pension employer contributions, and teachers pay grant no longer funded is taken into account, the net increase towards the in-year pressures is £6.559m. Though the Council welcomes the improved position this is £3.6m short to what is needed to fully fund demand and inflationary pressures. The Council considered the latest position at the end of January 2020 where it gave an update on the provisional settlement and outlined the work underway to bring proposals for a balanced budget to Cabinet and Council on 18th February 2020. The final settlement is due to be received 25th February

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Meeting Internal Targets

The revenue financial monitoring is reported to Cabinet and to Corporate Overview and Scrutiny Committee Monthly. At the Month 6 the in-year efficiencies were reported to be 91% achievable against the target. Recurring shortfalls in income and expenditure that cannot be mitigated are included as pressures in the MTFS. Programme Boards receive an update on the financial position for the portfolio at each meeting. The M8 revenue monitoring report is reporting that 91% of the in-year efficiencies will be met by the end of the financial year. The MTFS continues to be updated as necessary for pressures that are unable to be mitigated.

Increasing costs of service delivery and rising demand for some services

The Council monitors the cost of service delivery through revenue monthly monitoring with service managers. The Council considered the latest position at the end of January 2020 where it gave an update on the provisional settlement and outlined the work underway to bring proposals for a balanced budget to Cabinet and Council on 18th February 2020. The final settlement is due to be received 25th February.

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	Progress against the risks identified in the Council Plan is monitored. Summary information for the risks assessed as major (red) is covered in paragraphs 1.09, 1.10 and 1.11 above.	
	Overview & Scrutiny Committees are following through areas of risk concern within their forward work programmes.	
3.02	Ways of Working (Sustainable Development) Principles Impact	
	Long-term Prevention	Throughout all of the quarter three Monitoring Report there are demonstrable

Integration	actions and activities which relate to all of the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2019/20 (October 2020).
Collaboration	
Involvement	
Well-being Goals Impact	
Prosperous Wales	Throughout the quarter three Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.
Resilient Wales	
Healthier Wales	
More equal Wales	
Cohesive Wales	
Vibrant Wales	
Globally responsible Wales	
Council's Well-being Objectives	
The Council's wellbeing objectives will be included in the Annual Report for 2019/20.	

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	The Council Plan Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
4.02	Chief Officers have contributed towards reporting of relevant information.

5.00	APPENDICES
5.01	Appendix 1: Council Plan 2019/20 – Quarter 3 Monitoring Report

6.00	SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents
6.01	https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/Full-Council-Plan-2019-23.pdf

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

includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.

Risk Likelihood and Impact Matrix

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

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

CAMMS – An explanation of the report headings

Actions

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

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

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

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

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

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

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

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

Measures (Key Performance Indicators - KPIs)

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

Period Actual – The data for this quarter.

Period Target – The target for this quarter as set at the beginning of the year.

Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a

position of positive performance against the target.

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

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

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

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

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

Risks

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

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

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

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

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

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Performance Progress Report

Flintshire County Council

Page 107

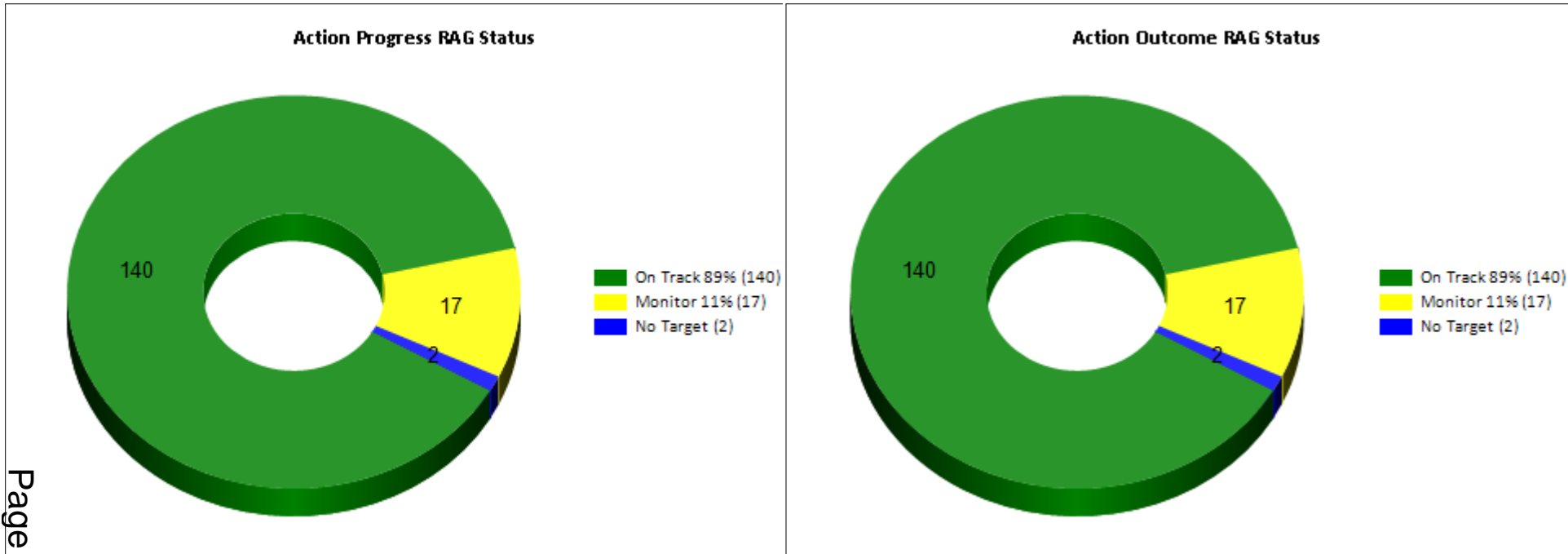


Print Date: 28-Jan-2020

Contents

Progress Charts	3
Caring Council	6
Actions	6
Performance Indicators	26
Risks	40
Ambitious Council	55
Actions	55
Performance Indicators	66
Risks	68
Learning Council	71
Actions	71
Performance Indicators	75
Risks	76
Open Council	79
Actions	79
Performance Indicators	90
Risks	92
Safe and Clean Council	98
Actions	98
Performance Indicators	104
Risks	105
Connected Council	107
Actions	107
Performance Indicators	112
Risks	114
Serving Council	118
Actions	118
Performance Indicators	127
Risks	132

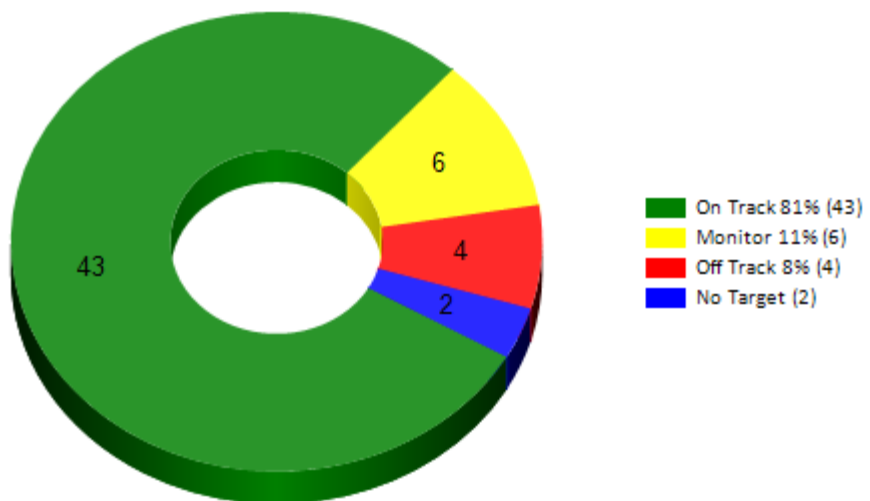
Progress Charts



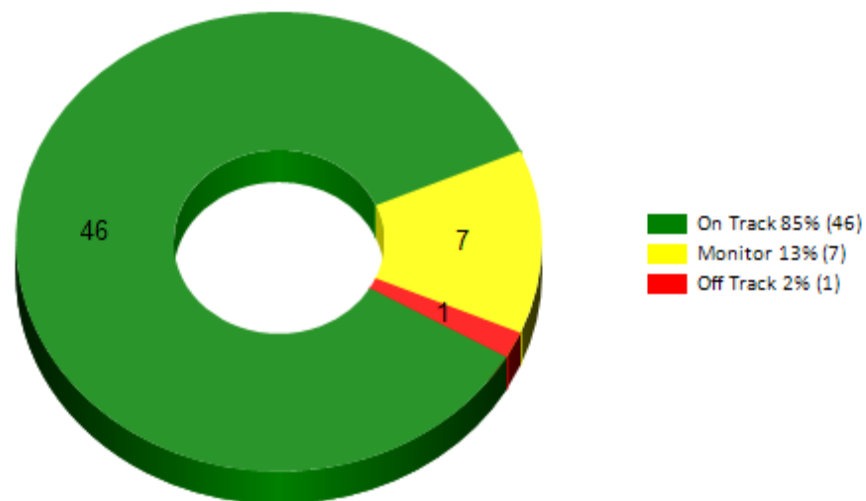
Page 109

'No Target' for Action Progress and Action Outcome denotes Action has not started.

KPI Progress RAG Status

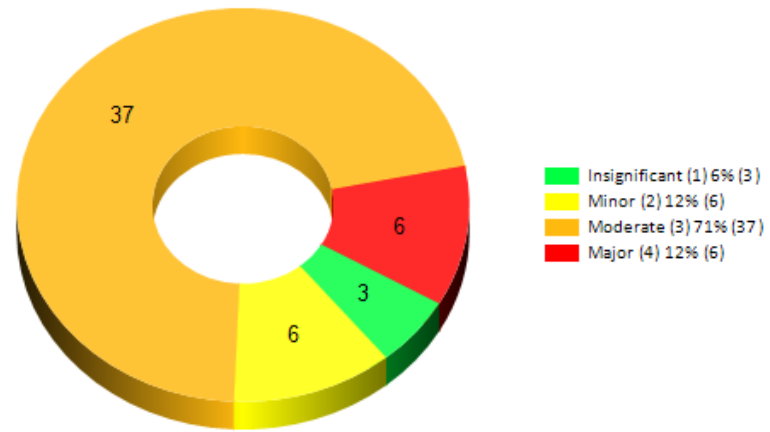


KPI Outcome RAG Status





'No Target' for KPI denotes this is a new KPI and a baseline year is being established



Current Risk Status







Caring Council



Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 (CP) Opening of the Holywell Extra Care Scheme to extend supply in another community area	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Plas Yr Yrwn is due to open in February 2020. Apartments are being allocated and residents will be moving in over a period of eight weeks, with the facility being fully operational by the end of March 2020.</p> <p>Last Updated: 08-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 (CP) Agreement of a preferred option to further extend supply in a further community area with Buckley as the priority	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: Further discussions have not identified an appropriate site to develop as yet.</p> <p>Last Updated: 14-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 (CP) Implementing a Quality Framework for Microcare	Dawn Holt - Commissioning Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Development Officers are drafting a Quality Framework to support the implementation of Microcare, which aims to support older people in rural communities with direct care needs, through the development of small, locally based, person centred provision. The Foundation Economy Grant Application to bring in further support for the development of the Quality Framework has been approved. We have had an initial meeting with Care Inspectorate Wales regarding the Quality Framework, and have arranged subsequent meetings to draft tools that meet the needs of all stakeholders.</p> <p>Last Updated: 23-Dec-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 (CP) Seed funding developed to support the start-up and development of new Microcare services	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Seed funding for Microcare is incorporated into the Foundation Economy Grant Application (FEGA), although development officers are also looking for alternative sources of funding that might support business start-up. The grant has now been approved, and it has been agreed that we will offer £1,000 seed funding per care-based microcarer, and £500 seed funding per well-being microcarer. We have three organisations interested in the microcare concept in Flintshire, and eight individuals.</p> <p>Last Updated: 23-Dec-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 (CP) Recruitment of Microcare Development Officer	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: As of early September 2019, through Flintshire's financial contribution and funding from the LEADER fund via Cadwyn Clwyd, two Officers have been recruited to deliver the Microcare programme.</p> <p>Last Updated: 22-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.4 (CP) Adopting a new approach to Homecare recruitment using value based recruitment processes	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We were actively involved in the WeCare Wales event for value based recruitment in each of the 5 key localities. Following success of the recent training, we have internally recruited four non-traditional care workers as a direct result of the value based recruitment programme. We are holding a second round of training in Quarter 4, and this is specifically targeted at the independent care providers to help support their recruitment challenges.</p> <p>Last Updated: 23-Dec-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.1 (CP) Increase the number of people who access the social prescribing / third sector service through the Single Point of Access (SPOA).	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Between April – September 2019, the two SPOA based workers providing a Social Prescribing response responded to 202 referrals for support. The support offered is in response to a discussion about “what matters” to the individual meaning that the responses are person centred and bespoke to their individual needs. The number of referrals from GPs is continuing to increase; the next data will be collected in March 2020.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.2 (CP) Increase the number of domiciliary providers working towards the silver standard for Progress for Providers	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Three in house, three Extra Care and three independent sector domiciliary providers are working towards achieving the Silver standard for Progress for Providers, the quality standard for domiciliary care.</p> <p>Last Updated: 08-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.1 (CP) Implementation of a system for collecting and evaluating feedback from adults involved in the safeguarding process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%		
ACTION PROGRESS COMMENTS: Feedback from adults involved in the Safeguarding process is currently included in our regular case file audits. An annual audit is planned for March to look at themes arising from the case conference, including the experience of adults who go through the process. Last Updated: 08-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.2 (CP) Include the recommendations from Strategy Meetings in the case file audit process	Jayne Belton - Children's Safeguarding Manager	In Progress	01-Apr-2019	31-Dec-2019	50.00%		
ACTION PROGRESS COMMENTS: Questions related to reviewing the actions from Strategy Meetings have been included in our case file audit tool from January 2020. Last Updated: 10-Jan-2020							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.3 (CP) Implement electronic monitoring for recommendations from Strategy Meetings	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%		
ACTION PROGRESS COMMENTS: The Looked After Review document is on our Client Information System (Paris); the tracking of recommendations is included in this document. Last Updated: 08-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.1 (CP) Meeting the annual inflationary costs of care providers	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	90.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The North Wales fee setting group have agreed the model for fee setting, and draft percentage uplift figures have been produced. These may alter as a result of a February budget, but we will take this into account if necessary. Providers have been consulted with the proposed 2020/21 uplifts, and we look to confirm the figure in Quarter 4.</p> <p>Last Updated: 23-Dec-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.2 (CP) Implement active use of digital mapping to assist in the brokerage of domiciliary care	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The digital map is in place, and being used actively to broker packages of care across the County.</p> <p>Last Updated: 09-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.3 (CP) Marleyfield House planning phase completed	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Following Planning Committee approval in January 2020, the extension of Marleyfield House is on track to be in contract by March 2020. Construction is due to start in April 2020, with a view to being operational by April 2021.</p> <p>Last Updated: 08-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.4 (CP) Introduction of an online financial self-assessment to give people the opportunity to arrange their own self-funded care	Jacque Slee - Team Manager Performance	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Individuals are now able to complete an initial assessment online to determine their eligibility for care funding. Last Updated: 08-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.6.1 (CP) Successful application to become a Dementia Friendly Council	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Pembrokeshire is the first Dementia-Friendly Council in North Wales, supporting intergenerational work and alternative therapies. The Council was recognised as 'Working Towards Becoming Dementia Friendly' in August 2019. Last Updated: 08-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 (CP) Implementing an agreed Placement Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Dec-2019	85.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Solid progress is being made against the 13 actions set in the Placement Strategy. Five actions have been fully implemented with good progress in delivering the remaining eight actions. Last Updated: 24-Jan-2020							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 (CP) Agreed provider and implementation plan	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p>ACTION PROGRESS COMMENTS: The Regional Market Positioning Statement for children and young people in residential care, fostering and secure accommodation seeks to realign current independent provision to meet the needs of looked after children in North Wales. The Statement was formerly launched at the National Social Care Conference on 11 September 2019.</p> <p>Last Updated: 08-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 (CP) Testing and agreeing new regional models of support to extend and complement local provision	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
<p>ACTION PROGRESS COMMENTS: A model for a sub regional approach has been agreed, including the intensive therapeutic model provided with BCUHB for children at risk of placement breakdown or those at risk of entering the care system. A training plan will be developed and core components delivered by March 2020.</p> <p>Last Updated: 08-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.1 (CP) Ensure that pre-birth assessments are included in the regular audit process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p>ACTION PROGRESS COMMENTS: Questions on the Pre-Birth Risk Assessment have been included in the case file audit tool for Children's Services, and are reviewed on a quarterly basis.</p> <p>Last Updated: 08-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.2 (CP) Implement a system to track data on children who are reported missing	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%		
ACTION PROGRESS COMMENTS: This has been implemented through our Client Information System (Paris). Current data is regularly extracted and reported to Missing, Exploitation, and Trafficking (MET) Panel. Last Updated: 24-Jan-2020							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.1 (CP) Test and evaluate the Mockingbird Model of Fostering in 2019/2020 with the aim to have a proposed model ready for full implementation in 2020/2021	Peter Robson - Service Manager, Children's Resources	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
ACTION PROGRESS COMMENTS: A full business case including market research, financial forecasting and service sustainability has been developed and submitted as an Invest to Save project. Funding has been awarded and the recruitment process has started. Last Updated: 17-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.2 (CP) Approval of regional fostering manager to take forward the work on the National Fostering Framework across North Wales	Peter Robson - Service Manager, Children's Resources	In Progress	01-Apr-2019	31-Dec-2019	66.00%		
ACTION PROGRESS COMMENTS: A funding model for the regional post has been agreed, along with host arrangements through Gwynedd Council. Initial recruitment processes were not successful. Gwynedd have identified a solution for the Region and will be hosting this arrangement which will bring additional capacity to drive forward regional approaches to Fostering. Last Updated: 22-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.4.1 (CP) Agree with Welsh Government a local strategy for effective and cost-efficient edge of care services	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%		
ACTION PROGRESS COMMENTS: A strategic approach to supporting children on the edge of care, safely, and appropriately, reducing the number of known children in the care system, and improving outcomes for our looked after children has been agreed. Quarterly reporting on progress will be undertaken to measure progress and impact. Last Updated: 08-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.4.2 (CP) Achievement of the actions and targets within our Corporate Parenting Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
ACTION PROGRESS COMMENTS: Specific actions for delivery in 2019/20 were endorsed by the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee. A report summarising progress against all 20 actions was presented to Social Services Programme Board, and to our Children's Services Forum, in November 2019. The report identified positive progress with actions to be taken forward in six areas in early 2020. Last Updated: 24-Jan-2020							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 (CP) Achievement of the actions and targets for the Regional Learning Disability Service Transformation project both regionally (as the lead Authority) and locally	Jo Taylor - Disabilities Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
ACTION PROGRESS COMMENTS: North Wales Together Learning Disability Transformation programme have concluded the first phase of their project plan and have identified themes to take forward. Bids from potential providers have been received and considered, with a view to achieving operational projects by March 2021.. Last Updated: 08-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 (CP) Establishing a permanent emergency bed provision in Flintshire	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	80.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The Glanrafon Centre in Deeside has been identified as a potential site for this provision to be relocated. Feasibility works have been undertaken and the site is suitable both in terms of location and facilities within the building. A planning application has been submitted for change in use. Alongside this a specialist provider has been identified to manage the facility and ensure that all service users that access this are provided with support in terms of benefits, housing and well-being.



Last Updated: 24-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 (CP) Supporting rough sleepers through the employment of an Outreach Worker	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



This provision enables the service to engage with rough sleepers, offer support and assistance and link them in with support services available in the area. This provision has worked well in terms of the ability to react to reports of rough sleeper in a more efficient way and isn't restricted to office working hours. The employee undertaking this work has however given notice to terminate the position and with the end of contract date being March 20 it is unlikely this post will be successfully recruited into during this timeframe. In running this pilot contract there have been some issues identified with resilience of the service in terms of covering absences and leave with this being a stand alone post. The service is reviewing this provision and currently investigating options to align this service to an existing contract to ensure it is robust and resilient moving forward. The Housing Solutions Service will continue to monitor and react to all rough sleeper reports during this time.



Last Updated: 22-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 (CP) Completion of a feasibility study for short term emergency provision for young people with follow-up actions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: Scoping work continues to better understand the requirement of a provision specifically for young people. A number of options are currently being investigated to determine feasibility. This work is complex in nature with a number of pieces of activity which need to be developed. An initial site where it was deemed there was good practice has been visited and a further visit with Senior Officers is to be progressed. This piece of work will inform the future commissioning of The Council's provision for young people through its Housing Support Grant in 2020/21.</p> <p>Last Updated: 13-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 (CP) Completion of feasibility study for a Housing First approach in Flintshire for people with complex needs with follow up actions	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We have completed a pilot scheme that looked into a number of concepts and models of delivery. This has led to the recruitment of two Housing First Officers who will start their new roles in January 2020.</p> <p>Last Updated: 23-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.5 (CP) Increasing the number of available rented properties in the Private Rented Sector (PRS) to provide housing solutions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: HAWS letting agency are proactively working in Flintshire to increase the number of Private Rented Sector (PRS) properties available to meet housing demand. A Private Rented Sector Landlord event was held in November 2019 to re-engage with this sector and understand landlords concerns and the barriers to housing some client groups, i.e unemployed applicants. The aim of this event was to help the service to identify the areas landlords require support and assistance to make the Private Rented Sector more accessible to all applicants. Unfortunately the event was not well attended and HAWS are currently developing an online survey to identify if there is an increase in engagement via this method.</p> <p>Last Updated: 13-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.1 (CP) Meeting the targets within the comprehensive capital delivery programme of modernisation and refurbishment work to our housing stock	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: On target to meet the programme set within the comprehensive capital delivery programme to ensure our housing stock achieves the Welsh Housing Quality Standards (WHQS) by December 2020.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.2 (CP) Achieving WHQS for the total stock by 2020/21	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We are on target to achieve the Welsh Housing Quality Standards for all Council owned properties by December 2020. Work is currently focused upon external envelope work.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.3 (CP) Capital Expenditure is within budget for Housing work.	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
ACTION PROGRESS COMMENTS: Our current Capital Expenditure is on track with our projections and our Capital Programme will be delivered within the allocated budget. Last Updated: 24-Dec-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.3.1 (CP) Meeting the in-year aims and targets of the Housing Strategy and Action Plan for 2019-2024	Melville Evans - Senior Manager - Housing Programmes	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
ACTION PROGRESS COMMENTS: The Housing Strategy has now been adopted by the Council, following endorsement from Cabinet in October 2019. Work to deliver on actions set out in the strategy will now be delivered. There are a large number of activities, some of which are cross cutting with other Council services, and these need to be developed through the setting up of suitable task and finish groups. Last Updated: 24-Jan-2020							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.1 (CP) Providing new social and affordable housing (1) as set out in the Housing Revenue Account (2) through NEW Homes Development Plans and (3) through the commitments of our Housing Association partners drawing on Welsh Government funding where possible	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
ACTION PROGRESS COMMENTS: Development of this work stream has a long delivery time so end of year reporting will provide a more definitive figure. Last Updated: 03-Jan-2020							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.2 (CP) Maximising the provision of affordable housing through market led schemes and developer obligations in line with planning policy requirements	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Ongoing negotiations with developers as an when planning applications are submitted to ensure the Council maximise the provision of affordable housing. Last Updated: 24-Jan-2020							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.1 (CP) The availability of suitable housing through new build social housing developments and other supported housing provision	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: We are currently on target to deliver 70 new social units of accommodation through our partner Registered Social Landlords (RSL) this year. This has reduced from the last quarter due to a housing association not meeting it's target. Last Updated: 24-Jan-2020							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.2 (CP) Effective implementation of the Welsh Government's recommended Service Standards for delivery of Housing Adaptations	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	60.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The Housing Adaptations Best Practice Group has now been established which includes representatives from the Local Authority, Registered Social Landlords and Third Sector. The group has established a terms of reference which sets the overarching role of the group: "to improve the access to housing that meets people's health needs, regardless of tenure, provide a platform for sharing best practice and help develop new ways of delivering adaptations." The group is scheduled to meet on a monthly basis and work has already started on the development of an action plan to deliver the recommended service standards within Flintshire. Last Updated: 14-Jan-2020							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.3 (CP) Supporting people to remain in their homes through the provision of housing support and advice	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Prevention work continues to be a priority for households who are potentially at risk of becoming homeless. Households are identified as soon as possible and support is put in place to resolve the issues faced and minimise the risk of homelessness. This work is carried out through a number of functions which include the Supporting People Team and Housing Solutions Team.</p> <p>Last Updated: 22-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.4 (CP) Adoption of a renewed strategy for our sheltered and supported housing schemes following review	Dawn Kent - Senior Sheltered Housing Officer	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Currently undertaking the review with a report due early 2020. We are on target to produce a draft strategy by March 2020.</p> <p>Last Updated: 17-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.5 (CP) Effective management of the Specialist Housing register in partnership with Housing Associations to ensure the housing needs of vulnerable households are met	Cheryl Marland - Housing Access and SARTH Team Leader	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The specialist housing register currently has 49 applicants of which 42 require specialist adapted properties and seven require large properties. At the end of quarter three, two households from the specialist housing register were successfully rehoused into suitable accommodation. The SARTH partnership continue to work closely to meet the needs of vulnerable households and representatives from all organisations meet every six weeks to review current voids against specialist housing register needs to identify properties that can be adapted.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 (CP) Forming a new social food enterprise with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: 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. In order to address these issues in the long term, a local social-food-enterprise is in the process of being developed. 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 is progressing well and is in the final stages of implementation.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 (CP) Mapping / detailing areas where there are gaps in provision and then developing solutions	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Good Food Flintshire group is now well established and its membership includes public, private and third sector representation. Work has commenced on mapping need and activity in the County so that we can take a more targeted approach to areas with greater need.</p> <p>Last Updated: 14-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 (CP) Setting a food insecurity / food poverty action plan for Flintshire with partners with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Flintshire Food Poverty Strategy was adopted by the Public Services Board in 2018 and work is now in progress to develop a detailed action plan for the County. The action plan is in the early stages currently and the Good Food Flintshire group are working around agreed themes in order to collate the information and develop this into a progressive action plan for 2020 and beyond.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.4 (CP) Increasing the take up of solar, water and electricity systems by supporting their installation in vulnerable households	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Continued installation of air source heat pumps (air to water) systems in public and private properties identified as fuel poor households through Warm Homes Fund. Last Updated: 24-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.1 (CP) In-year mapping and assessment of child poverty to inform future programme and strategy development	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: New group arrangements are in place involving the key stakeholders for delivering anti-poverty programmes and welfare reforms and the offer of appropriate services that meet need. Terms of Reference and Membership have been updated. Mapping and assessment are ongoing and aligning with the Funding Flexibilities and Early Years Pathfinder projects. Group arrangements continue to be refined, including governance, structure (systems and services), trigger points, and data and gap analysis. This will continue to progress during quarter four to maximise resources around 'what matters' conversations and delivery. Last Updated: 24-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.2 (CP) Outline our commitments in working with partner agencies to target interventions to reduce levels of child poverty	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: A number of programmes and services have been identified as services or agencies working towards reducing the level of child poverty. Welsh Government are conducting a national review of programmes commencing Jan 2020, and this will align with other work including the funding flexibilities, early intervention and prevention approach. The Flintshire Tackling Poverty Partnership meets twice a year with the Denbighshire Partnership. There has been a change in Chair, revised Terms of Reference; a review of Membership and the development of a forward work plan including mapping. Last Updated: 09-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.3 (CP) Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: As at 31 December 2019: 925 children were participating in the offer. 165 providers received funding for children. The Small Grants opened in September 2019 and have had three panels between September and January with a total of approx. £350,000 expenditure. No further small grants will be allocated during 2019-20. This will leave £150k remaining for 2020/21. Uptake of Childcare places has exceeded expectations, with a successful request to Welsh Government for an increase in the Grant. Flintshire has an agreement in place with the cross border English Counties. Bids against the Capital Grant were successful. Flintshire has been awarded £6.46 million (14 schemes). This also includes £500,000 for small grants. There are challenges around the Capital Framework and we are using the Education Framework, which is proving costly. Alternative options are currently being considered.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.4.1 (CP) Access to sanitary products in schools and youth clubs to support wellbeing and school attendance	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: There is now access to sanitary products in all schools and youth clubs.</p> <p>Last Updated: 17-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.5.1 (CP) Residents being supported to sustain their tenancies, pay their rent and remain in their property	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Residents are continuing to be supported to sustain their tenancies through the continued deployment of Mobyssoft 'Rent Sense' module, changes in working practices, better target of resources, all of which are aimed to a process of early interventions to assist tenants in need of help. The service is also taking recovery action quickly (and for lower amounts) against tenants who fail to engage or pay in an effort to prevent arrears from increasing to unmanageable levels. Despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit, rent arrears have stabilised and are now starting to fall when compared to the previous year. Rent Arrears as at end of quarter three were £2.093m compared to £2.319m in the previous year - a reduction of £225k in cash terms. The early interventions and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments. The number of evictions carried out up to quarter three is 16 and the year-end position is likely to demonstrate a significant reduction in eviction rates, especially compared to the 30 evictions undertaken in the previous year. The reduction in evictions are projected to fall by around 30% compared to the previous year and is being achieved through the combination of control measures.



Last Updated: 24-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.1 (CP) Effective deployment of the two new grants under new governance and management arrangements	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

Governance arrangements are fully operational, with quarterly progress reports submitted to Welsh Government. Work has commenced to develop a local outcomes framework to support programme delivery in 2020/2021.



Last Updated: 10-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.2 (CP) Meeting need through streamlining services and developing new methods of delivery and commissioning	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A review has been undertaken looking at: population demand and supply pressures, gaps in service responses and opportunities to develop services under the Funding Flexibilities initiative. A report has been presented to Chief Officers on 14 January 2020 to demonstrate significant progress and positive working, alongside options to inform the development of streamlined services and new approaches.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.4 (CP) Measured performance of the Flexible Funding Programme and how it protects the most vulnerable people in our communities by using new and meaningful performance measures	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A new national outcome framework is awaited from Welsh Government. Once this is shared, national and local performance measures will be developed which will evidence how well the Flexible Funding Programme protects the most vulnerable people in our communities. The local leadership team are currently working on a local outcomes framework, as the national framework has been delayed.</p> <p>Last Updated: 17-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.7.1 (CP) Achievement of targets for supporting individuals to enter employment, learning or volunteering	Sharon Jones - Communities For work	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Although currently below target for the nine month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in quarter four. Successful Employability Pathways were held in Mold and Flint and further pathways are planned in quarter four. The teams have helped support our mentoring scheme participants with 24 entering employment and 29 accessing further training and two into work placements. Employment outcomes include manufacturing, customer services, security, health care and retail.</p> <p>Last Updated: 24-Jan-2020</p>							



Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M03 (SS012) The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	No Data	9	9	 GREEN	N/A	9	9	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: There are three in house, three independent sector and three extra care domiciliary providers working towards the silver standard in Progress for Providers.</p> <p>Last Updated: 24-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M04 (SS015) Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	No Data	100	90	 GREEN	N/A	100	90	 GREEN
<p>Lead Officer: Jacque Slee - Team Manager Performance Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Equipment is managed by the North East Wales Community Equipment Service (NEWCES). The National standard for urgent requests is 90% within one day. 153 urgent requests were completed within one day.</p> <p>Last Updated: 09-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M05 (SS016) Percentage of requests for equipment that meet or exceed the national 7 Day standard	No Data	100	80		N/A	100	80	
<p>Lead Officer: Jacque Slee - Team Manager Performance Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The National standard for the provision of equipment requests within 7 days is 80%. 5423 routine requests were delivered in quarter three.</p> <p>Last Updated: 24-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M06 (SS017) Percentage of equipment that is re-used	No Data	90	70		N/A	90	70	
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The National standard for the reuse of equipment is 70%. In quarter three, 5253 items were returned for recycling.</p> <p>Last Updated: 24-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.4M01 (PM18) [SEP] The percentage of adult protection enquiries completed within 7 days	96.58	No Data	78		N/A	96.66	78	
<p>Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Awaiting quarter three data from Children's Services - by end of January.</p> <p>Last Updated: 17-Jan-2020</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.4M02 The percentage of adult safeguarding reports which proceeded to an enquiry	No Data	92.22	89		N/A	92.22	89	

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: The Safeguarding Unit continue to work with partner agencies to improve the quality of adult safeguarding reports.

Last Updated: 14-Jan-2020



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M01 (SS001) The percentage pre-birth assessments completed within timescales.	No Data	83.33	80		N/A	83.33	80	

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

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: Five out of six pre-birth assessments were completed within timescales. One was out of timescales due to the late presentation of the mother.

Last Updated: 14-Jan-2020



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M02 (SS002) The percentage of children who were reported as having run away or gone missing from home who had a return interview	No Data	100	0		N/A	100	0	



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



Reporting Officer: Jacque Slee - Team Manager Performance



Progress Comment: All 22 of the children who were reported missing had a return interview. This is a baseline year and no target has been set.



Last Updated: 17-Jan-2020



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M03 (SCC/034) The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	97.12	99.24	98	 GREEN	↑	99.24	98	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Aspirational Target: Progress Comment: One young person's review was held outside timescales due to the Christmas shut down (due on 25/12/2019, held on 07/01/2020).</p> <p>Last Updated: 29-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M04 (SCC/014) The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	92.5	80	95	 RED	↓	80	95	 AMBER
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Aspirational Target: Progress Comment: 11 siblings from two families had their conferences delayed to achieve quoracy with partner agencies over the Christmas and New Year period. Both family conferences were held in early January. Whilst every effort is made to convene conferences within timescales, we acknowledge that even if we achieve 100% compliance in quarter four, we will not hit the annual target of 95%, and therefore the outcome RAG has been set at Amber for this measure.</p> <p>Last Updated: 29-Jan-2020</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.3M01 (SS003) Number of new foster carer approvals in the year	No Data	13	7		N/A	13	7	
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: In quarter three we completed approvals for one general fostering carer, one respite carer, and two connected person carers, giving a total of 13 new approvals so far this year.</p> <p>Last Updated: 24-Jan-2020</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.4M01 (SS004) Number of referrals to the Family Group Meeting Service	No Data	66	70		N/A	248	210	
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: There were 66 referrals to the Family Group Meeting Service in quarter three. This is below the quarterly target of 70, however we exceeded target in the last two quarters and are well on track to meet the annual target by the end of March.</p> <p>Last Updated: 24-Jan-2020</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.4M02 (SS005) Number of Special Guardianship Orders made	No Data	3	1	 GREEN	N/A	3	1	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Aspirational Target: Progress Comment: Special Guardianship orders are awarded as an alternative to being a looked after child, for those children who cannot live with their birth parents and who would benefit from a legally secure placement.</p> <p>Last Updated: 29-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	No Data	9	0	 GREEN	N/A	9	0	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.</p> <p>Last Updated: 08-Jan-2020</p>								

Page 37

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M02 (SS014) Number of people transitioning into Hwb Cyfle	No Data	52	50		N/A	52	50	
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: This figure represents the average number of individuals attending the day service at Hwb Cyfle in the first half of this year. A further 218 people with a learning disability attended other day services in the County.</p> <p>Last Updated: 08-Jan-2020</p>								




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
P1.4.1M01 Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	No Data	0	0		N/A	0	0	
<p>Lead Officer: Jenni Griffiths - Homeless and Advice Manager Reporting Officer: Denise Naylor - Housing Programmes Support Manager Progress Comment: HAWS Lettings not secured any additional properties in quarter three but are currently in negotiations with landlords in respect to four single person properties.</p> <p>This is a new service and is ongoing in terms of promoting HAWS Lettings as a managing agent in Flintshire to build up their portfolio. A Landlord Event was held in November (morning and evening sessions) to engage with private landlords in Flintshire and help to understand the challenges they face to enable the Council to identify areas where it could assist in mitigating or reducing these. Unfortunately the event was not well attended and HAWS are currently working on an online survey to be issued in quarter four to establish if there is an increase in engagement via this method.</p> <p>Last Updated: 22-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M02 Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	No Data	0	0		N/A	1	0	

Lead Officer: Jenni Griffiths - Homeless and Advice Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: HAWS Lettings not secured any additional properties in quarter three but are currently in negotiations with landlords in respect to four single person properties.
This is a new service and is ongoing in terms of promoting HAWS Lettings as a managing agent in Flintshire to build up their portfolio. A Landlord Event was held in November (morning and evening sessions) to engage with private landlords in Flintshire and help to understand the challenges they face to enable the Council to identify areas where it could assist in mitigating or reducing these. Unfortunately the event was not well attended and HAWS are currently working on an online survey to be issued in Quarter Four to establish if there is an increase in engagement via this method.



Last Updated: 22-Jan-2020



Page 139




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M03 (PAM/012) Percentage of households successfully prevented from becoming homeless	70.97	77.46	85			79.73	85	




Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Jenni Griffiths - Homeless and Advice Manager
Progress Comment: The percentage of households in the quarter where homelessness was prevented. The end of quarter three position is below the target set at 85% but within the variance set.



Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M01 The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	No Data	118.42	100	 GREEN	N/A	109.89	100	 GREEN
<p>Lead Officer: Sean O'Donnell - Contract Surveyor Reporting Officer: Denise Price - Business Performance Manager Progress Comment: We are currently ahead of programme on a number of workstreams due to the good weather and early engagement with our tenants.</p> <p>Last Updated: 24-Dec-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M02 Tenant satisfaction level	No Data	96.86	95	 GREEN	N/A	96.86	95	 AMBER
<p>Lead Officer: Sean O'Donnell - Contract Surveyor Reporting Officer: Denise Price - Business Performance Manager Progress Comment: Our engagement with our Contractors and the performance reports that were shared during our Contractor Progress meetings, highlighted the requirement for our Contractors and other companies that had been procured to ensure that each were showing their ID at all times to our tenants. The low scores in quarter one and quarter two were as a result of Contractors not identifying themselves correctly to our tenants along with delays in some of the works that were being delivered. We are pleased with the results and with the actions undertaken by our Contractors to address these issues.</p> <p>Last Updated: 10-Jan-2020</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.5M01 (PAM/015) Average number of calendar days taken to deliver a DFG	298.46	237.82	247	 GREEN		237.82	247	 GREEN
<p>Lead Officer: Rafaela Rice - Disabled Facilities Manager Reporting Officer: Jen Griffiths - Benefits Manager Progress Comment: 942 children accessed the childcare offer in quarter three.</p> <p>Last Updated: 24-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M01 Delivery of energy efficiency measures to domestic properties in Flintshire	No Data	1027	750	 GREEN	 N/A	1027	750	 GREEN
<p>Lead Officer: Leanna Jones - Energy Projects Coordinator Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration Progress Comment: This figure is made up of a mix of measures including mains gas installs, air source heat pumps, meters, and insulation on all tenure properties. Although the KPI target for the period has not been reached the overall yearly target has already been achieved and therefore the end of year performance will exceed the target set.</p> <p>Last Updated: 22-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M02 Number of vulnerable households supported through the Healthy Homes Healthy People programme	No Data	1214	750		N/A	1214	750	



Lead Officer: Leanna Jones - Energy Projects Coordinator
Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Progress Comment: Based on reports provided by the Warm Homes Fund Healthy Homes Healthy People project (category 3 of the funding) which assists people with advice and support in their homes. Although the target for the period has not been met the overall yearly target has already been exceeded.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.3M01 Number of children who accessed the Childcare offer	No Data	942	625		N/A	2240	1875	



Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: 942 children accessed the childcare offer in quarter three.



Last Updated: 24-Jan-2020



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.3M02 Number of childcare providers	No Data	168	0		N/A	168	0	




Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Number of childcare providers in the same period – 168 providers took part

Last Updated: 14-Jan-2020




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M01 Access to sanitary products in schools (percentage)	No Data	100	75		N/A	100	75	
<p>Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support Progress Comment: All primary schools have received a delivery of sanitary products in quarter three. This is in addition to deliveries to all secondary schools. Both primary and secondary schools received a variety of products including reusable products.</p> <p>Last Updated: 23-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M02 Access to sanitary products in youth clubs (percentage)	No Data	100	100		N/A	100	100	
<p>Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support Progress Comment: All Flintshire youth clubs have been provided with a variety of sanitary products during quarter three.</p> <p>Last Updated: 23-Jan-2020</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M03 Access to sanitary products in Foodbanks	No Data	100	100		N/A	100	100	
<p>Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support Progress Comment: All Flintshire Food banks have been provided with a variety of sanitary products during quarter three.</p> <p>Last Updated: 23-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M01 Average number of days to process new claims for housing benefit and council tax reduction	20.48	16.1	20			17.36	20	




Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: The target for quarter three has been achieved. There has been a dip in performance from quarter two and quarter three due to service demands.
 Last Updated: 24-Jan-2020




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M02 Average number of days to process change in circumstances for housing benefit and council tax reduction	9.38	5.01	8			5.01	8	

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: The target for quarter three has been achieved. There has been a dip in performance from quarter two and quarter three due to service demands.
 Last Updated: 24-Jan-2020




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.7M01 Number of individuals supported through the mentoring service that enter employment, learning or volunteering	No Data	55	65	 RED	N/A	96	195	 GREEN
<p>Lead Officer: Sharon Jones - Communities For work Reporting Officer: Lynne Fensome - Management and Support Manager Progress Comment: Although currently below target for the nine month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in quarter four. Successful Employability Pathways were held in Mold and Flint and further pathways are planned in quarter four. The teams have helped support our mentoring scheme participants with 24 entering employment and 29 accessing further training and two into work placements. Employment outcomes include manufacturing, customer services, security, health care and retail.</p> <p>Last Updated: 24-Jan-2020</p>								

Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Jenni Griffiths - Homeless and Advice Manager	Denise Naylor - Housing Programmes Support Manager				Open
<p>Potential Effect: Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.</p> <p>Management Controls: 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 will commence in May 2019. The emergency beds provision is in place and is proving to be in demand. In addition there is an Outreach Worker in post, employed through Clwyd Alyn, who follows up on street homeless and individuals who attend the emergency bed provision.</p> <p>Progress Comment: 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 decreased slightly this quarter and requires close monitoring. 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 commenced in May 2019. The emergency beds provision pilot established a demand but unfortunately this pilot has ended and there is currently no emergency bed provision in place. Alternative provision has been a service priority in quarter three and will be operational in Feb 2020.</p> <p>Last Updated: 14-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Open
<p>Potential Effect:</p> <ul style="list-style-type: none"> i) Increase in homelessness ii) Increased pressure on the Housing Options Team iii) Increase in people sleeping rough <p>Management Controls:</p> <p>Housing Strategy and Action Plan 2019 - 24 approved by Cabinet and now operational to monitor and manage Section 106 and Social Housing Grant programmes. HRA Business Plan will target 50 new social rent homes each year. Introduction of North Wales Construction Framework.</p> <p>Progress Comment:</p> <p>This is, and will remain to be, an ongoing risk as the shortfall of affordable housing to meet local housing need as identified in the Local Housing Market Assessment is 238 per annum, which is rarely met year on year, therefore is a cumulative shortfall of affordable housing each year. Therefore, whilst the Council, our Housing Association partners and developers are committed to delivering significant number of affordable housing there will continue to be a shortfall for the foreseeable future.</p> <p>To this effect, the Council's SHARP has delivered a total of 180 new social (114) and affordable rent (66) homes to date. A further 125 new social (72) and affordable rent / low cost home ownership (53) units are under construction or scheduled to start. This includes a scheme at Nant y Gro, Gronant which will deliver a further 41 council and affordable homes subject to planning approval in March 2020. Three further schemes which will deliver a further 111 units are being worked up.</p> <p>The Housing Associations are committed to delivering 229 affordable housing by 2021 through the Social Housing Grant programme.</p> <p>In addition, NEW homes has a Council approved Development Strategy which is looking to deliver a further 200 units over the next two years.</p> <p>In light of the findings of the Welsh Government's Affordable Housing Review, the Council is now working with other local authorities and North Wales Housing Associations to develop a North Wales Procurement Framework with North Wales based contractors which could enable it to deliver new housing schemes under new arrangements post the SHARP contract. This could enable the Council to engage with local developers and partner housing associations to deliver sites locally. It is proposed that the new Framework will be live by April 2020.</p> <p>Last Updated: 10-Jan-2020</p>						

Page 147

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Cheryl Marland - Housing Access and Sarth Team Leader	Denise Naylor - Housing Programmes Support Manager				Closed

Potential Effect:

Increased homelessness

Management Controls:

Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms.

Progress Comment:

This risk has been closed due to not being able to measure the impact of the Welfare Reform Programme directly on the demand for social and affordable housing.

Last Updated: 02-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Diminishing land supply for council housing construction	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Closed

Potential Effect:

- i) Reduction in number of units delivered




Management Controls:




On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase. Introduction of a North Wales Construction Framework.




Progress Comment:

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. This could include development on sites which are not council owned in partnership with local developers and housing associations through the North Wales Construction Framework which is being established by local authorities and housing associations. The new Framework is scheduled to go live April 2020.

Last Updated: 10-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for Council housing	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Closed
<p>Potential Effect: A reduction in the construction and delivery of Council houses</p> <p>Management Controls:</p> <ul style="list-style-type: none"> i) submit application to Welsh Government for increase in borrowing cap relating to specific schemes. ii) Lobby Welsh Government to remove borrowing limits following removal in England iii) Seek increase in borrowing cap with the UK Government through the Growth Deal <p>Progress Comment: This is no longer considered to be a risk as the cap on borrowing within the housing revenue account ended May 2019. The ending of the cap means that Flintshire will continue to invest in building council homes.</p> <p>Last Updated: 10-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager				Open
<p>Potential Effect: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.</p> <p>Management Controls:</p> <ol style="list-style-type: none"> I. Monitoring and management of adaptation cases II. Ongoing process review III. Continually seek ways to further increase cost-efficiency IV. Increase in budget allocation to meet demand <p>Progress Comment:</p> <p>The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress. The budget for the programme is currently on track. There has been improved performance in relation to timescales for completing adaptations, which also improves the outcomes for our customers, however, some issues have been identified in relation to contractor performance which will be addressed and a new solution implemented within the next six months.</p> <p>Last Updated: 14-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out: by working in partnership with the Department of Working Pensions (DWP) and other stakeholders to manage any negative impact from falling upon both residents and Council services.	Jen Griffiths - Benefits Manager	Dawn Barnes - Welfare Reform Manager				Open

Potential Effect:

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




Management Controls:




Welfare Reform is undoubtedly impacting services. Work is taking place to identify why rent arrears have increased. Collaborative working is taking place to improve communication across the teams, this will help to identify opportunities for early intervention.
 Council Tax Collection continues to be under pressure and currently reviewing the claims process for Council Tax Reduction to make it easier and quicker. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and will continue to monitor the rate of homelessness.
 From 1st April 2019 the Council will not be funded by the Department for Works & Pensions for providing Personal Budgeting and Assisted Digital Support which will be a risk for 2019-20.
 From April 2019, the Welfare Reform Response Team will continue to provide assistance and support to residents who are impacted by Welfare Reform.

Progress Comment:

Work is now well underway to identify and manage 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.
 In April 2019 funding by the Department for Works & Pensions for providing Personal Budgeting Support and Assisted Digital Support ended. During 2019/20 the Welfare Reform Team continue to provide assistance and support to residents who are impacted by Welfare Reforms with a focus on early identification and intervention to prevent the problem from escalating.
 Commencement in July 2019 of a Department for Works & Pensions Pilot of moving those in receipt of existing benefits or tax credits onto Universal Credit known as managed migration will be a risk of an increase in demand in services for 2019/20.
 We are currently improving communications across teams to help identify customers who will require further support and guidance. Council Tax Collection remains under pressure.

Last Updated: 14-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager				Open
<p>Potential Effect: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.</p> <p>Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.</p> <p>Progress Comment: The Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. The team are also responsible for providing welfare and budgeting support and actively engage with customers, landlords and other service providers to ensure customers needs can be met. There is still a significant numbers accessing this support due to residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits continue to work together to develop early intervention strategies.</p> <p>Last Updated: 22-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	David Barnes - Manager - Revenues	Sheila Martin - Income Team Leader				Open

Potential Effect:

With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.

Management Controls:

The deployment of Mobyssoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay.

The formation of an early intervention team and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments.




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




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




The unprecedented additional work generated by the launch of Universal Credit full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears




Council Tax collection rates have not been majorly impacted by the introduction of Universal Credit. In 2018/19, the Council collected 'in-year' 98.2% of council tax which resulted in Flintshire achieving the highest collection level of any Welsh local authority.

Last Updated: 14-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager				Open
<p>Potential Effect: Local economy will suffer as people can only just afford to spend on essential items</p> <p>Management Controls: The council is continuing to support residents to access advice and support to enable them to better manage their financial situation. The Welfare Team provide support with budgeting to assist in this area</p> <p>Progress Comment: Welfare Rights and Supporting People teams continue to work with residents during the year to explore areas of income maximisation for residents of the County. This work is critical to ensure residents receive the correct levels of Social Security Benefits. Therefore allowing residents to be in a position to contribute more widely to the local economy.</p> <p>Last Updated: 14-Jan-2020</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for residential and nursing home care bed availability	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Increase in hospital admissions and delayed transfers from hospital. Increased pressure on primary care services leading to deteriorating relationship with local partners.</p> <p>Management Controls: Working with Corporate colleagues to use capital investment to support the development of our in-house provision.</p> <p>Increase bed and extra care capacity for dementia/ learning disabilities.</p> <p>Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.</p> <p>Rolling out the value-based recruitment programme to make advertising for care staff more appealing to a wider audience.</p> <p>Progress Comment: The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021. Value based recruitment is seeing a positive impact for in-house recruitment; however recruitment within the independent sector remains challenging. No care homes are currently in Escalating Concerns.</p> <p>Last Updated: 23-Dec-2019</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Deprivation of Liberty Safeguarding (DoLS) assessment waiting list increases	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Increased waiting times for DoLS assessments and impact on reputation of the Council.</p> <p>Management Controls: Actively prioritise waiting list for DoLS assessments Regularly engage with providers to keep the priority list refreshed Develop internal processes in preparation for the introduction of legislation relating to Liberty Protection Safeguards</p> <p>Progress Comment: The waiting list continues to be actively managed, with urgent and review authorisations being prioritised. Training on Liberty Protection Safeguard legislation has taken place, and the additional resource implications are becoming clearer. A paper is being presented to Programme Board. National guidance remains to be finalised.</p> <p>Last Updated: 23-Dec-2019</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Strategic Policies Advisor					Open
<p>Potential Effect: Employees will not identify potential safeguarding issues. Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.</p> <p>Management Controls: Safeguarding training is included in induction programme ensuring all new employees receive training. Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.</p> <p>Progress Comment: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding e-Learning modules are available, 154 employees have completed this training. Further training has been commissioned from AFTA Thought, who provide drama based training. The training is aimed at employees working with young children in pre-school settings. Further training on County Lines and Modern Slavery and Prevent has been provided by North Wales Police. These sessions have been well attended by the workforce, school employees and elected members.</p> <p>Last Updated: 14-Jan-2020</p>						

Page 56

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient supply and escalating cost of placements for children with complex needs	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Increasingly difficult to secure appropriate placements for children with complex needs within budget constraints.</p> <p>Management Controls: Supporting resilient families through the Early Help Hub</p> <p>Targeted support to families on the edge of care</p> <p>Combat exploitation through the Strategic and Operational MET (Missing, Exploitation, Trafficking) group</p> <p>Policies and models to attract new foster carers and expand the type of placements offered</p> <p>Working with local providers to reshape the residential market</p> <p>Maximising local housing options</p> <p>Progress Comment: Meeting the needs of children with complex needs remains challenging. We have identified the services that we will develop in house, and those that we will seek to commission, to bring greater resilience, choice and enhanced market supply. A joint service model has been developed with Health for an in house assessment and support Team funded through grant allocation. The team will be fully operational by March 2020. The service will help prevent escalation on needs and reduce reliance on residential care. A North Wales Regional Market Position Statement for Children's Services has been launched setting our commissioning needs and intentions. Flintshire delivered a workshop for all Independent Fostering Agencies and Residential care Providers on 11/11/19 to stimulate appropriate market development. Whilst we have put the above management controls in place, our latest assessment of the level of risk is that it remains red.</p> <p>Last Updated: 30-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for domiciliary care	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Delayed discharge from hospital; unable to fulfil need for care packages at home.</p> <p>Management Controls: Utilising the Care@Flintshire portal to promote vacancies Working with providers to establish appropriate fee rates Regional Domicilliary Care Agreement in place Value Based recruitment Investment in the Microcare model</p> <p>Progress Comment: We are rolling out training on value based recruitment both in house and in the independent sector, and a task group is looking at recruitment and retention with Communities for Work. Fee rates have been developed for 2020/21, and providers have been consulted. Recent work has focused on using our in house domiciliary and reablement resources flexibly to meet the demands of the market. This has enabled us to reduce the waiting list on domiciliary care. However, pressures remain through the winter months.</p> <p>Last Updated: 23-Dec-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Relationship issues of families under stress and the impacts on relationship quality could increase due to additional financial pressures	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Deteriorating parental relationships and a resulting instability and negative experience for children, and possible escalation into statutory services. Exposure to parental conflict is estimated to feature in the lives of more than 1.2 million children nationally. It does huge damage to children through emotional and behavioral problems during childhood and impact on life chances. It is estimated that for 'intact' families 11% of all children are affected by parental conflict, rising to 28% in workless families. In separated families 50% of children experience levels of parental conflict that are potentially damaging and have longer term impacts on individuals, families, communities and services.</p> <p>Management Controls: In-year mapping and assessment of child poverty to inform future programme and strategy development ensuring maximizing income and reducing family outgoings. Outline our commitments working with partner agencies to target interventions to reduce levels of child and family poverty. Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme.</p> <p>Progress Comment: The mapping exercise is progressing, and bringing services and stakeholders together to bring about transformation and integration in the system. We are undertaking a high level mapping exercise to help us understand the issues around relationship conflicts. Plans going forward include the use of an element of the grant to increase the knowledge and skills of the workforce to meaningfully support parents with relationship difficulties, to reduce stress on the family and raise awareness and educate into the implications that parental conflict has on the child. The grant will also be used to support innovative provision such as parenting groups and peer support groups.</p> <p>Last Updated: 09-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to secure sufficient funding to meet the needs of vulnerable families	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance				Open

Potential Effect:

Shows us that age 5 is the key age for intervention, before the opportunity is lost. Children’s developmental needs will not be met.

Management Controls:

In-year mapping and assessment of pathways to ensure that the needs of families are met.
Outline our commitments working with partner agencies to target interventions to reduce levels need.
Effective planning of services at various tiers of need.



Progress Comment:



Welsh Government continue to progress the Funding Flexibilities Agenda, with two new Grants with ten programmes of activity; Housing Support (three) and Children and Communities (seven). This new approach is changing our way of thinking in terms of delivery and how grants operate and are managed. It is recognised by WG that this is not an easy task. An outcomes framework is being developed nationally with the aim to support strategic, cross-organisational alignment and ways of working across programmes to enhance the delivery of early intervention, prevention and support services whilst still meeting the terms of the Grant. Flintshire has been successful this year, through Early Years of becoming an Early Years Pathfinder and securing additional funding of £550k, as well as £16k for relationship support. We continue to use these Grants and additional Grants and funding, such as the Transformation Fund to build upon core services and keep in the fore our commitment to integrated services that support the needs of the vulnerable children and adults in our communities through a range of early intervention, prevention and support mechanisms. Despite funding reductions we aim to mitigate or remove disadvantages to vulnerable people to enable them to have the same life chances as others, contributing to a more equal Flintshire and Wales. We continually keep our eye on population needs and opportunities for funding.



Last Updated: 24-Jan-2020



Ambitious Council



Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 (CP) The Region reaching agreement of a Heads of Terms with the governments of UK and Wales to unlock a Growth Deal for the region and for Flintshire	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Dec-2019	100.00%		
<p>ACTION PROGRESS COMMENTS: Outline Heads of Terms have been signed with UK Government (UKG) and Welsh Government (WG) enabling Growth Deal projects to enter the next stage of development; the preparation of detailed business cases for investment.</p> <p>Last Updated: 24-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 (CP) Assessment of the priority needs of Flintshire for improved digital connectivity to contribute to regional digital strategy	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Dec-2019	100.00%		
<p>ACTION PROGRESS COMMENTS: A digital action plan for Flintshire has been produced and its priorities are included within the overarching regional digital connectivity strategy.</p> <p>Last Updated: 09-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 (CP) Agreement and the first stage of implementation of a digital strategy for the region which improves connectivity (access and processing capacity / speed) for businesses, public sector partners and communities in Flintshire)	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Dec-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The digital strategy for North Wales is now in place. There are four main work streams underway: 1) Connection of all public buildings across North Wales to the fibre network to future-proof connectivity - currently being delivered following a successful bid to the UK Government (UKG) Local Full Fibre Network programme. 2) Support for rural communities to connect to faster broadband - currently recruiting a shared officer with Wrexham County Borough Council (WCBC) following successful bid to Rural Development Plan programme. 3) Developing projects to provide leading-edge connectivity infrastructure into strategic employment sites and along strategic transport routes - Growth Deal project under development. 4) Seeking further Welsh Government (WG) support to improve connectivity infrastructure for rural communities.</p> <p>Last Updated: 09-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1 (CP) The introduction of a regional hub by Welsh Government (WG) and North Wales Economic Ambition Board (NWEAB) to co-ordinate inward investment and respond to the demands of businesses	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The regional business hub is still at an early stage of development by Welsh Government and the North Wales Economic Ambition Board. The Council has contributed to the development process and remains committed to strengthening business support and inward investment through increased regional working.</p> <p>Last Updated: 09-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 (CP) Planning of new infrastructure schemes to provide business growth in Flintshire (Deeside Enterprise Zone (DEZ) etc.) for the medium-term	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2019	31-Mar-2020	30.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The medium term Integrated Transport Plan for the Deeside Industrial Estate involves providing multi model sustainable transport which includes the provision of a Park & Ride/Share facility, Shuttle Interchange and the Deeside Parkway Station. Shared use walking and cycling infrastructure, to Active Travel Standards, provides access to the entrance to every place of employment in the park. In addition to this, Deeside Parkway Station is in the options appraisal stage along with the proposed shuttle interchange.</p> <p>Last Updated: 22-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 (CP) Maximise opportunities to achieve available funding for scheme improvements whilst to achieving timely grant submissions	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	80.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Having recently received invitations for Welsh Government funding, we have now identified appropriate schemes for submission via a number of grant funding streams for the forthcoming financial year (2020/21). Written Grant applications are currently being prepared in line with specified deadlines.</p> <p>Last Updated: 14-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 (CP) Provision of a new Park and ride facility within Deeside Industrial Park	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The detail design stage is now complete as part of the design and build contract. The expected start date of full construction is March 2020.</p> <p>Last Updated: 22-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.5 (CP) Preparation of a support plan for businesses to manage the eventuality of a transition out from the European Union (Brexit)	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The Council has developed a transitional plan which will take effect once the outcome of the Brexit process is known. This includes: 1) Monitoring vulnerable business sectors to identify potential impacts and work with Welsh Government and North Wales Economic Ambition Board to develop bespoke support. 2) Accelerating support for the development of local supply chains. 3) Increasing support for local businesses to build resilience. In the meantime, the Council is sharing all Brexit information with businesses to ensure that they can base their preparations on the latest information.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.1 (CP) Adoption of a strategy by quarter one ensure long term sustainability of town centres leading to updated bespoke local town plans	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Strategy was adopted in May 2019 by Cabinet. Discussions are underway in a number of towns to review the current approach to supporting them. In addition, the Council has worked with the Town Council and business community in Holywell to secure Welsh Government resources to re-open the High Street to vehicles to encourage more customers into the town. The Council is also supporting Mold businesses in developing a Business Improvement District (BID) for the town centre. The Council is supporting Buckley Town Council with a trial depedestrianisation scheme and with a review of their town action plan.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.2 (CP) Testing of the model of a Business Improvement District for Mold (through a local ballot of rate paying businesses) as a pilot exercise	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: The Council has engaged Mosaic Partnership (with experience of developing over 100 successful BIDs) to support the businesses in Mold to develop their BID. The businesses will be developing their business plan for the BID during October and November 2019 with the draft being ready at the end of November. It is anticipated that the ballot of businesses that will determine whether the BID is approved will take place in March 2020.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.1 (CP) Key interventions for cycleways, active travel, highway improvements, bus network and rail improvements	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A number of key integrated transport interventions are currently being developed for inclusion within pending applications to Welsh Government for the forthcoming financial year (2020/21). Long term aspirations will see the methodology utilised in Deeside being replicated across the County as a whole in order to develop a fully integrated transport solution</p> <p>Last Updated: 14-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.2 (CP) Key interventions for accessing employment, health, leisure and education facilities by accessing national funds with winning business cases	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
<p>ACTION PROGRESS COMMENTS: The core aim of the Authorities Integrated Transport Strategy is to facilitate access to sites of employment, health, leisure & education. The Council seeks to replicate the methodology utilised in Deeside across all strategic locations of the County thus achieving a fully integrated transport solution for the County as a whole and cross border. Streetscene's forward work programme ensures that applications for numerous funding streams are prepared in advance thus ensuring highest chance of bid success.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.3 (CP) The LDP Deposit Plan making provision for local growth which will be supported by new or improved infrastructure	Adrian Walters - Team Leader	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p>ACTION PROGRESS COMMENTS: The Deposit LDP is accompanied by an Infrastructure Plan which identifies the approach the preparation of the Plan has taken in terms of engaging with infrastructure providers and ensuring appropriate infrastructure either exists or can be provided. The Infrastructure Plan will be reviewed and updated as the Plan progresses.</p> <p>Last Updated: 18-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.6.1 (CP) Sustainability of the social enterprises supported/created by the Council	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council continues to provide a dedicated resource to support the social enterprise sector. This includes intensive one to one support for new social enterprises to help them to establish themselves as well as ongoing support. Quarter three: 20 Social enterprises have been supported. The dedicated support included the provision of 44 business support sessions of which 37 were delivered to social enterprises registered in Flintshire, including; business planning, policy development, cash flow forecasting, preparing for investment, social media training, business awards applications and Social Enterprise Places accreditation. The other seven sessions were delivered to five members of the public in Flintshire carrying out pre-start work exploring the opportunity to register as social enterprises.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.6.2 (CP) Implement Project Search with Hft to achieve real jobs for people with a learning disability	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Project Search is an internship for young people up to the age of 25 who have a learning disability, with the aim of providing a range of skills for individuals to apply in the workplace. It is hoped that at the end of the internship, full paid employment will be achieved. The first intake was in September of this year, with nine young people involved.</p> <p>Last Updated: 22-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 (CP) National financial support secured (from Welsh Government and Arts Council for Wales) for major capital investment for refurbishment of Theatr Clwyd	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: Formal application was made to Welsh Government for strategic funding in quarter two. Arts Council of Wales funding (£6m estimate) has already been secured. A letter was received from Welsh Government on 23.12.19 signalling positive support for scheme, recognising the urgency around a comital decision, and inviting urgent engagement with civil servants to explore capital funding solutions.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 (CP) Reaching an agreement between the Board of Theatr Clwyd, the Council and the Arts Council of Wales on the most sustainable, legal, governance and financial / commercial model for the Theatr for the future from 2021/22	Colin Everett - Chief Executive	Completed	17-Sep-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Cabinet, on the recommendation of the Theatre Board, has agreed in principle to transition to an independent trust model in April 2021. A full project plan in place is in place with the support of a dedicated project manager. A further report was made to Cabinet in December 2019. Cabinet endorsed the plan to enter a full and final stage of due diligence with a comital decision to be made to a transfer by mid-2020.</p> <p>Last Updated: 07-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 (CP) Performance of the theatre against its adopted business plan targets (reported quarterly to the Board of Theatr Clwyd)	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Theatre is performing well against its annual and medium-term business plan aims, objectives and targets. Quarterly reports are made to the Theatre Board. The 2020/21 business plan will be presented to both Cabinet and Overview and Scrutiny in the first quarter of 2020.</p> <p>Last Updated: 07-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.2.1 (CP) Agreement of a Masterplan for the County Hall campus, recognising the needs of existing and future occupiers, with agreed aims and objectives, timelines, financing and a preferred solution for a future civic hub.	Lisa McLellan - Asset Manager	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Masterplan has yet to be developed in any detail, however, we have undertaken an initial officer workshop to seek initial views and potential options. The civic hub will fall out of this study and we are exploring with other public sector bodies, their appetite to be part of a wider site strategy which will include location. This project has a long lead in time, is complex and will require extensive discussions and consultation with a wide number of stakeholders.</p> <p>Last Updated: 23-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.1 (CP) Complete construction projects at Connah's Quay High School (phase two) and Ysgol Penyffordd on time, to budget and to standard	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The new school in Penyffordd opened to pupils and staff in September 2019 (phase one). The demolition of the former school, external works and car parking provision (phase two) were completed in November 2019. Connah's Quay High School (phase two) was completed in November 2019. Both projects were completed on time and within budget.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.3 (CP) Commencement of investment projects at Queensferry CP (linked to the Plas Derwen project) and Ysgol Glanrafon, Mold (Welsh Government Welsh Medium Grant)	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Welsh Government have approved additional funding for the proposed project at Ysgol Glanrafon, Mold. Tenders have been submitted and a contractor will be formally commissioned in January 2020 to progress the project through detailed design development stage and to cost certainty. The Queensferry Campus project is more advanced a contractor has been commissioned and the project is currently in Design Development stage.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.4 (CP) Successful navigation of the proposed remaining Band B through both Council democratic process and Welsh Government Business case process	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	20.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Cabinet have previously approved the Council's Strategic Outline Plan which was submitted (and approved in principle) by Welsh Government (WG) for the 21st Century schools investment programme (Band B 2019-2025). The Council's band B programme has already started with approved projects at Connah's Quay High School complete and the proposed Queensferry Campus project at design development stage. Cabinet have recently approved that Welsh Government are approached to increase the original funding envelope from £85m to £103m. Cabinet will require further papers to approve area reviews and or projects identified within this investment programme.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.4.1 (CP) Creation of a single joint Archives service between Flintshire and Denbighshire County Councils	Claire Harrington - Principal Archivist	In Progress	01-Apr-2019	31-Mar-2020	80.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Memorandum of Understanding to create the joint service was formally signed by both Local Authorities. Successful appointment to the temporary joint service manager post was completed and the postholder commenced duties on 1 January 2020.</p> <p>Last Updated: 22-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.4.2 (CP) Securing national support from the Heritage Lottery Fund for capital funding for a new regional Archives facility.	Claire Harrington - Principal Archivist	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Expression of Interest to the National Heritage Lottery Fund was successfully submitted, with the next stage being a presentation to Panel on 7 February 2020. Last Updated: 22-Jan-2020							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.1 (CP) Entering a framework agreement with Social Services to integrate the WG Childcare and WG 21st Century school funding grants to enable an investment project at Ysgol Croes Atti, Shotton.	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The project will be commissioned via the school modernisation team at construction phase. Last Updated: 23-Jan-2020							




ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.2 (CP) Obtain cost certainty through design development of the Ysgol Croes Atti project and submit a Business Case to Welsh Government to release the balance capital funding	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	20.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The project is currently at detailed design stage. Once cost certainty is established a Full Business Case (FBC) will be submitted to Welsh Government (WG) to release capital funding for the construction phase. Last Updated: 23-Jan-2020							

Performance Indicators







KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	No Data	9	0	 GREEN	N/A	9	0	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.</p> <p>Last Updated: 08-Jan-2020</p>								




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
2.1.2M01 Number of businesses supported through the regional hub	No Data	2235	10	 GREEN	N/A	2629	90	 GREEN
<p>Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration Reporting Officer: Lynne Fensome - Management and Support Manager Progress Comment: The regional hub is not in place although development work is well underway. The year to date figure provided is the local figure for businesses supported.</p> <p>Last Updated: 17-Jan-2020</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.2M02 New jobs created through the support of the regional hub	No Data	403	0		N/A	1222	0	
<p>Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration Reporting Officer: Lynne Fensome - Management and Support Manager Progress Comment: The regional hub is not in place although development work is well underway. The year to date figure provided is the local figure for jobs created. No target has been set as we are establishing the first year baseline.</p> <p>Last Updated: 17-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.6M01 Number of Social Enterprises supported	23	20	15			55	43	
<p>Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer Aspirational Target: Progress Comment: The service has provided 44 business support sessions of which 37 were delivered to social enterprises registered in Flintshire, including; business planning, policy development, cash flow forecasting, preparing for investment, social media training, business awards applications and Social Enterprise Places accreditation. The other seven sessions were delivered to five members of the public in Flintshire carrying out pre-start work exploring the opportunity to register as social enterprises</p> <p>Last Updated: 23-Jan-2020</p>								

Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager, Lynne McAlpine - Personal Assistant				Open
<p>Potential Effect: Customers will wait longer to receive adaptation work in their homes</p> <p>Management Controls: Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.</p> <p>Progress Comment: The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress. The budget for the programme is currently on track.</p> <p>Last Updated: 15-Jan-2020</p>						
RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Number of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Kim Brookes - Senior Manager - Business Change and Support				Open
<p>Potential Effect: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate</p> <p>Management Controls: Continuation of school modernisation and investment programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure</p> <p>Progress Comment: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.</p> <p>Last Updated: 03-Jan-2020</p>						





RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to obtain grant funding to support educational delivery.	Kim Brookes - Senior Manager - Business Change and Support					Open
<p>Potential Effect: Larger class sizes in all phases and potential breach of infant class size regulations Challenge in meeting WG recommendations on staffing levels to deliver Foundation Phase curriculum Reduction in standards achieved by pupils – risk to Council reputation and risk of Estyn follow up for Education Services Reduction in quality of education delivered by schools resulting in more schools in Estyn categories Reduction in support for vulnerable pupils e.g. FSM, LAC, ALN Higher deficit budgets in schools – corporate finance risk Unsustainable schools in some communities Increasing redundancy costs for Council as schools cut staff Increasing challenge in recruiting senior leaders in schools Increasing sickness absence in the school workforce</p> <p>Management Controls: Regular finance monitoring through various channels e.g. Cabinet; Chief Officer Team; Overview & Scrutiny; School Budget Forum; Portfolio Finance Team Regular interface with Headteachers & Chairs of Governors to maintain open communication Support strategic planning by school leaders Regular interface with Welsh Government and Welsh Local Government Association to maintain high profile on education spending Management of school estate through School Organisational Change Strategy Timely referrals to Occupational Health & Care First</p> <p>Progress Comment: The risk remains the same overall in that if we do not receive grant funding then core service delivery and impact on learners remains the same. However, at this time, there is no specific example of where we have not received a grant as expected and continuation of some areas of grant funding are expected to be confirmed by the end of March 2020.</p> <p>Last Updated: 23-Jan-2020</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to deliver Growth Deal projects within Flintshire	Niall Waller - Service Manager - Enterprise and Regeneration	Lynne Fensome - Management and Support Manager				Open
<p>Potential Effect:</p> <ul style="list-style-type: none"> • Reputational risk to the Council • Infrastructure investment does not keep pace with needs and business is lost to the economy; • Support for businesses in Flintshire does not match need and fails to encourage investment • The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests • Delays to or reductions to funding streams from UK and Welsh Governments • Progress in delivering infrastructure investment falls behind schedule <p>Management Controls:</p> <p>Establish oversight structure to review progress towards delivering growth deal projects (AF)</p> <p>Progress Comment:</p> <p>The Council is involved in the development of all relevant Growth Deal projects and is gearing up to take advantage of the opportunities arising for the County once they have been approved from 2021 onwards.</p> <p>Last Updated: 17-Jan-2020</p>						

Page 76

Learning Council

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 (CP) Pupil performance in 2019 assessment/examination outcomes at ages 7, 11, 14, 16 and 18 years exceeding the Wales national average	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
<p>ACTION PROGRESS COMMENTS: National changes in the reporting of teacher assessments have been introduced over the past two years. This supports the key objectives of the Welsh Government in delivering robust assessment, evaluation and accountability arrangements to support a self-improving system. As part of this, data that has traditionally been aggregated upwards for comparison at Foundation Phase (FP), Key Stage 2 and Key Stage 3 has been removed. New interim Key Stage 4 measures were introduced for 2019 as part of the significant education reform programme in Wales. The data provided for individual schools will be based on first entry results and so, across several indicators, it will not be possible to compare 2019 figures with previous performance. An interim annual report on outcomes for 2019 was presented at the November meeting of the Education and Youth Overview Scrutiny Committee and final key stage 4 and 5 performance outcomes will be presented at their February meeting.</p> <p>Last Updated: 24-Jan-2020</p>							
3.1.1.2 (CP) Following the Estyn inspection of the Local Authority in June, completion of the post inspection action plan and commence implementation	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2019	31-Dec-2019	100.00%		
<p>ACTION PROGRESS COMMENTS: The local authority was inspected by Estyn in June 2019 and the report published on 9th August 2019. Development of the Post Inspection Action Plan (PIAP) included consultation with key stakeholders including teams within the Education Portfolio and Head teacher Federations. The Estyn report and recommendations made were presented to the October 2019 meeting of the Education and Youth Overview Scrutiny meeting. The PIAP was presented at the November meeting of the Education and Youth Overview Scrutiny Committee and to Cabinet in their December meeting.</p> <p>Last Updated: 23-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.1 (CP) Schools making suitable preparations for the transition to the new curriculum	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	60.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

All schools are engaging positively with the national focus on implementing the new curriculum for Wales. Flintshire schools have good representation on local and national leadership development programmes. GwE and the six regional local authorities have consulted with head teacher representatives and are currently implementing a regional peer engagement model. The refined version of the new school curriculum will be available from January 28th 2020 to be used across schools by 2022.



Last Updated: 24-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.2 (CP) Teaching staff receiving quality professional development through the self-evaluation system	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

The regional professional development offer available to all schools is targeted to ensure that schools can deliver a transformational and engaging curriculum. Flintshire schools are engaging positively in the regional action research and peer engagement work. GwE's Supporting Improvement Advisers (SIAs) regularly review with individual schools their bespoke professional development needs, as part of continuous self-evaluation and school improvement.




Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.1 (CP) Effective implementation of the new corporate and schools system to support pupils with Additional Learning Needs	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	60.00%		
<p>ACTION PROGRESS COMMENTS: The implementation date for the Additional Learning Needs (ALN) and Education Tribunal Act Wales 2018 is September 2021. The Council's ALN transformation Plan is currently being revised to take account of the revised timetable. Officers are continuing to engage in collaborative work across the region, working on a number of work streams related to the Act, with the Council leading on the work around Post 16 and Dispute Resolution. A feasibility study has been completed for a new IT system along with the relevant procurement documentation. Work has been undertaken with relevant officers and school-based staff to develop a coherent ALN provision map outlining universal and additional learning provision.</p> <p>Last Updated: 23-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.2 (CP) Training completed for all key employees as part of the implementation	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
<p>ACTION PROGRESS COMMENTS: Welsh Government have revised the timetable for their implementation plan. The new statutory roles created by the ALN Act are to commence in January 2021 with full implementation in September 2020. Officers are continuing to engage in collaborative work across the region, working on a number of work streams related to the Act. Welsh Government Implementation Grant money is being used to train eight people to become Person Centred Practice (PCP) trainers; this will be completed by March 2020 and will facilitate the Council to deliver a comprehensive training programme to schools. The North Wales region has successfully negotiated additional funding to pilot the middle leadership element of Additional Learning Needs Co-ordinator (ALNCo) training on behalf of the Welsh Government. A two day PCP training event has been held for school-based staff with a further two day event taking place in March.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.3 (CP) Effective implementation of the Communications Strategy as part of the implementation	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	50.00%		
<p>ACTION PROGRESS COMMENTS: ALN transformation updates are regularly raised and discussed at various events, including head teacher federation meeting, head teacher conference, Flintshire School Governors Association, ALN forums and school cluster lead meetings. The Council's website has been updated with regard to the revised implementation date. Plans are being drawn up to support parental awareness.</p> <p>Last Updated: 23-Jan-2020</p>							

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP3.1.1M09 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	54	60	55	 GREEN		60	55	 GREEN

Lead Officer: James Warr - Operations Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer




Aspirational Target: 80.00




Progress Comment: The Youth Justice Service assesses young people who commence a prevention or statutory intervention with the Youth Justice Service in the period. Those who are above statutory school age should be undertaking at least 16 hours per week of education, training or employment. Seven young people completed Agored vocational qualifications in health and safety, first aid and construction skills. The Education Coordinator seconded to the Youth justice Service supports young people back into further education, by maintaining close links with local colleges and other training providers, such as Groundworks, Toyota Thrive and Mind the Gap. Education remains a key priority for the service as it is seen as a strong desistance factor in offending and re-offending.




Last Updated: 23-Jan-2020

Page 181

Risks





RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision					Open
<p>Potential Effect: The fabric of Education and Youth buildings will continue to decline</p> <p>Management Controls: Condition surveys are carried out at all schools by qualified building surveyors on a five year cycle. The Council have an agreed annual repair & maintenance programme, school projects are established by priorities identified in the surveys. Continuation of investment in the school estate through the School Modernisation Programme compliments the R&M annual programme. Additionally, the Council will position itself to enable access to any other external funding which may become available for this purpose.</p> <p>Progress Comment: Condition and maintenance of the school estate is well managed by the Council, with no schools falling into category "D" for condition. Continuation of the School Modernisation Programme is of vital importance as this enables the Council to make significant progress into the repair and maintenance backlog. This programme also supports a reduction of unfilled places and provides a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership. The risk will be reviewed when the next cycle of condition surveys are available.</p> <p>2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036 2037 2038 2039 2040 2041 2042 2043 2044 2045 2046 2047 2048 2049 2050 2051 2052 2053 2054 2055 2056 2057 2058 2059 2060 2061 2062 2063 2064 2065 2066 2067 2068 2069 2070 2071 2072 2073 2074 2075 2076 2077 2078 2079 2080 2081 2082 2083 2084 2085 2086 2087 2088 2089 2090 2091 2092 2093 2094 2095 2096 2097 2098 2099 2100</p> <p>Last Updated: 24-Jan-2020</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
A failure to meet the duties on schools and the Council by the Additional Learning Needs and Education Tribunal (Wales) Act 2018	Jeanette Rock - Senior Manager - Inclusion and Progression	Kim Brookes - Senior Manager - Business Change and Support				Open
<p>Potential Effect: The Council does not have sufficient staff to discharge its duties in line with the published timelines and is challenged through the Education Tribunal system. The duties are extended to cover a wider age range, from 0-25 (previously 3-19) and to also now include young people who engage with further education. The Council currently has no funding allocated to cover the additional learning provision that may be required by the individuals covered by the extended age range. Failure to provide is challengeable through the tribunal system. This is likely to create a corporate financial risk. There are officer capacity issues associated with the transfer of responsibility for commissioning Post 16 specialist provision. Whilst a methodology for funding transfer is being developed, any provision costs which exceed the allocation will need to be funded through the Council's own budget creating a volatile financial risk similar to the current 'Out of County' expenditure. Schools do not have sufficient capacity to meet their duties towards pupils with ALN resulting in additional workload for Council officers and potential redress through tribunal. Increasing sickness absence in the workforce due to increase workload demands.</p> <p>Management Controls: Development of Transformation Plan outlining actions against key WG/Council milestones, particularly in relation to finance. Monitoring of Plan activity on a monthly basis through DMT and Portfolio Finance meetings. Development of a communication strategy to ensure all key stakeholders are informed in a timely manner Escalation when factors become known to forums such as Programme Board and Overview & Scrutiny Committees. Monitoring through cross Portfolio Meetings/events to ensure wider corporate awareness and understanding of the potential implications</p> <p>Progress Comment: The implementation date for the Act has now been delayed until September 2021. This has reduced the immediate financial risk however, the publication of the operational Code has also been delayed by 12 months which impacts on the Council's ability to prepare fully for implementation.</p> <p>Last Updated: 24-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Schools not have planned effectively for the introduction of the new curriculum and assessment model	Vicky Barlow - Senior Manager - School Improvement Systems	Kim Brookes - Senior Manager - Business Change and Support				Open
<p>Potential Effect: Schools unprepared for significant changes to the curriculum and assessment models Lack of clarity for schools and individual teachers around areas of learning and experience Increasing challenge in recruiting and retaining senior leaders and teachers in schools Reducing standards in quality of education and learner outcomes Poor Estyn outcomes for LA and for schools Reputational damage to Council</p> <p>Management Controls: Regular interface with the Regional School Improvement Service (GwE) and Welsh Government to maintain overview of progression of new curriculum introduction Identification of future school leaders & engagement in Regional School Improvement Service (GwE) Professional offer for school leadership Regular monitoring of progress of individual schools in mapping and evaluation progress in line with national timelines through G6. Regular interface with Headteachers & Chairs of Governors to maintain open communication to support strategic planning by school leaders to meet the requirements of the new curriculum Regular Quality and Standards meetings with GwE Core Leads Regular monitoring of vacancies – schools</p> <p>Progress Comment: All schools are engaged with the "clusters of schools" model adopted regionally to implement the new curriculum. Schools have good levels of involvement on national and local leadership development programmes.</p> <p>Last Updated: 17-Jan-2020</p>						

Green Council

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 (CP) Establishment of an officer group by quarter three to lead on the Council's commitment to be carbon neutral by 2030	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
<p>ACTION PROGRESS COMMENTS: Chief Officer for Planning Environment and Economy has responsibility for the Council's Carbon Reduction Strategy. A themed discussion at the Senior Leader Academi was held on 6th November introduced the concept of introducing a response to Climate Change Strategy Board. Following this the first meeting of the officer group will be convened. A report on the Council's response to Climate Change was presented to Cabinet in December 2019 and Environment Overview and Scrutiny Committee in January 2020 when all recommendations were supported. A key recommendation was to establish a climate change strategy programme board. Cabinet on the 17th December 2019 endorsed the establishment of a climate change strategy board. The Boards terms of reference and attendees will be finalised by 31st January.</p> <p>Last Updated: 23-Jan-2020</p>							
ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 (CP) Completion of a 'state of play analysis' of current Council activities on carbon reduction underpinned by the mapping of existing activity data	Sadie Waterhouse - Energy Conservation Engineer	Completed	01-Apr-2019	31-Mar-2020	100.00%		
<p>ACTION PROGRESS COMMENTS: Once agreement was secured at the meeting of the Cabinet in December for the officer group for carbon reduction to be established. Terms of reference for the group will be agreed which will include responsibility to report back on current carbon reduction activities within all service areas within the Council.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 (CP) Completion of a greenhouse gas inventory covering scope 1, 2 and 3 emissions and greenhouse gas sequestration across the Council's land assets	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	20.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Research on calculating Council's carbon footprint ongoing; awaiting guidance from Welsh Government who are developing a public sector baselining tool for all public sector organisations in Wales to follow and complete. Organisational and operational boundary determined as per the guidance set out in the Greenhouse Gas Protocol. Interviews with key staff completed to determine current data collation techniques and the data held on key greenhouse gas emission sources.



Last Updated: 13-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 (CP) An agreed plan to design and resource further energy efficiency and sustainable energy schemes such as the ground mounted solar PV schemes in Flint and Connah's Quay	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 AMBER	 AMBER



ACTION PROGRESS COMMENTS:



Five sites have been identified for future ground mounted solar photovoltaic (PV) schemes. Budget estimate quotations have been requested from Scottish Power (SP) Energy Networks for grid connection costs. Energy efficiency projects are ongoing; lighting upgrades in two schools and valve jacket insulation in eight sites has been completed. Further renewable energy sites located near to FCC or other public/private sector organisations have been identified. Currently reviewing high level constraints such as ownership, grid connection, planning etc. Funding application to Salix to improve the energy efficiency of the Council's care homes is being developed and has been supported by senior managers in Social Services and Capital and Asset Programme Board. Final business cases for the Crumps Yard and Flint Landfill solar PV projects were approved by Cabinet in December and the construction contract has now been awarded.



Last Updated: 24-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 (CP) Completing the renewable energy assessment through the Local Delivery Plan process in support of the future strategy	Sadie Waterhouse - Energy Conservation Engineer	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Completed by Aecom and planning policy officers for the Local Development Plan. The Assessment highlighted potential locations for solar PV in the south of the County. Also indicated that there were no opportunities for wind at 120 metre turbine height scale.</p> <p>Last Updated: 22-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 (CP) Agreement of a strategy for fleet conversion, away from diesel and petrol vehicles, for the medium and longer-term	Barry Wilkinson - Highways Network Manager	In Progress	01-Apr-2019	31-Mar-2020	15.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We are currently in the process of analysing data collected in order to identify our own Fleet that can utilise an alternative fuel source. Informal discussion with suppliers and stakeholder have taken place to gain an understanding of the marketplace and options to move forward.</p> <p>Last Updated: 14-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.7 (CP) Developing a local plan to meet the need access to E- charging points across the county network	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	60.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We are working closely with Welsh Government, specialist consultants and Scottish Power Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure. In December 2019, Cabinet approved the Councils proposal to bid for Office for Low Emission Vehicles (OLEV) funding in order to accelerate the implantation of the eight immediate priority sites identified as a result of the recent Leader Study. The report recognises the importance of developing a regional approach to standardise the provision and management of charging infrastructure, for which the Council are currently in the process of developing a framework for which other Local Authorities can utilise.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.8 (CP) Completion of the Council's Leader Project to identify commercially viable sites enabling private sector uptake	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Draft report now complete which has identified strategic locations across the County where the implementation of electric vehicle charging points is deemed viable. The report recommends type of charging units, associated operational models and also costs associated with the required upgrade of existing infrastructure which will assist with future grant applications. Although the aims of the Leader project are predominantly focused to rural areas, the study does cover the entire County. In December 2019, Cabinet approved the Councils proposal to bid for OLEV funding in order to accelerate the implantation of the eight immediate priority sites identified as a result of the recent Leader Study. An application is currently being prepared ready for submission by end of January 2020.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.10 (CP) Identification of commercially viable sites for the introduction of appropriate charging infrastructure	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Dec-2019	60.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We are working closely with Welsh Government, specialist consultants and Scottish Power Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure. This will then allow the Authority to bid for funding to upgrade the existing electricity supply to allow private sector uptake in line with the Councils strategy to act as an enabler. In December 2019, Cabinet approved the Councils proposal to bid for Office of Low Emission Vehicles (OLEV) funding in order to accelerate the implantation of the eight immediate priority sites identified as a result of the recent Leader Study. An application is currently being prepared ready for submission by end of January</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.11 (CP) The adoption of a strategy to reduce the Council's reliance on single use plastics	Andrew Farrow - Chief Officer - Planning, Environment and Economy	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council's response to climate change and the requirements of Welsh Government for the public sector to be carbon neutral by 2030 was endorsed by Cabinet on 17th Dec 2019. They supported the revision of our existing Carbon Reduction Strategy which will, in turn, be supported by a series of Action Plans, including one for reducing our reliance on single use plastics</p>							



Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.1 (CP) Revise the Waste Management Strategy for the medium-term with aims, objectives and targets	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council are set recycling targets by Welsh Government. Operating to the current waste management strategy, Flintshire are achieving these targets in advance of statutory timescales. Welsh Government have suggested that targets will be increased in the future which would make achieving them difficult with the current services provided. Therefore, there was a need to review the current waste management strategy. A public consultation was undertaken between September 2019 and October 2019 to gauge public opinion on the current recycling and waste collection service and to consider alternative delivery model options. The outcome of the consultation was presented to the Councils Cabinet Committee on the 17th December with a recommendation to revise the current waste collection strategy to provide a more robust enforcement approach to those residents who do not recycle and to improve education and understanding on what can be recycled.



Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.2 (CP) Parc Adfer opened on time and to operational requirements with the diversion of regional and local non-recyclable domestic waste to the new facility	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Parc Adfer began accepting regional and local non-recyclable waste from the 27th August 2019.



Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 (CP) The development and implementation of an education programme to promote behavioural change	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The development of a multi-regional education suite is being undertaken at Parc Adfer to educate and inform schools and communities on recycling and waste processes with the aim to influence change. The development of an education/informative campaign for Flintshire residents is being developed following feedback from the public consultation undertaken in 2019.



Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.4 (CP) Achievement of Parc Adfer Commissioning / Environmental permit award	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Parc Adfer was awarded its environmental permit in October 2015, by Natural Resources Wales, with a permit variation approved in March 2018. The site began accepting non-recyclable waste on 27th August 2019 and achieved commissioned status on 20th December 2019.



Last Updated: 22-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.1 (CP) Effective management of our natural environment and accessible green space networks to deliver health, well-being and resilience goals	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



6,000 hedgerow plants are in the process of being planted in partnership with Keep Wales Tidy through the long forest project and a programme of tree works has been completed in preparation of the second phase of the Greenfield Valley Active Travel Route, which will create better links to Holywell High School area. Litter picking hubs have been established at Greenfield Valley and Wepre Country Park. The Rights of Way Team manage 1200km of Rights of Way and recent achievements include access improvement works carried out along the Wales Coast Path along Lord Vivian's Embankment. The team have been working to increase the network length, through a number of Legal Orders being successfully promoted and completed. An 8% increase in the amount of path issues resolved compared to the previous two quarters and a 28% increase compared to the end of the 3rd quarter in 2018. The Access Teams proactive approach has seen a noticeable increase in the number of landowners agreeing to replace stiles with kissing gates improving access to the Network. The Wepre Country Park Education Programme 2019 welcomed 13 visits from six schools reaching a total of 465 children. Our Greenfield Valley Education Programme 2019 engaged with 1746 children. In 2019 we held 55 Countryside Events with over 2000 beneficiaries 25 Greenfield Valley Events with 5759 beneficiaries. This included a Flagship Go wild BioBlitz event in Wales Nature Week and an intergenerational nature walk with FCC Social Services and Rights of Way Team.



Last Updated: 24-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.2 (CP) Protecting the resilience of our natural environment by increasing the biodiversity value of council owned or managed land	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We have continued to coordinate the regional nature partnership and a number of partnership projects which support improved use of green spaces. In addition we have continued to coordinate volunteer wildlife recording groups including Sand Lizard and Dormouse monitoring. Section 6 of the Biodiversity Duty Plan Report is complete for 2019: 67% of actions have been either completed or good progress has been made. The tree planting programme has continued with an additional 583 trees planted this winter to date and further planned this winter season. A wildflower campaign has been initiated working with Streetscene, key objectives include reduced mowing regimes, establishing trial perennial wildflower verges and improving management at wildflower rich verges.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.4.1 (CP) The success of measures to protect the built and environmental assets through the LDP process	Adrian Walters - Team Leader	In Progress	01-Apr-2019	31-Mar-2020	30.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: The policies in the Deposit Local Development Plan (LDP) cannot be afforded weight in the determination of planning applications until the Plan is adopted. Once adopted, this indicator and the policies will be monitored as to their effectiveness over the remaining Plan period i.e. up to 2030. However, the consultation representations received on the relevant policies in the Deposit LDP has not indicated that there is any fundamental deficiency with the policies or conflict with national planning guidance, and have not attracted objection from Welsh Government. The built and natural environment policies are therefore likely to remain largely intact through the examination of the LDP with possible minor policy wording changes only</p> <p>Last Updated: 15-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.4.2 (CP) The publication of policies and proposals within the Deposit Plan to protect the built and natural environment	Adrian Walters - Team Leader	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The LDP was placed on deposit for public consultation on 30/09/19 for a six week period, having been approved by the Council at its respective meetings on 23/07/19 and 11/09/19.</p> <p>Last Updated: 22-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 (CP) The effective introduction of an in-house minibus service as an innovative and sustainable based transport scheme to meet need and demand	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The Council has obtained a Public Service Vehicle Operators licence and been successful in purchasing four, 16 seat wheelchair accessible, minibuses for the provision of an in-house transport service for providing small areas based Local Travel Arrangements. The minibuses purchased are now been utilised throughout the County under contract to operators, the next step is to recruit drivers to operate the vehicles in-house.</p> <p>Last Updated: 14-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 (CP) Development of area based appropriate and sustainable Local Travel Arrangements	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2019	31-Mar-2020	85.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: There are 10 Local Travel Arrangements in service which operate in one of four agreed geographical areas of the County. Following passenger monitoring it has been identified that areas with low passenger numbers may require an alternative transport service, such as demand responsive bus services, to operate sustainably. These options are being developed while the existing bus service still operate. Demand responsive transport has now been introduced within one area of the County (January 2020), monitoring of all local travel arrangements and demand responsive transport is required on an ongoing basis.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.2.1 (CP) The range, quality, reliability and frequency of services on the core bus network either through commercially viable services, partnership arrangements or contracted services	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council are working with local bus operators to develop Quality Bus partnerships along the core bus network, from Rhyl to Chester, to ensure the quality of local bus services encourages increased passenger numbers. The Quality Partnership will deliver integrated ticketing, improved infrastructure (bus stops/highway network) and reliability of services. The current contracted and commercial bus service will be included in future Quality Partnership considerations.</p> <p>Last Updated: 24-Jan-2020</p>							




ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.3.1 (CP) Maintaining the infrastructure on the highway network to ensure the resilience, efficiency and reliability of road transport	Sam Tulley - Road Space Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Following the negative impact of the 2018/19 winter period, pothole repairs have been undertaken throughout the County to ensure that the Highway Network is in a safe condition for the travelling public. Additional resources were contracted during May and June to prioritise the roads in need of repair and improve the overall condition of the network.</p> <p>Last Updated: 16-Jan-2020</p>							




ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.3.2 (CP) Delivery of the annual Highways Asset Management Plan	Sam Tulley - Road Space Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The capital made available for Highway infrastructure maintenance programmes will be allocated and expended by the end of the financial year. Those monies remain below the level of funding required to maintain a Steady State in the condition of the road network. Streetscene & Transportation ensure that available funding is allocated appropriately, and ensure best value for the expenditure to maintain the highway network. Highways Asset Management Plan (HAMP) schemes are underway as follows. - Resurfacing - Programme of schemes progressing 22 sites completed with 7 sites outstanding- expected completion 31/03/2020; -Surface Dressing – Completed; Patching – Completed; -Undertake condition surveys to produce the annual resurfacing programme by March 2020 - On-going; -Undertake post completion inspections of utility work by March 2020 - On-going Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.4.1 (CP) Meeting the statutory requirements of the Active Travel Act measured by the spend on projects	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The introduction and development of Active Travel infrastructure is at the heart of all transport improvements for which the Authorities approved Integrated Network Map acts as a forward works programme. Active Travel links have now been provided to every business on the Deeside industrial Park, thus providing sustainable access and improved journey times to a major centre of employment. A package of local improvements has also been developed to improve walking and cycling links through the Greenfield Valley to link Holywell with the coast which is scheduled to be delivered over a three year phased programme In May 2019, Cabinet approved the progression of the Mold to Broughton Cycle scheme as the Councils Strategic application under the Welsh Government Active Travel fund for the forthcoming 2020/21 financial year.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.4.2 (CP) Submission of annual report on active travel development across all portfolios to Welsh Government	Anthony Stanford - Highways Strategy Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Annual report submitted to Welsh Government in September of this year.</p> <p>Last Updated: 31-Oct-2019</p>							

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.1.2M01 (PAM/030) Percentage of waste reused, recycled or composted	70.23	68.7	70	 AMBER		70	70	 GREEN
<p>Lead Officer: Ruth Cartwright - Regulatory Services Manager Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer Progress Comment: Estimated tonnages used at this point - December figures require verifying</p> <p>Last Updated: 16-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.1.2M02 Average recycling rate across all HRC sites	77.37	82.03	80	 GREEN		82.54	80	 GREEN
<p>Lead Officer: Ruth Cartwright - Regulatory Services Manager Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer Progress Comment: Static performance.</p> <p>Last Updated: 27-Jan-2020</p>								




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.1M01 Provide Local Travel Arrangements in geographical areas of the County	No Data	8	4		N/A	8	4	

Lead Officer: Anthony Stanford - Highways Strategy Manager
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Progress Comment: Work has been carried out to review the local travel arrangements in place. There are now 8 Local Travel Arrangements as follows:

LT8 – Caergwrle - Hope - Higher Kinnerton - Broughton
CT3 – Northop Hall - Connah's Quay
CT6 – Cymau - Broughton
LT1 – Holywell – Lixwm – Rhes Y –Cae
LT2 – Holywell – Caerwys
LT3 – Holywell to Greenfield
LT4 – Buckley
LT7 – Mold - Treuddyn - Caergwrle - Hope

Local travel arrangements which were not well utilised and patronage was significantly low we have removed two travel arrangements and this has now been replaced with Demand Responsive Transport. A new bus service operating along the core bus network has also been introduced January 2020.




Last Updated: 24-Jan-2020




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.3M04 Undertake post completion inspections of utility works	93.13	96.65	90			97.94	90	




Lead Officer: Barry Wilkinson - Highways Network Manager
Reporting Officer: Sam Tulley - Road Space Manager
Progress Comment: Utility companies (such as Welsh Water, BT or Scottish Power) carry out excavation works on the public highway, the repairs to the road are guaranteed by the Utility Company for a period of two years. Every Highway Authority is required to inspect 10% of all repairs before the end of this guarantee period, but FCC inspect more than required to promote best practice and avoid future costs. If any defects are identified during the inspection the Utility are required to carry out the required remedial works, preventing the Authority from being burdened with the future repair costs. Inspections are allocated on a weekly basis, and therefore in order to provide a meaningful and reflective report, the data provided for quarter three are inspections generated in quarter two.




Last Updated: 24-Jan-2020




Risks




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager				Closed
<p>Potential Effect: Income targets not met Potential reduction could impact staffing resource to maintain service delivery</p> <p>Management Controls: Raised as a pressure for 2017/18.</p> <p>Progress Comment: The grant ceased to exist in 18/19 and was replaced by the competitive Enabling Nature Grant. An application was made but was unsuccessful, therefore the shortfall in funding from the Single Environment Grant is having to be found from service budgets.</p> <p>Last Updated: 04-Nov-2019</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager				Open
<p>Potential Effect: Flooding of homes and businesses across the county Potential homelessness</p> <p>Management Controls: Review our approach to funding capital projects</p> <p>Progress Comment: Under the Land Drainage Act 1991, the Council as Lead Local Flood Authority has powers available but is not compelled to undertake flood alleviation works. Flood alleviation schemes are considered in accordance with defined national protocols (based on the Five Case Business Model Approach) in order to be included in Welsh Government's 'Pipeline Programme' which can provide Flood Defence Grant in Aid funding at 85% match funding. At present Flintshire Council have no active schemes in the national programme. Several local sites have been identified with potential for viable flood alleviation schemes. Dedicated resource isolated from delivering statutory legislative Flood Coastal Erosion Risk Management (FCERM) duties is required within the Team to develop these local flood risk sites into schemes for consideration for inclusion into Welsh Government's 'Pipeline Programme'. A Team structure review in quarter one of 2020/21 will seek opportunities to address this. Welsh Government have noted the decline in schemes and are considering implementing measures to support Local Authorities, including regional dedicated 'Project Managers' to facilitate scheme delivery on behalf of local FCERM clients.</p> <p>Last Updated: 24-Jan-2020</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Network Manager	Ruth Cartwright - Regulatory Services Manager				Open
<p>Potential Effect: Deterioration of the condition of highways in Flintshire</p> <p>Management Controls: Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure. Road Safety Scheme identification for improvement to routes through available funding. Maximise funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.</p> <p>Progress Comment: The funding provided for the highway infrastructure maintenance programmes has been allocated and will be spent by the end of the financial year. This funding remains 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 agree strategies for investment in highway asset groups, and ensure improved highway asset management and best value for highways investment is achieved. Condition surveys are undertaken and reviewed annually to produce the annual resurfacing programme for the next financial year. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.</p> <p>Last Updated: 24-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Ceri Hansom - Integrated Transport Unit Manager	Anthony Stanford - Highways Strategy Manager				Open
<p>Potential Effect: Decrease in bus services to residents, particularly in rural areas</p> <p>Management Controls: Develop services so that they become more commercially viable</p> <p>Progress Comment: The bus subsidy is now complete with 10 Local Travel arrangements in place. A review of the local travel arrangements is now taking place and alternative solutions have been recommended where utilisation and patronage on arrangements is particularly low. This will allow the routes to be sustainable going forward.</p> <p>Last Updated: 15-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience of transport providers	Ceri Hansom - Integrated Transport Unit Manager	Anthony Stanford - Highways Strategy Manager				Open
<p>Potential Effect: Transport services cannot be provided</p> <p>Management Controls:</p> <ul style="list-style-type: none"> i) Management of safety compliance checks. ii) Management of financially compliant contracts <p>Progress Comment: The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors.</p> <p>Last Updated: 14-Jan-2020</p>						





RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adverse weather conditions on the highway network	Barry Wilkinson - Highways Network Manager					Open
<p>Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance Increase in insurance claims</p> <p>Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.</p> <p>Progress Comment: During the Summer of 2019, pothole repairs were undertaken in a countywide programme of patching to ensure that the Highway Network is in a safe condition for the travelling public. Repairing the Council's roads is a priority for the service and Area Coordinators continue to identify safety defects on the network, and prioritise the roads in need of repair. This response to defect repair is delivery through the in-house Streetscene & Transportation Service Delivery teams</p> <p>Last Updated: 22-Jan-2020</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Ruth Cartwright - Regulatory Services Manager				Open
<p>Potential Effect:</p> <ul style="list-style-type: none"> i) Planned programme of community transport hubs not delivered ii) Decreased passenger numbers on bus services iii) Increase in individual car usage <p>Management Controls:</p> <p>Officer appointed to work full time on the Community Transport / Local Travel arrangement project. Review of schemes to be undertaken 2019/2020</p> <p>Progress Comment:</p> <p>An officer has been appointed in October 2019 to review local travel arrangements implemented and develop work with demand responsive transport. Following a review of services where patronage is low, from January 2020, two local transport arrangements have been replaced with a demand responsive transport arrangement. Further work is ongoing with local communities and operators to review local travel arrangements throughout the County.</p> <p>Updated: 22-Jan-2020</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public acceptance and support for recycling and re-use	Ruth Cartwright - Regulatory Services Manager					Open
<p>Potential Effect: Increased financial pressure to pay for disposal of residual waste. Failure to meet Welsh Government statutory recycling/re-use/composting targets.</p> <p>Management Controls: Continued public engagement with Flintshire residents to educate on waste management issues. Monitoring of resident recycling participation rates. The use of enforcement to ensure compliance with recycling collection requirements.</p> <p>Progress Comment: The Council has achieved the statutory recycling target for 2024-5. The Council recently consulted with residents on the future of the collection service. Almost 9000 responses were received clearly showing that residents are engaged and value the current service. Feedback received will be used to target education campaigns to improve understanding and engagement. The Christmas waste campaign was well received by residents and Members.</p>						
<p>Page Updated: 15-Jan-2020</p>						



Safe and Clean Council



Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 (CP) Achievement against the actions of the Regional Community Safety Plan and the Flintshire Well-Being Plan	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The People are Safe Board has undertaken a review of performance in quarter one and quarter two and all actions are on track. Members of the Board attended Corporate Resources Overview and Scrutiny Committee (CROSC) in September 2019 to present the current work plan and reflect upon the work that had taken place over the last 12 months. The Plan was supported and endorsed by CROSC. The basis of the People are Safe Plan is derived from the North Wales Community Safety Plan and also through local intelligence and analysis. Achievements are also monitored through the Well-being Plan by the Public Services Board. During quarter three the North Wales Safer Communities Board reviewed all local Community Safety Partnership plans to seek assurance that they continued to deliver against strategic priorities. All plans (including Flintshires) met the requirement.</p> <p>Last Updated: 24-Jan-2020</p>							
5.1.1.2 (CP) The performance of North Wales Police in partnership with the Council as statutory Community Safety partners	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Flintshire County Council and North Wales Police continue to work effectively together both as individual partner agencies and members of the Community Safety Partnership (whose work is discharged through the People are Safe Board) and the Public Services Board. Both have assumed lead roles in local fora such as the Community Demand Reduction Partnership which considers crime and anti-social behaviour drivers every month, and also through their work in the Multi Agency Risk Assessment Conferences (MARAC) also held monthly. MARACs review the safety of those who are at highest risk of harm from domestic abuse in the County. North Wales Police are also responsive to specific requests for assistance or support when requested by Flintshire County Council officers. Flintshire County Council and North Wales Police continue to contribute to the work of the wider Community Safety Partnership, and are active members of the People are Safe Board.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 (CP) Meeting our responsibilities under the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) programme	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Mar-2020	44.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: At the time of writing this update, 42% of employees are recorded as having completed the first of the Violence Against Women and Domestic Abuse (VAWADA) Welsh Government e-learning modules. We will continue to encourage all employees to complete this module, and to find alternative methods of delivery, including took box talks for front line employees.</p> <p>Last Updated: 14-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.1 (CP) Achievement against the actions and targets of the Corporate Safeguarding Action Plan	Fiona Mocko - Strategic Policies Advisor	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Safeguarding e-Learning module was launched in September 2019. A target was set for 200 employees to complete by March 31st 2020. To date 154 employees have completed this training. The Designated Safeguarding Leads are reminding employees within the Portfolio to complete the e-Learning module to ensure the target is achieved. The actions on the current action plan have been completed. The action plan for 2020/21 will be finalised by the Corporate Safeguarding Panel in March 2020.</p> <p>Last Updated: 22-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.2 (CP) Corporate Safeguarding Policy reviewed and updated	Fiona Mocko - Strategic Policies Advisor	In Progress	01-Apr-2019	31-Mar-2020	90.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Corporate Safeguarding Policy has been reviewed and updated to reflect changes in reporting procedures and has been circulated to the Corporate Safeguarding Panel for their comments. The updated Corporate Safeguarding Policy will be endorsed by the Corporate Safeguarding Panel at their meeting in March 2020.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.3.1 (CP) Maintaining the percentage of broadly compliant establishments within the County for public protection	Helen O'Loughlin - Team Leader - Food Safety & Food Standards	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: National Indicator that is reported annually. The team carry out a planned programme of inspections throughout the year to ensure the percentage of compliant establishments remains at a consistently high percentage.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.4.1 (CP) Performance against current performance standards for front-line Streetscene and Transportation	Barry Wilkinson - Highways Network Manager	In Progress	01-Apr-2019	31-Mar-2020	85.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Streetscene Standards have been agreed through a working group of elected members at the implementation of the service. These standards have been set as a minimum standard of service delivery to the county. The operations within Streetscene & Transportation continue to deliver these standards to the highest degree possible whilst responding to the prevailing demands.</p> <p>Last Updated: 06-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.4.2 (CP) Completion of a review and of performance standards for front-line Streetscene and Transportation Services	Katie Wilby - Transportation and Logistics Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: In July 2019, the Council's Cabinet approved the adoption of revised Streetscene service standards detailed, which included the additional service standards as a result of the portfolio changes.</p> <p>Last Updated: 18-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.1 (CP) Levels of enforcement against our standards for car parking, litter and dog fouling	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-		

ACTION PROGRESS COMMENTS:

Flintshire County Council currently undertake Civil Parking Enforcement and Environmental Enforcement. Civil Parking is the issuing of Penalty Charge Notices, off street and on street. And Environmental Enforcement covers, Fly Tipping, Littering, Side Waste, Public Space Protection Order (PSPO), Dogs Control Orders including dog fouling and abandoned vehicles. The standards for enforcement are set out in the environmental enforcement policy.



Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.2 (CP) Develop and implement five education programmes for environmental awareness	Vicky Plant - Support Services Manager	In Progress	01-Apr-2019	31-Mar-2020	65.00%		

ACTION PROGRESS COMMENTS:

To date, three educational programmes have taken place. Two programmes relate to specific hot spot area of side waste and fly tipping, these areas are Shotton and Queensferry. Residents have been educated by leaflet drops and door knocking face to face talks with officers from the authority and also local members of the areas. The programmes have included the installation of camera systems to record evidence and these have so far have proved to be a very successful deterrent and the areas are seeing an improvement in cleanliness. The third programme is the education and engagement of residents regarding dog fouling and dog control at specific locations across Flintshire. An educational campaign is being considered in relation to school visits and parking issues in school areas. The enforcement team has seen an increase in the complaints received about parking in school areas and feel it would be beneficial to provide some education and hands on engagement with pupils.



Last Updated: 24-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.3 (CP) Patrol Pay and Display Car parks and on street traffic restriction to ensure compliance, monitored via back office technology and reporting	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-		

ACTION PROGRESS COMMENTS:



Weekly rotas are produced to ensure that all of the public car parks and on street traffic restrictions are monitored on a consistent and regular basis. On street logs are produced for each officer via their hand held terminals and these can be cross checked with rota details for further accuracy. The Civic Enforcement Officers's meet with the Administration and Enforcement manager at monthly one to one meetings. On street logs of officer work activity are reviewed at these meetings and form a basis of the cross checks.

Last Updated: 24-Jan-2020




ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.4 (CP) Ensure that all Pay and Display infrastructure is operational utilising back office technology and reporting	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Daily checks are made on back office systems to ensure that all car parking machines are up and running and reporting any faults. If a fault does occur an email is sent from the machine to all the enforcement officers to update them. An officer in the area will then attend the machine to troubleshoot the problem. Any issues that cannot be resolved are then escalated to supervisor/manager level to see if they can resolve the issue. The final step would be to call out the Supplier if any issues cannot be resolved.</p> <p>Last Updated: 14-Jan-2020</p>							




ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.5 (CP) Respond to, and monitor, environmental crime complaints (in line with Streetscene standards)	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Streetscene standards for fly tipping require a completion within 24 hours. All incidents are emailed through to the Enforcement Officers via the Customer Contact Centre Customer Relationship Management (CRM) System. The officer will attend the fly tip and carry out an investigation. Following this the officer will send a return email to confirm that the item(s) are ready for collection. The Customer Contact Centre will then email the relevant Area Supervisor to arrange collection. Abandoned vehicles will follow a similar process but there is no 24 hour collection standard. In this instance the monitoring will be at the Officer discretion based on the nature of the incident. Both Fly Tipping and Abandoned vehicles are recorded by the Enforcement Team in a spreadsheet to show dates reported and dates visited.</p> <p>Last Updated: 24-Jan-2020</p>							




Page 208

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.6 (CP) Ensure all Fixed Penalty Notices / Penalty Charge Notices are progressed to ensure ongoing compliance	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: For Penalty Charge Notice's (PCN's) the progression includes administrative processes that are carried out via the Partnership company Wales Penalty Processing Partnership (WPPP). To include taking payments, processing appeals, notice to owner, bailiff engagement and Traffic Penalty Tribunal. Fixed Penalty Notice's (FPN's) are logged internally by the Enforcement Team, non-payment within 14 days will instigate a reminder letter giving another seven days to make payment. Failure to pay in this period will result in a second reminder giving another seven days to make payment. Failure to pay in this window will result in Single Justice Procedure paperwork being issued and an attendance at court if pursued. The internal spreadsheet gives an up to date record of payments made and current timescales.</p> <p>Last Updated: 24-Jan-2020</p>							




Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.4M01 Achieve minimum level of agreed standards	0	85	0			85	0	
<p>Lead Officer: Barry Wilkinson - Highways Network Manager Reporting Officer: Barry Wilkinson - Highways Network Manager Progress Comment: Baseline Year: The portfolio continues to support the delivery of the service at the standards agreed, whilst responding to the demands of the service.</p> <p>Last Updated: 24-Jan-2020</p>								




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.5M01 Number of targeted environmental educational campaigns	No Data	3	1.25			6	3.75	
<p>Lead Officer: Ruth Cartwright - Regulatory Services Manager Reporting Officer: Vicky Plant - Support Services Manager Progress Comment: Baseline Year: Developing campaign for school visits/education regarding parking issues in school areas.</p> <p>Last Updated: 24-Jan-2020</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.5M02 Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	0	90.37	100			90.37	100	
<p>Lead Officer: Ruth Cartwright - Regulatory Services Manager Reporting Officer: Vicky Plant - Support Services Manager Progress Comment: Baseline Year: Staff absence has hindered the progression of Fixed Penalty Notices's for this quarter</p> <p>Last Updated: 24-Jan-2020</p>								

Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Increased demand on enforcement services with introduction of new legislation	Vicky Plant - Support Services Manager	Ruth Cartwright - Regulatory Services Manager				Open
<p>Potential Effect: Lack of resilience to respond to parking contraventions or environmental crimes Increased environmental crimes resulting in deterioration of natural environment Decreased highway safety</p> <p>Management Controls: Review upcoming legislative changes Improved time management of current enforcement team</p> <p>Progress Comment: Management Control in terms of Improving the Time Management of the Officers. The rota was changed Spring 2018 to effectively change the conflict of crossover within the job roles and allow the continuity of patrol to be more time effective. The team numbers have also increased from four to eight, and flexible working hours have also been introduced. Management changes to the rota are reflected in service demand and issues as reported in specific areas by members of the public, school, councillors etc.</p> <p>Last Updated: 24-Jan-2020</p>						



Page 105 of 141



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of public support for enforcement services	Vicky Plant - Support Services Manager	Ruth Cartwright - Regulatory Services Manager				Open
<p>Potential Effect: Lack of support for the enforcement services Rescinding of enforcement action leading to lack of confidence in service Abuse and aggression towards the enforcement team Increased traffic contraventions and environmental crime occurrences</p> <p>Management Controls: Improved engagement with public via education and engagement events Improved understanding of what a parking or environmental crime is.</p> <p>Progress Comment: Ongoing Educational Campaigns have been progressed and the control measures put in place are currently in the process of being supported Corporately. However further work is still required.</p> <p>Last Updated: 24-Jan-2020</p>						



Page 212

Connected Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 (CP) Achievement of the aims, objectives and targets for: The Holway, Holywell – community-led regeneration	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All agencies have consistently met together to plan local activities, particularly play and fuel poverty initiatives to address community resilience. Refurbishment of local garden and fencing areas has improved the physical infrastructure and the construction work on the Holway Hub is now complete. The Holway Development Group met in early December, and a rota is being drawn up for agencies to utilise the hub. Further work on the community centre is underway.</p> <p>Last Updated: 23-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 (CP) Achievement of the aims, objectives and targets for: Social Value – a social value framework to maximise local investment in communities	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The Social Value Strategy was approved early in 2019 and sets out the ambitions for generating new social value from Council activities. A software system to record social value generated by suppliers and services is being procured. A development officer to support officers and suppliers has been recruited and is engaging services and supporting procurement activity.</p> <p>Last Updated: 09-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 (CP) Achievement of the aims, objectives and targets for: Social Prescribing – a model for participation by local people with improvements in personal well-being	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The number of referrals from GPs to the Single Point of Access (SPOA) for a Social Prescribing response is increasing due to targeted activity. The support offered is in response to a discussion about “what matters” to the individual meaning that the responses are person centered and bespoke to the individuals' needs.



Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 (CP) Achievement of the aims, objectives and targets for: Get Flintshire Moving – participation by local people with improvements in personal health	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Let's Get Moving aims to develop opportunities for residents to be more active in their communities to achieve improvements in health and well-being. Work has been undertaken to encourage Council staff to be more active during the day through lunchtime walks, development and mapping of community walks, and working with Flintshire Public Services Board (PSB) organisations to support their workforce to move more and sit less. Activity in quarter three has included working with Cheshire Wildlife Trust on the Dee Coastliners project, with Greenfield Valley Board to increase use by the community, lunchtime walks for Council employees and the Active Colleges programme with Coleg Cambria.



Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.2 (CP) Delivery of Aura Business Plan 2019/20	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Aura is performing well against its annual and medium-term business plan aims, objectives and targets. Regular reports are made to the Aura Board and to the Partnership Board with the Council. Periodic reports are made to Overview and Scrutiny. A report was made to Cabinet in January 2020 on the renewal of the service contract with Aura for years four and five (from 01.09.20)



Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.3.1 (CP) Adopting a Social Value Framework with an action plan with aims, objectives and targets, to make progressive impact on the value of monetary and non-monetary investment by contractors and suppliers, the geographic spread of investment across communities, and the social policy priorities of the Council and its partners.	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Social Value Strategy was approved Spring 2019 and sets out the ambitions for generating new social value from Council activities. A software system to record social value generated by suppliers and services is being procured currently. A development officer to support officers and suppliers has been recruited.



Last Updated: 09-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 (CP) A seamless and successful transition to an Integrated Contact Centre	Rebecca Jones - Customer Services and Registration Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Using and Streetscene Contact Centres amalgamated on 7 August, 2019. The single Contact Centre is now based at Ty Dewi Sant, Ewloe.



Last Updated: 22-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.2 (CP) Improvements in customer service response and resolution times	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

Performance against our published response times remains good with an average of 76% of complaints responded to within 10 working days. This represents a small increase from the start of the year and the last quarter. Customer Service continue to support portfolios to achieve timely responses to customer enquiries through regular reporting including Assembly Members and Members of Parliament enquiries.



Last Updated: 30-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.3 (CP) Extension of the range of digitised services in Social Services, Education and Revenues and Benefits	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The number of residents signing up to My Account continues to grow and now stands at 9489. Each new service area made available through the website is linked to My Account so that residents need only sign in once. The next service area to be digitised will be Revenues and Benefits in January. Thereafter the intention is to renew the payment portal which will improve the look and feel for residents making digital payments. The delayed direct debit module will be added late in quarter one though, given the problems experienced with the initial release, there will be a substantial test period to ensure that all aspects are functioning correctly.</p> <p>Last Updated: 22-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.2.1 (CP) Meeting the aims, objectives and targets of the adopted Strategy	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The range of service areas available over the website continues to grow in line with the project plan. Work has commenced on improving access to broadband via the LFFN (Local Full Fibre Network Project). Significant investment is being made (via Welsh Government grant) in improving Wi-Fi connectivity within schools. Key technologies are being replaced so that the Council IT systems are secure (eg Windows 7 has now been wholly replaced). Gov. roam has been put in place which enables all our employees and public sector partners to log in to network systems as though they were in their own premises which facilitates remote/mobile working and the co-location of employees.</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.2.2 (CP) Meeting the set customer standards	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The volume and nature of enquiries through Connects Centres continues to grow (and is reported on separately in more detail). Performance within the combined contact centre continues to improve and the percentage of calls answered remains at just over 90% for the third consecutive month. The percentage of calls answered within 30 seconds has increased slightly to 66%, with 58% of calls being answered within 15 seconds. Average call waiting time has reduced to just under a minute, there is a decrease in the number of calls abandoned (to 7%) and this is likely to be a result of the decrease in number of calls offered.</p> <p>Last Updated: 17-Jan-2020</p>							

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M01 Call abandonment rate for a combined Housing and Streetscene Contact Centre	No Data	7.05	15	 GREEN	N/A	7.05	15	 GREEN

Lead Officer: Rebecca Jones - Customer Services and Registration Manager

Reporting Officer: Rebecca Jones - Customer Services and Registration Manager

Progress Comment: Baseline Year: The percentage of calls abandoned continues to reduce from 22% in quarter one which corresponds with reduced call waiting times.

Last Updated: 24-Jan-2020



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M02 Call answering rate for a combined Housing and Streetscene Contact Centre	No Data	92.95	0	 GREEN	N/A	92.95	0	 GREEN

Lead Officer: Rebecca Jones - Customer Services and Registration Manager

Reporting Officer: Rebecca Jones - Customer Services and Registration Manager

Progress Comment: Baseline Year: 93% of the calls offered to the Contact Centre were answered in quarter three - 64% of calls were answered within 30 seconds. Three FTE have joined the team and are extending their knowledge of Council services to enable them to answer a wide range of customer enquiries.




Last Updated: 24-Jan-2020




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M04 My Account sign up	No Data	9225	1250	 GREEN	N/A	16678	3750	 GREEN




Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: Baseline Year: The Council continue to promote self-service and the number of My Account subscriptions increased in the quarter three by 24%.
 Last Updated: 24-Jan-2020

Risks




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>Progress Comment: We continue to make progress in growing the social sector through the development of Community Asset Transfers and Alternative Delivery Models. Regular review meetings and partnership board meetings are in place. The strategic role and importance of ADMs is a priority in the Council Plan for 2019/20 with work underway to ensure that the delivery is effective and sustainable.</p> <p>Last Updated: 22-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models (ADM's)face	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable</p> <p>Management Controls: Continue to work with the Alternative Delivery Models (ADM's) to grow their entrepreneurial skills and meet with them annually at least to review progress</p> <p>Progress Comment: Aura, Newydd and HFT have now successfully taken forward their Business Plans. Regular reporting to the Council through the appropriate Scrutiny Committees continues to take place. The level of risk of unsustainability remains yellow.</p> <p>Last Updated: 15-Jan-2020</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models (ADM's)	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities</p> <p>Management Controls: Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases</p> <p>Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Business Plans have been shared with the Council and show that funding levels for organisations moving forward into 2020/21 are sustainable. The risk remains at Yellow.</p> <p>Last Updated: 15-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the Council and where issues identified cooperative work to resolve these.</p> <p>Progress Comment: Review meetings of Community Asset Transfers (CATs) have been ongoing and through these it has been identified that the new organisations running CATs are sustainable and well regarded social businesses. The programme of CAT review and support is ongoing to ensure that these social businesses continue to offer well regarded services.</p> <p>Last Updated: 15-Jan-2020</p>						

Page 115 of 141



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Community Resilience	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Communities cannot capitalise on their resources and resort to support from statutory services.</p> <p>Management Controls: Work with communities to identify key challenges and barriers that they face as individuals and collectively; and use a framework of tools to help them to design a local response to address them. Help communities, and leaders from within communities, to develop the skills and confidence to support their community to respond to challenges and optimise opportunities to thrive. Be smarter about securing and linking potential social investment to locally identified priorities. Work proactively with our supply chain to maximise the impact that our investment and collaboration has for communities across Flintshire.</p> <p>Progress Comment: The Council and other stakeholders have been proactive in maximizing the available funding to invest in communities. We are engaging and working with local alternative delivery models (ADM's), and other alternatives to improve community resilience. We are actively reviewing community asset transfer (CAT) projects to ensure that they are successful and pursue key priorities of the council.</p> <p>Last Updated: 15-Jan-2020</p>						



Page 116 of 141



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customers who do not have access to technology, or the confidence to use it.	Rebecca Jones - Customer Services and Registration Manager	Margaret Parry-Jones - Overview & Scrutiny Facilitator				Closed
<p>Potential Effect: Customers are excluded from accessing Council services e.g. school admissions, and do not access benefits they are entitled to receive e.g. Council Tax Reduction.</p> <p>Management Controls: Flintshire Connects provides face to face support for vulnerable customers who need assistance to access services. All Connects Centre are equipped with self-service facilities to assist those people who do not have access to technology and the team can signpost to other support e.g. Aura (libraries). The Customer Service Advisors are trained to support customers who do not have confidence to use digital technology e.g. creating email accounts, navigating website, applying for services online. The intention is to introduce Digital Champions moving forward to further support our customers and ensure no one is excluded from accessing Council services now and in the future.</p> <p>Progress Comment: This risk has been closed due to it also being measured through various KPI's.</p> <p>Last Updated: 13-Jan-2020</p>						



Serving Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.2 (CP) Retention rates of key personnel through offering competitive pay and reward	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Mar-2020	62.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9.00 per hour which meets the Foundation Living Wage.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.2.1 (CP) Adoption of a Well Being Strategy for the overall well-being of the workforce with aims, objectives and targets	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Dec-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The overarching aim of the strategy is to improve the health, safety and wellbeing of employees and to prevent work associated ill health, for the overall benefit of all. This encompasses the physical, mental and social health of employees and recognises that employees' values, personal development and work across the organisation contribute to their overall wellbeing at work.</p> <p>Last Updated: 14-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.2.2 (CP) Reduction in the number of referrals to Occupational Health on the grounds of mental health	Sharon Carney - Lead HR Business Partner	Ongoing	01-Apr-2019	31-Mar-2020	-	 AMBER	 AMBER
ACTION PROGRESS COMMENTS: Progress for the reduction in the number of referrals to Occupational Health on the grounds of mental health will be reported in March 2020. Last Updated: 14-Jan-2020							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.1 (CP) Adoption of a renewed plan for effective succession planning for senior and supporting management positions	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Dec-2019	25.00%	 AMBER	 AMBER
ACTION PROGRESS COMMENTS: The progress for succession planning will be reported in March 2020. Last Updated: 14-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.2 (CP) Maintaining competitive pay and reward, and terms and conditions of employment	Sharon Carney - Lead HR Business Partner	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9 per hour which meets the Foundation Living Wage. We continue to look for non-financial benefits to supplement and extend employee's pay, with recent initiatives which include, relaunch of the VECTIS retail discount cards, and the introduction of Salary Sacrifice Additional Voluntary Contributions (AVCs). Last Updated: 14-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.3 (CP) Reductions in the local gender pay gap	Sharon Carney - Lead HR Business Partner	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
ACTION PROGRESS COMMENTS: This progress update will be provided annually in quarter four. Last Updated: 14-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.1 (CP) A report on performance against the adopted set of KPI's is produced alongside the Annual Financial Outturn	Sara Dulson - Strategic Finance Manager	Ongoing	01-Apr-2019	31-Mar-2020	-		
ACTION PROGRESS COMMENTS: The annual financial outturn is reported at the end of the financial year (31 March 2020) which is due to be reported in July 2020. A report on the financial performance indicators will be included alongside the outturn report. Selected performance indicators are included in the monthly revenue monitoring reports to Cabinet. Last Updated: 23-Dec-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.2 (CP) Selected KPI's are reported monthly in the Monitoring Report	Sara Dulson - Strategic Finance Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%		
ACTION PROGRESS COMMENTS: The monitoring of the revenue budget for Council fund and for the Housing Revenue Account (HRA) is reported to Cabinet on a monthly basis. The following KPI's are included specifically in that monthly report 1) Achievement of efficiencies 2) Housing Revenue Account closing balance against budget. An additional KPI on the variance between the outturn and the budget are reported as part of the Councils quarterly performance monitoring. Last Updated: 06-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.3 (CP) Achievement of a balanced annual budget which support the policy aims of the Council by March 2020	Sara Dulson - Strategic Finance Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

We have set a cycle of reviewing our Medium Term Financial Strategy (MTFS) on an annual basis. The financial forecast for 2020/21 has been reported to Council in April and October 2019. The latest forecast for 2020/21 is that the Council has a budget gap of £16.2m. The solutions for 2020/21 are split into four quartiles 1) Portfolio Business Plans and Corporate Finance 2) The National position 3) Local Taxation and income and 4) Organisational Change. To date £1.784m has been identified from Portfolio Business Plans and Corporate Finance. The provisional settlement from Welsh Government (WG) is due at the end of November though the final settlement will not be received until 11 February 2020. The Council and the Welsh Local Government Association has called on WG to ensure adequate funding is passported to Councils from the additional funding announced in the UK spending review. Without this additional funding the risk of not being able to set a legal and balanced budget remains significant. The latest forecast was considered by Council on 10 December 2019 which reported a gap of £15.6m. A combination of Corporate Finance and Portfolio business efficiencies could contribute £8.2m to the gap (subject to a number of risks) with the remaining local options to be reviewed once the provisional settlement had been received in December. The final settlement from Welsh Government is due 25/2/20. The provisional settlement was received on 16 December 2019. This represented an increase of 3.7% for Flintshire with the all Wales average being 4.3%. This represented a cash uplift of £10.4m however once the additional responsibilities of the teachers pension employers increase and teacher pay grant are taken into account, this leaves around £6.5m to contribute to the budget gap. Council will meet on 28th January and will consider the latest position alongside the ongoing work and open risks that remain to meet a legal and balanced budget alongside the Councils response to the provisional settlement.



Last Updated: 24-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.1 (CP) Management of a cost-effective Housing Revenue Account Business Plan for 2020/21	Rachael Corbelli - Finance Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

The 2019/20 HRA business plan is currently being delivered to plan with no issues being reported. There may be future issues following on from the Welsh Government work around rent setting, which is not an issue for the year 2020/21 business plan.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.2 (CP) Maintaining affordable service charges which achieve income targets	Dawn Kent - Senior Sheltered Housing Officer	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: On-going monitoring of customer satisfaction. The impact of service charges will be less for households on a low income as most of the service charges are currently eligible to be paid by Housing Benefit/Universal Credit (UC). As part of this work, consideration will need to be given to work through options which consider the impact to any approach to full cost recovery for those not able to access benefits. There has been discussion with the Housing Board members and elected members with regards to introducing full cost recovery for service charges in a phased approach. This will be implemented from April 2020 onwards.</p> <p>Last Updated: 17-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3 (CP) Effective management of rent arrears maintain income targets	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Good progress is being made to improve rent collection and reduce rent arrears. The implementation of the Mobysoft 'Rent Sense' module in July 2019 continues to help the service to direct resource capacity to those tenants at risk of falling further into arrears and not paying rent on time. Despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit, rent arrears are now starting to fall when compared to the previous year. Rent Arrears as at end of quarter three were £2.093m compared to £2.319m in the previous year - a reduction of £225k in cash terms. The deployment of Mobysoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. .</p> <p>Last Updated: 24-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.2 (CP) Agreement and implementation of a programme of cost recovery and commercial set models	Kelly Oldham Jones - Income Generation and Marketing Manager	In Progress	01-Apr-2019	31-Mar-2020	33.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The Council's Income Generation Policy sets the rationale for charging and calls for an annual review of fees and charges and full cost recovery wherever possible. In July 2019 Cabinet and the Corporate Resources and Overview Scrutiny Committee endorsed that the annual review of fees and charges will achieve full cost recovery wherever possible by October 2022 and an annual uplift in line with a recognised inflation index will be applied to all applicable fees and charges. The annual uplift in line with a recognised inflation index will be implemented in the 2020 annual review of fees and charges, which is due to commence in April 2020. Services will also be asked to demonstrate whether or not their fees and charges are achieving full cost recovery. To assist services with setting fees and charges that operate at full cost recovery, and demonstrating this, a template has been developed and tested. This has been modelled to recover some corporate costs/overheads and has been used to set new fees/charges in year. The Council's mechanisms for verifying full cost recovery will be enhanced in future with an aim to have a robust process in place that accounts for all costs incurred when delivering services, captures service demand data and which is clear and communicated to all employees. Cabinet endorsed a second phase of Alternative Delivery Models in July 2019 (please see Collaboration Sub-priority below). Since this time the model for two of the services in scope has changed with greater focus around enhancing commercial approaches within existing working arrangements. As such, feasibility studies and/or options appraisals will follow to explore practical application of a suitable commercial approach.



Last Updated: 16-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.3 (CP) Achievement of corporate income target	Kelly Oldham Jones - Income Generation and Marketing Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 AMBER	 AMBER



ACTION PROGRESS COMMENTS:



The £207,000 income target for 2018/19 was not achieved and with an additional £100,000 target for 2019/20 the 2019/20 income target totalled £307,000. Business planning efficiencies for 2019/20 totalled £143,000, requiring a further £164,000 to be found to achieve the 2019/20 income target. The annual review of fees and charges has identified additional income of £13,000 to date, leaving £151,000 to be found in year to achieve the 2019/20 income target. An income target deficit at this level has been included in the forecast outturn for the 2019/20, and funding provision will be made from the Contingency Fund to compensate for this deficit. The corporate review of all fees and charges - both existing charges and new opportunities - has been completed. The outcomes have been included in the draft budget for 2020/21 and the annual income target has been adjusted to account for the revised forecast levels of income. Given the completion of the review, future income targets can be predicted with a high level of confidence. A residual target of £50k for new income is likely to remain for 2020/21.



Last Updated: 28-Jan-2020



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.4 (CP) Agreement of a model for cost recovery for application to service level agreements	Kelly Oldham Jones - Income Generation and Marketing Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: An internal review of service level agreements (SLA) for Council support services commenced in June 2019. As part of the review a model template to support services to calculate the full cost of service delivery (direct and indirect costs) has been drafted. Alongside this, a service specification template (for customers) and a standard SLA template has been drafted. The draft model template was presented to the October meeting of the review group and will be used/tested by service area leads to cost existing SLA provision. The model template will be refined accordingly and a final version used to calculate full cost recovery to inform future/renewal SLAs from 1st April 2020.</p> <p>Last Updated: 23-Dec-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.1 (CP) Maintaining the effective and cost-efficient performance of all principal regional, sub-regional and local collaborative services	Joanne Pierce - Executive Officer (Chief Executives Suite)	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All collaborations have been collated and are monitored on a six monthly basis by the Chief Officer Team and reported to Corporate Resource Overview and Scrutiny Committee annually.</p> <p>Last Updated: 13-Jan-2020</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.2 (CP) An annual report will be produced with a set of Red/Amber/Green status' of service (1) Performance and (2) Sustainability	Joanne Pierce - Executive Officer (Chief Executives Suite)	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The final annual report will be published at the end of quarter four 2019/20.</p> <p>Last Updated: 24-Jan-2020</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.3 (CP) Successful transition to a combined CCTV monitoring service hosted by Wrexham County Borough Council	Neal Cockerton - Chief Officer - Housing and Assets	In Progress	01-Apr-2019	31-Mar-2020	70.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The Control Room has now been temporarily relocated to phase 2 to de-risk any issues linked to the demolition works (Phase 3 and 4) which are to commence in January 2020. Fibre connectivity to Wrexham is now established. Work with staff in relation to Wrexham/Flintshire service integration is to commence January 2020. Last Updated: 15-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.4 (CP) Agreement to implement a sub-regional sustainable urban drainage system approval body as a new statutory service	Andrew Farrow - Chief Officer - Planning, Environment and Economy	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 AMBER	 GREEN
ACTION PROGRESS COMMENTS: Following approval by Cabinet for the establishment the new statutory service: Job Evaluation Questionnaires (JEQs) have been written for the the new Sustainable Urban Drainage Advisory Board (SAB) role and the reconfigured team Leader role. Both are due to go to JEQ panel by the end of January and then the recruitment process into both roles will begin. We are confident that at least one of the roles will be filled by the end of quarter four, if not both. Last Updated: 24-Jan-2020							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.5 (CP) Successful transition to a new service model for enforcement services	Stephen Jones - Chief Officer - Streetscene and Transportation	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The new in-house service has taken on the role of enforcement against littering and dog fouling from the previous contractual arrangement. The new arrangement is bedded in and the target for Fixed Penalty Notice (FPN) income are being achieved. Last Updated: 22-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.1 (CP) Successful implementation of priority projects within the digital programme plan	Lisa McQuaide - Project Manger	Ongoing	01-Apr-2019	31-Mar-2020	-		
<p>ACTION PROGRESS COMMENTS: The Council has a rolling list of priority projects within the scope of the Digital Strategy. The Council has completed the projects that it intended to complete in quarters one and two. The projects delivered the range of services intended by the deadline set for each project.</p> <p>Last Updated: 24-Jan-2020</p>							

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.1M01 Percentage of permanent employees who have left within first year of employment	No Data	6.78	3.5		N/A	6.78	3.5	

Lead Officer: Andrew Adams - Business Information and Compliance Adviser

Reporting Officer: Sharon Carney - Lead HR Business Partner

Progress Comment: Human Resources actively encourage the use of exit interviews so portfolios can monitor and understand individual's reasons for leaving. Reasons for leaving include individuals not having a clear understanding of what to expect to in their role and/or of the Council as an employer. The feedback obtained from exit interviews will assist Human Resources to review the effectiveness of the various recruitment methods used across the Council.

Last Updated: 14-Jan-2020




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.1M02 Percentage of employee turnover (excluding early retirement and voluntary redundancy)	0	2	2		N/A	2	2	

Lead Officer: Andrew Adams - Business Information and Compliance Adviser

Reporting Officer: Sharon Carney - Lead HR Business Partner




Progress Comment: The turnover percentage excluding early retirement and voluntary redundancy for quarter three is 2.00%. Human Resources actively encourage the use of exit interviews so portfolios can monitor and understand individual's reasons for leaving. Reasons for leaving include individuals not having a clear understanding of what to expect to in their role and/or of the Council as an employer. The feedback obtained from exit interviews will assist Human Resources to review the effectiveness of the various recruitment methods used across the Council.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	2.85	3.15	2			3.15	2	

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Progress Comment: The full time equivalent (FTE) days lost for the Council during quarter three is 3.15. There was a significant increase in quarter three (300% increase from the previous quarter) in the number of absences due to infections; i.e norovirus. This follows a national trend as reported by Public Health England in December 2019 that surveillance showed the number of positive norovirus laboratory reports was 28% higher than the average for the last five years. The HR Business Partner team continue to work closely with Portfolios and Schools to ensure attendance.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M02 Increase in attendance of managers and employee Stress Management training	No Data	161	50			246	150	

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: The programme is designed to help employees identify signs of stress in themselves and their colleagues so that it can be dealt with it at the earliest opportunity with support from Human Resources and Occupational Health. We will continue to target specific Portfolios and Services Areas who are likely to benefit most.

Last Updated: 16-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M03 Number of accredited Mental Health First Aiders across the organisation	No Data	No Data	10		N/A	No Data	10	




Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: The Health and Wellbeing Strategy has been reviewed by Chief Officer Team and Academi with feedback provided. The strategy is now complete with it due to be published imminently. The Council have agreed an action plan with 'Time to Change' and implementation date to be confirmed. This will enable training of mental health champions and recruitment of Mental Health First Aiders across the Council.




Last Updated: 15-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M03 Percentage of all direct employees achieving Foundation Living Wage	No Data	100	100		N/A	100	100	




Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9.00 per hour which meets the Foundation Living Wage.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M04 Percentage of eligible employees receiving an annual appraisal	90.91	80.94	100			80.94	100	
<p>Lead Officer: Sharon Carney - Lead HR Business Partner Reporting Officer: Andrew Adams - Business Information and Compliance Adviser Progress Comment: As at 31 December 2019, based on the information recorded in iTrent, the percentage of our eligible workforce who had received an appraisal was 81%. The current appraisal policy, forms and tools in support of performance management are being reviewed with a view to adopting a new, simplified process which is flexible enough to accommodate the diverse range of services, positions occupied across the Council.</p> <p>Last Updated: 14-Jan-2020</p>								




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M01 The percentage of planned efficiencies achieved	97	91	95			91	95	
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Strategic Finance Manager Progress Comment: The 91% is reported within the Month 8 Revenue report</p> <p>Last Updated: 23-Dec-2019</p>								

Page 236

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M03 Maximise the collection of Council Tax	85.7	85.2	85.6			85.2	85.6	
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: David Barnes - Manager - Revenues Progress Comment: The bulk single person discount (SPD) review, undertaken in quarter three, has resulted in the withdrawal of discounts amounting to £350k. In turn this has resulted in a major re-billing exercise to recover additional income due to the Council. This is being partly recovered in quarter three and partly in quarter four and has negatively impacted, on a temporary basis, on in-year collection levels and cashflow. Performance, in real terms without the impact of the SPD review, would otherwise be 85.5%, which is nearly on track with the target.</p> <p>Last Updated: 24-Jan-2020</p>								




Risks




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Strategic Finance Manager	Red	Red	↔	Open
<p>Potential Effect: 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>Management Controls: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term with the strategy to be reviewed during the period based on the best available intelligence and identification of solutions available.</p> <p>Progress Comment: Council considered the final stage three 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>An update to the financial forecast for 2020/21 reported to Cabinet in October 19 shows that following an increase in pressures the gap has increased to £16.2m. Strategic solutions to meet the gap include Portfolio Business and Corporate Finance efficiencies, currently anticipated to be £1.784m, Local Taxation and Income, Organisational change and National funding from Welsh Government.</p> <p>The Council is anticipating receipt of the Provisional Settlement from Welsh Government at the end of November which will give an initial indication of the level of funding the Council will receive from Welsh Government in 2020/21.</p> <p>Council considered the updated financial position for 2020/21 on 28th January 2020 following the receipt of the Provisional Settlement from Welsh Government on 16th December. The forecast at December was a gap £15.629m which when taking into account stage 1 budget solutions left a remaining gap of £7.465m. The provisional settlement for Flintshire represents an increase of 3.7% (all Wales Average 4.3%). Once taking into account the funding of teachers pensions, teachers pay grant and Nursing care, the net amount available to contribute to the gap is £6.559m. The Council is continuing to work on further options to balance the budget whilst seeking clarification on a number of specific grants and consideration of a number of open risks and final options to recommend a final balanced budget will be considered by Cabinet and Council on 18th February 2020.</p> <p>Last Updated: 30-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Gareth Owens - Chief Officer - Governance					Open
<p>Potential Effect: That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p>Management Controls: Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed</p> <p>Progress Comment: 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: 24-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Fully funding demand led services and inflationary pressures	Sara Dulson - Strategic Finance Manager	Gary Ferguson - Corporate Finance Manager	Red	Red	↔	Open
<p>Potential Effect: Reductions or cessation of services and high increases in Council Tax levels</p> <p>Management Controls: National lobbying for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.</p> <p>Maximisation of business planning efficiencies from Portfolios and increases to fees and charges</p> <p>Progress Comment: The Council has developed its case through a Cross Party Working Group of Members and supporting officers to align with the work the Welsh Local Government Association (WLGA) the priorities for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.</p> <p>The provisional financial settlement for 2020/21 is due to be received from Welsh Government at the end of November and this will determine whether these priorities have been funded whether in part or in full.</p> <p>The provisional settlement for 2020/21 was received on 16 December 2019. The settlement represented a 3.7% increase for Flintshire. The all Wales average increase was 4.3%.</p> <p>The settlement represents a cash increase of £10.4m for 2020/21 however once funding for new responsibilities for teachers pension employer contributions, and teachers pay grant no longer funded is taken into account, the net increase towards the in year pressures is £6.559m. Though the Council welcomes the improved position this is £3.6m short to what is needed to fully fund demand and inflationary pressures.</p> <p>The Council considered the latest position at the end of January 2020 where it gave an update on the provisional settlement and outlined the work underway to bring proposals for a balanced budget to Cabinet and Council on 18th February 2020. The final settlement is due to be received 25th February 2020.</p> <p>Last Updated: 30-Jan-2020</p>						

Page 240

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Competing priorities and limited organisational capacity slow the pace of change	Gareth Owens - Chief Officer - Governance	Lisa McQuaide - Project Manger				Open
<p>Potential Effect: It will delay implementation of projects and the improvements to service or income they might generate.</p> <p>Management Controls: The Digital Strategy Board has ranked all the current projects based on organisational significance and is preparing work plan based on the available capacity.</p> <p>Progress Comment: Planned work programme discussions are due to take place 27/01/20 - risk level remains the same in terms of competing priorities and capacity.</p> <p>Further information will be available following the work plan completion.</p> <p>Last Updated: 17-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Discouraging our customers to access services digitally results in some people finding it more difficult to get the support or service they need	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager				Closed
<p>Potential Effect: Sectors of our population could find it more difficult or be unable to access the services they need.</p> <p>Management Controls: The Council will continue to provide services via its telephone contact centre and Connects offices.</p> <p>Progress Comment: This risk has been closed due to the risk no longer being appropriate and the lack of opportunity to measure a meaningful and reflective impact.</p> <p>Last Updated: 13-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
A shift in technical and digital skill-sets is required to ensure we can support new digital ways of working.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager				Closed

Potential Effect:
It will sub-optimize the benefits or savings that might be achieved from digital services and will slow the pace of take up of digital services.

Management Controls:
Each project will include its own staff development plan to ensure that skills exist to utilize new digital technology as it is installed. Digital skills will be included essential criteria when recruiting. The Council will need to consider building a team to support the website.

Progress Comment: This risk is to be reassessed as we are not able to report on it efficiently or effectively.

Last Updated: 24-Jan-2020




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Potential impact on service demand when setting fees and charges	Kelly Oldham Jones - Income Generation and Marketing Manager	Rachael Corbelli - Finance Manager				Open

Potential Effect:
Reduced service demand and knock on effect on workforce capacity.
Reduced income and/or failure to achieve income target.

Management Controls:
Market analysis for new fees/charges to inform level of charging.
Three year staged approach to achieve full cost recovery, allowing incremental increases rather than one significant in year change.
Annual review of fees and charges which will consider service demand and enable fees and charges to be reviewed in line with demand/cost analysis.

Progress Comment:
This risk is ongoing, with the management controls deployed when setting new fees/charges and for the annual review as and when required.

Last Updated: 14-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Meeting Internal Targets	Sara Dulson - Strategic Finance Manager	Gary Ferguson - Corporate Finance Manager				Open




Potential Effect: Impact on the overall financial position of the Authority impacting on Medium Term Financial Strategy.

Management Controls: Review of in year efficiencies and mitigate any shortfalls.
Review of income and expenditure to ensure financial management is robust.
Review at Programme Board and escalation as necessary.




Progress Comment: The revenue financial monitoring is reported to Cabinet and to Corporate Overview and Scrutiny Committee Monthly. At the Month 6 the in year efficiencies were reported to be 91% achievable against the target.
Recurring shortfalls in income and expenditure that cannot be mitigated are included as pressures in the MTFS.
Programme Boards receive an update on the financial position for the portfolio at each meeting.

The M8 revenue monitoring report is reporting that 91% of the in year efficiencies will be met by the end of the financial year. The MTFS continues to be updated as necessary for pressures that are unable to be mitigated.

Last Updated: 30-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Collaborative working	Colin Everett - Chief Executive	Joanne Pierce - Executive Officer (Chief Executives Suite)				Open
<p>Potential Effect:</p> <ul style="list-style-type: none"> • Failure to deliver efficiencies • Reputational damage • Failure to deliver corporate priorities <p>Management Controls:</p> <ul style="list-style-type: none"> • Ensure that all service change takes into account collaborative benefits as one of the options • Regularly monitor progress of existing collaborations • Ensure appropriate governance arrangements are in place, both at transition and as part of the final collaboration • Provide political and professional profile for ongoing collaborative projects <p>Progress Comment:</p> <p>All portfolio business plans consider collaborations as a model of delivery. Progress against collaboration models is monitored and reported upon twice annually; including providing a position statement to WLGA. All collaborations consider and make arrangements for appropriate governance; following the governance arrangements of the lead authority. Cabinet are informed of the progress against ongoing collaborative projects twice annually. Flintshire takes a professional role in all the collaborations we are a partner in.</p> <p>Last Updated: 07-Jan-2020</p>						

Page 214

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The transition of one service model to another	Neal Cockerton - Chief Officer - Housing and Assets	Lynne McAlpine - Personal Assistant				Open

Potential Effect:

- Delay in the transition
- Anticipated efficiencies will not be realised leading to potential increased cost

Management Controls:

- Ensure adequately resourced
- Realistic programmes regularly managed and monitored
- Regular reporting to COT , Cabinet and Scrutiny

Progress Comment:

Work in relation to the new ADM models of delivery is at various stages depending on the specific project. All are currently at Concept stage and will be progressed through to Feasibility, at the end of this stage a decision will be taken whether to progress to the next stage which is detailed work around business planning and further more detailed viability testing.

Last Updated: 15-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Increasing costs of service delivery and rising demand for some services	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Strategic Finance Manager	Red	Red	↓	Open

Potential Effect: The Council may not be able to deliver services or may not be able to set a legal balanced budget




Management Controls: • Regular monitoring of budgets

- Escalation of areas of increasing financial risk such as increased cost and demand
- Seek additional national funding for inflationary uplifts and areas of high service demand
- Challenge by finance for mitigation within the service
- Prevention strategies to minimise demand
- Regular reporting to COT/Cabinet/Council

Progress Comment: The Council monitors the cost of service delivery through revenue monthly monitoring with service managers. The Council considered the latest position at the end of January 2020 where it gave an update on the provisional settlement and outlined the work underway to bring proposals for a balanced budget to Cabinet and Council on 18th February 2020. The final settlement is due to be received 25th February.

Page 246

Updated: 30-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Not investing sufficiently in the resource to modernise our business processes and technologies.	Mandy Humphreys - IT Business Services Manager	Aled Griffith - IT Infrastructure Manager, Gareth Barclay - Senior Performance and Business Data Officer				Closed

Potential Effect:

This will impact both our customers, who increasingly expect to access services digitally and our partners, who increasingly wish to collaborate with us digitally. Failure to digitise services will limit the degree to which the council will be able to deliver associated efficiencies.

Management Controls:

The Digital Strategy Board will assess business cases for inclusion in the Digital Strategy with prioritization given to those likely to deliver tangible benefits to the public. Funding arrangements to support business cases will need to be included. Any business cases/projects that are considered critical to the success of the strategy where no funding is available should be submitted as bids as part of the councils Medium Term Financial Strategy/Capital Strategy.

Progress Comment:

As the risk a duplicated of Competing priorities and limited organisation capacity slow the pace of change.

Last Updated: 28-Jan-2020

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CABINET

Date of Meeting	Tuesday, 18th February 2020
Report Subject	Revenue Budget Monitoring 2019/20 (Month 9)
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest 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 9. The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

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

Council Fund

- An operating deficit of £1.666m which is a favourable movement of £0.226m from the deficit figure of £1.892m reported at Month 8.
- A projected contingency reserve balance as at 31 March 2020 of £3.203m.

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.103m higher than budget which is a positive movement of £0.028m from the deficit figure of £0.131m reported at Month 8.
- A projected closing balance as at 31 March 2020 of £1.220m.

As reported in previous reports and to assist with mitigating the overall projected overspend the following measures were introduced from Month 6:-

- 1) All non-essential spend 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.

At Month 6, this resulted in identifying a one-off delay in spend of £0.530m which helped to significantly reduce the overall overspend position. Further reductions in the overspend since Month 7 have been achieved predominantly from the continuation of these measures. Work will continue from Month 10 and beyond with the same rigour and challenge in an attempt to further improve the overall position.

The current position meets the Chief Officer Team target of reducing the overspend position to within a range of £1.500m - £1.750m by the end of the financial year, although this would still be in excess of the performance indicator target set within the MTFS of £1.350m, being 0.5% of the Net Revenue Budget. Some specific areas that are under review are outlined in paragraph 1.01.

In addition, as in previous years towards the end of the financial year, there is always potential for late awards of Grant from Welsh Government that could be allocated against existing or future profiled spend, resulting in a positive effect on outturn.

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 9 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 £1.666m • A projected contingency reserve balance as at 31 March 2020 of £3.203m <p>To assist with mitigating the overall projected overspend the following measures have previously been introduced:-</p> <ol style="list-style-type: none"> 1) All non-essential spend is subject to ongoing review and challenge with a view to ceasing/delaying where able and

2) Further Portfolio Management Team challenge of recruitment to vacancies i.e. ceasing/delaying

At Month 6, this resulted in identifying a one-off delay in spend of £0.530m which helped to significantly reduce the overall overspend position. Further reductions in the overspend since Month 7 have been achieved predominantly from the continuation of these measures. Work will continue from Month 10 and beyond with the same rigour and challenge in an attempt to further improve the overall position.

The Chief Officer Team has set a target of reducing the overspend position to within a range of £1.500m - £1.750m by the end of the financial year, although this would still be in excess of the performance indicator target set within the MTFs of £1.350m, being 0.5% of the Net Revenue Budget.

Some examples of specific areas currently under review are shown below :

- Winter Maintenance – monitoring the level of ongoing operations based around weather conditions
- Parc Adfer – taking account of the site becoming fully operational from December and the subsequent change to haulage and disposal arrangements
- School Transport – maximising the benefits of re-procurement and rationalisation of routes
- Single Person Discount Scheme – subject to on-going review
- Planning – maximisation of Planning Fee Income in year
- Central Loans and Investment Account – further review to determine potential financing split across Revenue and Capital

As in previous years towards the end of the financial year, there is always potential for late awards of Grant from Welsh Government that could be allocated against existing or future profiled spend, resulting in a positive effect on outturn. An example being Additional Winter Pressures Grant in Social Services (paragraph 1.07 refers).

1.02

Table 1. Projected Position by Portfolio

The table below shows the projected position by portfolio:

Portfolio/Service Area	Approved Budget	Projected Outturn	In-Year Over / (Under) spend
	£m	£m	£m
Social Services	65.944	66.064	0.120
Out of County Placements	9.033	11.088	2.055
Education & Youth	8.534	8.203	(0.331)
Schools	91.941	91.941	0.000
Streetscene & Transportation	30.354	31.760	1.406
Planning & Environment	5.897	5.893	(0.004)

	People & Resources	4.439	4.485	0.046
	Governance	9.203	8.969	(0.234)
	Strategic Programmes	5.272	5.272	0.000
	Housing & Assets	15.171	14.556	(0.615)
	Chief Executive	2.760	2.631	(0.129)
	Central & Corporate Finance	22.802	22.154	(0.648)
	Total	271.350	273.016	1.666
1.03	The reasons for the favourable movement of £0.226m from the previous month are shown in Appendix 1. The reasons for the overall projected variances are summarised within Appendix 2 showing the detail of all variances over £0.050m and a summary of minor variances for each portfolio. This provides the overall position for each portfolio and the overall position for the Council Fund.			
1.04	<p>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"> • The key major variances to bring to the attention of Cabinet • 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 £2.055m 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, throughout 2019/20 to date, there has been an increase in the number of high cost placements.</p> <p>This has created a projected overspend of £1.522m in Children’s Social Services and a projected overspend of £0.533m within Education & Youth Inclusion Services. This is based on current clients and their assessed need.</p> <p>The projection includes externally provided placement costs for over 150 children, some of which lie within Flintshire’s geographic boundary.</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 Overview and Scrutiny Committees 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 also presented to Corporate Resources Overview and Scrutiny Committee on the key issues and latest position at the meeting on 19 September.</p>
<p>1.06</p>	<p>Streetscene and Transportation</p> <p>A considerable amount of financial challenge work is ongoing within the Streetscene and Transportation portfolio to address the overspend position and through the mitigation measures identified below, are committed to reducing this overspend further by financial year end.</p> <p>Transportation and Logistics - £0.979m Overspend</p> <p>The pressure in school transport costs totalling £0.931m 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 Connah's Quay High School and placing duplicate vehicles on public bus services as a response to non-eligible pupil displacement; - An increase in number of school days for 2019/20 <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.</p> <p>Increased transport provision to Social Services service users of £0.048m.</p> <p>Service Delivery – £0.289m 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 and currently total £0.150m. A claim to Welsh Government was submitted for these additional costs but unfortunately was not approved for funding.</p> <p>Following ongoing vandalism to Household Recycling Centres, additional costs of £0.055m have been incurred, with further costs of £0.014m projected to maintain security and safety of the sites.</p>

	<p>During the period before Christmas, staffing resources have been considerably impacted by an outbreak of Norovirus and this has resulted in unprecedented levels of sickness throughout the workforce. It should be noted that the level of staff absent due to sickness is averaging around 49 staff which includes 30 operatives, for which additional overtime or agency cover is required in order to maintain service delivery which is projected to cost in the region of £0.070m.</p> <p>Regulatory Services - £0.160m Overspend</p> <p>The Car Park income shortfall of £0.193m 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. In recent months, 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 a potential increase in car parking income for the remaining months of 2019/20.</p> <p>The waste strategy service are currently projecting an improved position of £0.076m, based on the commissioning period for the North Wales Residual Waste Treatment Project (NWRWTP) being shorter than anticipated compared to when the original £0.425m pressure was calculated. Maximum WG grant funding is available from the full service period commencement in December 2019 and the service are currently reviewing the delivery of residual waste into the Parc Adfer site based on the most efficient method.</p> <p>A reduction in the level of recycling income from cardboard and paper has occurred totalling £0.043m due to the third party implementing an immediate change to the tariff in January.</p> <p>Other cumulative variances across the service reflect a £0.022m underspend.</p>
1.07	<p>Social Services</p> <p>The overall position for Social Services is a projected overspend of £0.120m, an adverse movement of £0.127m since Month 8.</p> <p>There are 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> <p><u>Additional Winter Pressures Grant</u> On 1 October Welsh Government announced additional funding of £30 million to support the delivery of frontline health and social care services this winter.</p>

	<p>Of the £30 million, £17 million will be allocated to Regional Partnership Boards to promote integrated, regional planning. For Flintshire the allocation from this regional funding is £0.805m and will be awarded between Flintshire County Council and BCUHB. This funding is to be used towards additional services to meet demands on social care resources linked to winter pressures. Some of these additional pressures have already been drawn down from budgets and are reflected in the projected outturn. Therefore, it is estimated that there will be £0.320m in funding to support these additional in-year front line pressures and this has been built into the figures since Month 7.</p> <p>On the 24 January, 2020, a further £10 million funding was confirmed by the Minister for Health and Social Services. This is on top of the £30m from earlier this financial year, to support health and social care delivery in recognition of increased pressure this winter. It was confirmed that these funds should be channeled through the Regional Partnership Board (RPB) for approval and allocation across North Wales. It is intended that this funding should be invested across both Health and Social Care, with the priority being for spend on discharge services, step down capacity and home care/domiciliary care.</p> <p>Once confirmation is received of how much will be allocated via the RPB, a subsequent update will be provided to report on any funding that can be allocated against in-year front line pressures.</p>
1.08	<p>Central & Corporate Finance</p> <p>Pension; £0.935m 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. Current monitoring 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; £0.150m 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. The position will continue to be reviewed in-year and any further improvement reported on in future monitoring reports.</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 have resulted in an increase in the Councils updated 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 throughout the year. In 2018/19 the level of efficiency achievement was 98% which was an improvement on the 94% achieved during the previous year. The Council aims to achieve a 95% rate in 2019/20 as reflected in the MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2019/20 shows that £6.197m or 90% of the efficiencies will be achieved. However when taking into account of the conscious decision of Cabinet to re-phase the efficiency target from the reduction in Aura Subsidy this improves 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 remained 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</p>

	<p>may reduce further. At Month 10, there has been a reduction in recycling income due to the tariff in place being reduced at very short notice by the third party purchaser.</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"> <thead> <tr> <th>School</th> <th>Deficit Balance brought forward</th> <th>% of budget</th> </tr> </thead> <tbody> <tr> <td>Connah's Quay High School</td> <td>-£34,477</td> <td>-0.8%</td> </tr> <tr> <td>St. Richard Gwyn</td> <td>-£508,276</td> <td>-16.2%</td> </tr> <tr> <td>Ysgol Treffynnon</td> <td>-£646,173</td> <td>-29.5%</td> </tr> <tr> <td>Castell Alun High School</td> <td>-£8,674</td> <td>-0.2%</td> </tr> <tr> <td>Ysgol Maes Garmon</td> <td>-£173,177</td> <td>-6.7%</td> </tr> <tr> <td>Argoed High School</td> <td>-£56,000</td> <td>-2.2%</td> </tr> <tr> <td>St. David's High School</td> <td>-£452,609</td> <td>-23.9%</td> </tr> </tbody> </table> <p>This position is being reviewed by the Council on a school by school basis due to concerns about the deteriorating position. The issue has also been highlighted by Estyn as a specific recommendation in its recent inspection report.</p>	School	Deficit Balance brought forward	% of budget	Connah's Quay High School	-£34,477	-0.8%	St. Richard Gwyn	-£508,276	-16.2%	Ysgol Treffynnon	-£646,173	-29.5%	Castell Alun High School	-£8,674	-0.2%	Ysgol Maes Garmon	-£173,177	-6.7%	Argoed High School	-£56,000	-2.2%	St. David's High School	-£452,609	-23.9%
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1.16	<p>Winter Maintenance</p> <p>The winter period to date has resulted in over 2,700 tonnes of salt being used on the roads and over 60 turnouts for the gritters to the end of January. With the uncertainty of weather for the remaining two months to the end of March, this will place further risk and uncertainty on maintaining a balanced position within the overall Winter Maintenance budget of £0.841m. As reported in paragraph 1.21, one-off Winter Maintenance Reserves totalling £0.250m are held in addition to the annual budget to meet extra costs in the event of an above average winter.</p>																								
1.17	<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.</p>																								

	<p>The funding associated with this has now been added to the central inflation budget and will be allocated according to need.</p>
1.18	<p>MTFS Impact</p> <p>The latest projection for the MTFS was considered by Cabinet in October and this was followed by consideration of pressures and efficiencies at specific Scrutiny Committees throughout November and December. County Council endorsed the pressures and solutions identified to date at its meeting on 11th December.</p> <p>The Provisional Settlement for Flintshire was received on 16th December and the implications were reported to County Council on 28th January as part of the Stage 2 Budget update for 2020/21.</p> <p>The County Council report on the MTFS can be accessed via the link in 6.01.</p> <p>Further Risks for MTFS</p> <p>All Portfolios will continue 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>The in-year position will continue to be monitored as we move to finalise the budget process for 2020/21.</p>
1.19	<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>
1.20	<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 £3.203m as detailed in Appendix 4.</p>
1.21	<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>

Council Fund Earmarked Reserves 2019/20		
Monitoring Summary Month 9		
Reserve Type	Balance as at 01/04/19	Balance as at 31/03/20
Service Balances	776,994	431,446
Specific Service Balances	78,081	77,337
Schools Balances	1,335,087	0
Single Status/Equal Pay	1,184,187	638,187
Investment in Organisational Change	1,039,115	1,747,892
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	22,468
Capita One	18,827	18,827
Supervision Fees	48,798	48,798
Transportation Review	84,200	0
LMS Curriculum	383,440	255,559
Organisational Change/ADM	99,965	61,902
Solar Farms	42,440	0
Tribunal Costs	150,000	0
Property Claims	45,000	0
Grants & Contributions	3,933,806	2,690,262
Total	13,313,906	9,693,267
1.22	<p>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.</p>	
1.23	<p>Housing Revenue Account</p> <p>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.</p>	
1.24	<p>The 2019/20 budget for the HRA is £36.239m which includes a movement of £0.158m to reserves.</p>	

1.25	The monitoring for the HRA is projecting in year expenditure to be £0.103m greater than budget and a closing un-earmarked balance as at 31 March 2020 of £1.220m, which at 3.37% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.26	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.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None required

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 8 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	Medium Term Financial Strategy and Council Fund Revenue Budget 2020/21 Stage Two http://committeemeetings.flintshire.gov.uk/documents/g4472/Public%20reports%20pack%2028th-Jan-2020%2014.00%20Flintshire%20County%20Council.pdf?T=10&LLL=0

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Dave Ledsham (Strategic Finance Manager) Telephone: 01352 704503 E-mail: dave.ledsham@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<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> <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</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> <p>Underspend: when referring to expenditure the actual expenditure incurred is less than budget. When referring to income the actual income achieved exceeds the budget.</p> <p>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.</p> <p>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.</p>

<p>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.</p>

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	-0.040	The projected income from Funded Nursing Care has increased by £0.044m, this is based on the actual third quarter claim and the estimated fourth quarter claim.
Minor Variances	-0.012	
Adults of Working Age		
Resources & Regulated Services	0.142	This increase in cost is due to net changes to current care packages and increased care provider fees.
Disability Services	-0.045	The contributions recieved from Welsh Government towards young adults care packages have exceeded the expected level of contribution.
Residential Placements	0.047	This is the net increase to Mental Health residential care placements.
Minor Variances	0.029	
Children's Services		
Professional Support	0.050	This variance consists of several variances which include; an increased contribution for the regional Emergency Duty Team of £0.015m, costs due to the appointment of a Childrens Services Assistant post £0.010m, increases to agency costs due to contract extension of £0.007m and an increase to costs supporting young adults leaving our care £0.007m. There are also a number of smaller variances contributing to the overall variance.
Minor Variances	-0.017	
Safeguarding & Commissioning		
Training	-0.033	The number of training courses which will be attended or hosted have been reduced.
Minor Variances	0.005	
Total Social Services (excl Out of County)	0.127	
Out of County		
Children's Services	-0.054	Net impact of new and ended placements and other minor movements including rate changes
Education & Youth	0.030	Net impact of new and ended placements and other minor movements including rate changes
Total Out of County	-0.024	
Education & Youth		
Minor Variances	0.009	
Total Education & Youth	0.009	
Schools	-0.000	
Streetscene & Transportation		
Service Delivery	0.089	Increased expenditure relating to cover for staff sickness and to increased vandalism and clean up and repair costs at Household Recycling Centres.
Regulatory Services	0.036	Reduction in Recycling Income due to short notice tariff change by third party purchaser.
Other Minor Variances	0.008	
Total Streetscene & Transportation	0.134	
Planning, Environment & Economy		
Minor Variances	0.006	
Total Planning & Environment	0.006	

People & Resources		
HR & OD	-0.030	Vacancy Savings
Corporate Finance	-0.012	
Total People & Resources	-0.042	
Governance		
Revenues	-0.077	Further efficiencies identified following delay to Service Review and revised outturn projection for Establishment Costs
Minor Variances	0.030	Number of minor variances each below £0.025m
Total Governance	-0.047	
Strategic Programmes		
Minor Variances	-0.000	
Total Strategic Programmes	-0.000	
Housing & Assets		
Benefits	-0.053	Net impact of increased underspend on the Council Tax reduction scheme offset by other service pressures including postages and discretionary housing payments
Housing Solutions	-0.083	Reduced use of Bed and Breakfast accommodation due to effectiveness of strategic use of temporary accommodation
Minor Variances	-0.015	
Total Housing & Assets	-0.151	
Chief Executive's		
	0.015	
Central & Corporate Finance		
	-0.253	Over recovery of planned pension contributions recoupment against actuarial projections, revised projection at Period 09. A VAT windfall of £0.130m has been received for late payment of a VAT Claim by HMRC (5% of £2.6m)
Grand Total	-0.226	

Budget Monitoring Report
Council Fund Variances

MONTH 9 - 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						
Older People						
Localities	18.815	17.737	-1.078	-1.039	Residential and Nursing Care is projecting a £0.583m underspend due to a 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 top of grade and there are in-year savings due to short term vacancies. One off funding for Additional Winter Pressures Grant from WG totalling £0.320m.	
Resources & Regulated Services	7.155	7.548	0.393	0.404	Council provided residential care is expected to be £0.390m overspent due mostly 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 to cover sickness absences. There are also pressures from buildings expenditure such as repairs and maintenance. Council provided homecare is projected to be £0.133m overspent due to demand. Extra care is reporting an underspend of £0.134m as the extra care facility in Holywell opened part way through the year so full year costs have not been incurred.	There has been increased sickness absences within this service area over the last month, absences are often covered by increasing some employees hours and sometimes using agency. There may be an increase in costs reported next month reflecting the cost of covering these absences.
Minor Variances	1.224	1.196	-0.028	-0.027		
Adults of Working Age						
Resources & Regulated Services	24.170	23.924	-0.247	-0.389	The outturn projection represents the current cost of care packages until the end of the financial year.	The 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 present 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 months financial projections.
Disability Services	0.648	0.564	-0.085	-0.040	The outturn represents the current cost of care packages and contribution from Welsh Government.	
Transition & Disability Services	0.718	0.661	-0.058	-0.060	This service is expected to underspend due to in-year vacancy savings and not all staff paid at top of scale.	
Residential Placements	1.241	1.901	0.660	0.612	The overspend is due to the number of residential placements based on service demand.	This service is demand led and can experience volatility in terms of new service users entering the service.

Budget Monitoring Report
Council Fund Variances

MONTH 9 - 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
Minor Variances	3.113	3.006	-0.107	-0.133	Net total of service variances under £0.050m	
Children's Services						
Family Placement	2.564	2.877	0.313	0.323	The overspend is due to current demands on the service from the number of fostering placements, which in some instances avoid making an Out of County placement which would be more expensive. The main pressure areas are payments for foster carers, foster agencies and special guardianship payments.	
Family Support	0.371	0.517	0.146	0.148	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 increased to a level whereby, under employment regulations, sessional workers are required to be issued fixed term contracts.	
Legal & Third Party	0.178	0.479	0.301	0.309	Legal costs are overspent due to the number of cases going through the courts and the use of external legal professionals. Direct payments have also increased in demand.	
Professional Support	5.237	5.363	0.126	0.075	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 agency costs as agency rates are 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	1.132	1.156	0.024	0.020		
Safeguarding & Commissioning						
Business Support Service	1.204	1.132	-0.072	-0.092	The underspend is due to a number of short term vacancy savings and some posts occupied by staff who are not top of grade.	
Commissioning	0.624	0.565	-0.059	-0.041	External funding has been used on a one off basis to fund posts on a temporary basis.	
Management & Support	-1.929	-1.720	0.209	0.207	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	-0.019	-0.243	-0.224	-0.224	Short term vacancy savings transferred across the portfolio.	
Minor Variances	-0.503	-0.597	-0.093	-0.062	Net total of service variances under £0.050m	

Budget Monitoring Report
Council Fund Variances

MONTH 9 - 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 Social Services (excl Out of County)	65.944	66.064	0.120	-0.007		
Out of County						
Children's Services	5.288	6.810	1.522	1.576	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	4.278	0.533	0.503	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	11.088	2.055	2.080		
Education & Youth						
Inclusion & Progression	4.095	4.013	-0.082	-0.082	Savings identified as part of non-essential spend review - Education welfare service savings - delays in recruitment and PRU management training and capitation saving	
Integrated Youth Provision	1.290	1.180	-0.111	-0.105	Underspends across the whole of the service identified through the challenge of non-essential spend	
School Improvement Systems	1.702	1.590	-0.112	-0.124	In year savings identified through the challenge of non-essential spend across School Improvement and Early Entitlement. A significant majority of the underspend relates solely to Early Entitlement due to demography and a reduction in the number of settings requiring funding.	
Minor Variances	1.447	1.420	-0.027	-0.031		
Total Education & Youth	8.534	8.203	-0.331	-0.341		
Schools	91.941	91.941	0.000	0.000		
Streetscene & Transportation						

Budget Monitoring Report
Council Fund Variances

MONTH 9 - 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	8.558	8.847	0.289	0.200	The service has incurred additional revenue pressures from responding to 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 to and repairing the highway along with costs of plant and materials. A claim to Welsh Government was unsuccessful and the service is attempting to mitigate some of these costs. 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. It should be noted that the previously reported level of pressure due to vandalism at Household Recycling Centres of £0.050m, is anticipated to rise as the year progresses and has increasingly become a challenge at each of the sites. The current cost incurred is running at a level of around £0.005m each month and is ongoing. Managers are actively working to support the staff operating the sites and taking action to ensure the safety of the sites. During December, staff have been considerably impacted by an outbreak of Norovirus and this has resulted in unprecedented levels of sickness throughout the workforce. It should be noted that the level of staff absent due to sickness is averaging around 49 people which include 30 operatives who all require overtime or	

Budget Monitoring Report
Council Fund Variances

MONTH 9 - 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
Transportation	8.598	9.577	0.979	0.986	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. There is a risk that School Transport costs may rise as a result of SEN and operator increases, this is a Regional matter and the impact is being felt across all Councils in North Wales. There is also an increase in number of school days in 2019-20. The Transportation service have successfully reviewed high cost routes and retendered contracts where a more favourable rate may be secured. Unfortunately, the commencement of new routes during December have resulted in an increase in costs offsetting the benefit of retendering routes. Increased transport provision to Social Services of £0.048m. The Transportation service are looking to mitigate this pressure through a route optimisation exercise.	
Regulatory Services	4.838	4.998	0.160	0.124	Car Parking Income has been reflected as a pressure as income is not reaching budgeted levels, although the November and December takings have improved the position marginally, this will be closely monitored going forward to assure forecasts. The waste strategy service are likely to have an improved position of up to £0.076m, based on the commissioning period for the North Wales Residual Waste Treatment Project (NWRWTP) being shorter than anticipated compared to when the £0.425m pressure was calculated. Maximum WG grant funding is available from the full service period commencement in December 2019. This takes account of the recharge for Parc Adfer project support being updated. A tariff change by a third party purchaser in respect of recycling income has resulted in an additional pressure of £0.043m which was only notified at very short notice in December.	
Other Minor Variances	8.360	8.338	-0.022	-0.037		
Total Streetscene & Transportation	30.353	31.760	1.406	1.273		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - 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						
Development	0.030	-0.035	-0.065	-0.061	Higher than expected levels of Planning Fee Income received in the first three quarters of the financial year. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. Increased fee income in Highways Development Control also contributes to the overall favourable variance.	
Access	1.337	1.400	0.063	0.066	Historic income target not realised due to cessation of Environment Single Revenue Grant in March, 2019 £0.027m. Service Review in Rights of Way resulting in increased staffing costs £0.028m Minor Variances £0.008m	
Management & Strategy	1.467	1.396	-0.072	-0.059	Vacant posts across the service: Land Drainage and Planning Policy	
Minor Variances	3.064	3.133	0.070	0.044	Net total of service variances under £0.050m	
Total Planning & Environment	5.897	5.893	-0.004	-0.010		
People & Resources						
HR & OD	2.367	2.399	0.032	0.062	The launch of the salary sacrifice scheme for AVSC was undertaken earlier this year and all existing employees paying AVSC have been written to encouraging them to take up the scheme together with information for all staff via the infonet workforce news. To date only £0.009m has been achieved through this scheme and this has been estimated to a full year efficiency at £0.018m. At period 09 this has been mitigated by vacancy savings £0.030m	
Corporate Finance	2.073	2.086	0.014	0.026		
Total People & Resources	4.439	4.485	0.046	0.088		
Governance						
Legal Services	0.723	0.895	0.172	0.160	Overspend as a result of employing locums to March, 2020 covering absence to ensure continuing client service delivery in the area of child protection £0.146m; together with previous years efficiency target that was dependant on demand reduction in another service that has not occurred, thereby preventing the consequent achievement of the efficiency £0.091m. Total overspend is mitigated by higher than expected fee income and commitment challenge across the service £0.065m	
Internal Audit	0.834	0.785	-0.049	-0.046	Vacancy Savings	

Budget Monitoring Report
Council Fund Variances

MONTH 9 - 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
Revenues	0.197	-0.120	-0.317	-0.240	An early indication of a potential surplus on the Council Tax Fund, Revenues is projecting a favourable variance as a direct result of the ongoing review of council tax single person discount entitlements and the removal of discounts where taxpayers are determined as not entitled to the 25% discount. The review is still ongoing and the efficiency savings projection is based on current information at the time of reporting. At Period 9 further efficiencies have been identified through delaying implementation of a Service Review and revised outturn projection for establishment costs of £0.077m.	
Minor Variances	7.449	7.410	-0.039	-0.061		
Total Governance	9.203	8.969	-0.234	-0.186		
Strategic Programmes						
Minor Variances	5.272	5.272	-0.000	0.000		
Total Strategic Programmes	5.272	5.272	-0.000	0.000		
Housing & Assets						
Caretaking & Security	0.263	0.213	-0.050	-0.057	Savings identified arising from the review and challenge of non-essential spend, of which £0.034m relates to staff cost savings from vacancies and reduced overtime payments. A further £0.015m saving on R and M of buildings arose from the challenge of non essential spend making a total of £0.049m for this service, with the remaining £0.001m relating to other minor savings.	Continue to review and challenge all non essential spend in future months.
CPM & Design Services	0.673	0.593	-0.079	-0.077	Mainly due to a surplus of income recovered via Service Level Agreements (SLAs) and also £0.012m arising from the review and challenge of non-essential spend.	Continue to review and challenge all non essential spend in future months.
Benefits	11.566	11.238	-0.328	-0.275	Projected underspend on the Council Tax Reduction Scheme (CTRS) of -£0.480m, which is partly offset by other service pressures including Postages (+£0.050m) and Discretionary Housing Payments (+£0.058m) and other minor variances amounting to a net +£0.044m.	
Housing Solutions	1.062	0.873	-0.188	-0.105	Management savings due to ongoing vacancies and savings on Bed and Breakfast accommodation charges due to the success and effectiveness of use of temporary accommodation.	Continue to monitor and review
Minor Variances	1.608	1.638	0.030	0.050		
Total Housing & Assets	15.171	14.556	-0.615	-0.465		
Chief Executive's	2.760	2.631	-0.129	-0.144	Vacant Posts across the Service	

Budget Monitoring Report
Council Fund Variances

MONTH 9 - 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
Central & Corporate Finance	22.802	22.154	-0.648	-0.395	Over recovery of planned pension contributions recoupment against actuarial projections due to pay award increase mitigated by the under achievement of Income efficiencies and Workforce efficiencies. Windfall income received of £0.130m for late payment of a VAT claim by HMRC which was due to the Council within an agreed timescale (5% of £2.6m).	
Grand Total	271.350	273.016	1.666	1.892		

2019/20 Efficiencies Outturn Tracker (Month 9)

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	N/A
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	
Housing Programmes; Reductions in bond applications		Mel Evans	0.005	0.005	0.000	O	G	Delay to reviewing processes
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)				

Less Previously agreed Decision	Agreed Re-profiling of Subsidy - AURA	(0.115)	0.115
Revised 2019/20 Budget Efficiencies		<u>6.824</u>	<u>6.197</u>
			<u>(0.627)</u>

Total 2019/20 Budget Efficiencies		100	6.939
Total Projected 2019/20 Budget Efficiencies Underachieved		-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		<u>(0.307)</u>

	Efficiency	Amount Achieved	(Under)/Over Achievement
	2019/20	2019/20	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	<u>(0.157)</u>	<u>(0.157)</u>	<u>0.000</u>
Total Balance Remaining	<u>(0.150)</u>		

New against target due to increase in fees from 1/10/19
 Remaining amount is from from BP efficiencies in 19/20 budget

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		1.666
Total Contingency Reserve available for use		3.203

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Budget Monitoring Report
Housing Revenue Account Variances

MONTH 9 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Housing Revenue Account		
Income	(0.024)	Reduction in lost income in respect of void properties (£0.021m). Other minor variances (£0.003m).
Capital Financing - Loan Charges	0.000	
Estate Management	(0.000)	
Landlord Service Costs	0.014	Minor variances.
Repairs & Maintenance	0.013	Minor variances.
Management & Support Services	(0.031)	Increased salary savings (£0.031m)
Capital Expenditure From Revenue (CERA)	0.000	
HRA Projects	0.000	
Contribution To / (From) Reserves	0.028	Increased contribution to reserves due to the projected outturn position £0.028m.
Total Housing Revenue Account	0.000	

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 9 - 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)	(36.099)	0.140	0.163	There is a projected pressure of £0.140m on income. Of this pressure, £0.159m relates to loss of rental income on void properties and £0.049m relates to loss of income on garages which are not tenanted. Additional rental income due to the handover of new properties is projected to be (£0.057m). The remaining £0.012m relates to other minor variances.	
Capital Financing - Loan Charges	8.380	8.380	0.000	0.000		
Estate Management	1.707	1.672	(0.036)	(0.036)	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 (£0.102m). Other minor variances of £0.015m.	
Landlord Service Costs	1.429	1.402	(0.027)	(0.041)	Net saving in respect of the gardening and hedge cutting contract and other subcontractor expenditure of (£0.033m). Other minor variances £0.006m.	
Repairs & Maintenance	8.560	8.514	(0.046)	(0.059)	Saving in respect of DLO salaries of (£0.060m). Increase in Fleet charges £0.22m. Other minor variances (£0.008m).	Continue to monitor and review.
Management & Support Services	2.442	2.513	0.070	0.102	Anticipated additional expenditure of £0.230m in respect of insurance excesses which will be partially mitigated by salary savings of (£0.086m), a reduction in IT expenditure of (£0.037m), reduced training costs of (£0.010m) and other minor variances of (£0.027m).	
Capital Expenditure From Revenue (CERA)	13.717	13.717	0.000	0.000		
HRA Projects	(0.155)	(0.154)	0.001	0.001	Minor variances.	
Contribution To / (From) Reserves	0.158	0.055	(0.103)	(0.131)	Reduction in contribution to reserves of £0.103m to offset additional expenditure across the HRA.	
Total Housing Revenue Account	(0.000)	0.000	0.000	0.000		



CABINET

Date of Meeting	Tuesday, 18th February 2020
Report Subject	Capital Programme Monitoring 2019/20 (Month 9)
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2019/20 since it was set in February 2019 to the end of Month 9 (December 2019), along with expenditure to date and projected outturn.

The Capital Programme has seen a net decrease of £19.009m during the period. This is comprised of:-

- Net decreases in the programme of £13.544m (Council Fund (CF) £8.141m, Housing Revenue Account (HRA) £5.403m);
- Carry Forward to 2020/21, approved at Month 6 of £5.115m (all CF)
- Identified saving at Month 6 of £0.350m (CF)

Actual expenditure was £43.367m.

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 reported Month 6 funding position for the 3 year period ending in 2021/22 was a shortfall of £0.723m. In year receipts received have increased by £0.030m from Month 6 to give a revised projected shortfall in the Capital Programme at Month 9 of £0.693m for the 2019/20 – 2021/22 Capital Programme, prior to the realisation of additional capital receipts and/or other funding sources.

RECOMMENDATIONS

1	Cabinet are requested to approve the overall report.
2	Cabinet are requested to approve the carry forward adjustments set out at 1.15.
3	Cabinet are requested to approve the funding of schemes from the current 'headroom', as set out in 1.18 and use of savings identified in 1.17.
4	Cabinet are requested to approve the use of the Economic Stimulus funding, as set out in 1.19.

REPORT DETAILS

1.00	EXPLAINING THE MONTH 9 CAPITAL PROGRAMME MONITORING POSITION - 2019/20
1.01	Background The Council approved a Council Fund (CF) Capital Programme of £27.751m and a Housing Revenue Account (HRA) Capital Programme of £34.208m for 2019/20 at its meeting of 19 th February, 2019.
1.02	For presentational purposes the Capital Programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is 'ring fenced' and can only be used for HRA purposes.
1.03	Changes since Budget approval Table 1 below sets out how the programme has changed during 2019/20. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-

Table 1

REVISED PROGRAMME	Original Budget 2019/20	Carry Forward from 2018/19	2019/20 Previously Reported			Changes - This Period	Revised Budget 2019/20
			Changes	Carry Forward to 2020/21	Savings		
			£m	£m	£m		
People & Resources	0.250	0.203	(0.125)	0.000	0.120	0.212	0.660
Governance	1.057	0.199	0.001	(0.100)	(0.120)	0.000	1.037
Education & Youth	9.943	4.336	4.195	(4.800)	0.000	(0.211)	13.463
Social Services	1.001	3.084	6.235	0.000	0.000	(5.021)	5.299
Planning, Environment & Economy	0.000	0.661	0.799	0.000	0.000	0.322	1.782
Streetscene & Transportation	0.600	1.403	9.637	(0.497)	0.000	1.405	12.548
Strategic Programmes	0.700	0.424	1.175	(0.135)	0.000	0.045	2.209
Housing & Assets	14.200	1.620	0.838	0.000	(0.350)	(4.893)	11.415
Council Fund Total	27.751	11.930	22.755	(5.532)	(0.350)	(8.141)	48.413
HRA Total	34.208	0.000	0.524	0.000	0.000	(5.403)	29.329
Programme Total	61.959	11.930	23.279	(5.532)	(0.350)	(13.544)	77.742

1.04

Carry Forward from 2018/19

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

1.05

Changes during this period

Funding changes during this period have resulted in a net decrease in the programme total of £13.544m (CF £8.141m, HRA £5.403m). A summary of the changes, detailing major items, is shown in Table 2 below:-

Table 2

CHANGES DURING THIS PERIOD		
	Para	£m
<u>COUNCIL FUND</u>		
Increases		
Economic Stimulus Funding	1.06	0.922
Active Travel Fund Grant	1.07	0.683
Absorbent Hygiene Product (AHP) Waste	1.08	0.282
Gypsy and Traveller Capital Grant	1.09	0.250
Other Aggregate Increases		0.477
		2.614
Decreases		
Affordable Housing	1.10	(5.391)
Childcare Offer Capital Grant	1.11	(5.153)
Other Aggregate Decreases		(0.211)
		(10.755)
Total		(8.141)
<u>HRA</u>		
Increases		
Other Aggregate Increases		0.000
		0.000
Decreases		
SHARP	1.10	(5.403)
Other Aggregate Decreases		0.000
		(5.403)
Total		(5.403)

1.06	Introduction of Economic Stimulus Funding from Welsh Government (WG). Further details are discussed in paragraph 1.19.
1.07	Additional allocation of grant funding has been received from WG for the development of further Active Travel Schemes in the County.
1.08	Introduction of grant funding from WG in relation to capital support for the implementation and expansion of separate household collections of absorbent hygiene product waste.
1.09	Introduction of grant funding from WG for refurbishment work at the Riverside Traveller site in Queensferry.
1.10	As part of the Strategic Housing and Regeneration Programme (SHARP), the Council are building new social and affordable houses. The programme is currently developing the 3 rd batched sites which will be

	incurred over two financial years, re-profiling of Prudential Borrowing has been carried out to match projected actual expenditure.																																																																																																																	
1.11	The Childcare Offer Capital grant was awarded over two financial years up to 2020/21. The budget has been re-profiled to match projected actual expenditure over both financial years.																																																																																																																	
1.12	<p>Capital Expenditure compared to Budget</p> <p>Expenditure as at Month 9, across the whole of the Capital Programme was £43.367m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 55.78% of the budget has been spent (CF 44.09%, HRA 75.09%). Corresponding figures for Month 9 2018/19 were 58.03% (CF 55.30%, HRA 62.52%).</p>																																																																																																																	
1.13	<p>The table also shows a projected underspend (pending carry forward and other adjustments) of £4.372m on the Council Fund and a break even position on the HRA.</p> <p>Table 3</p> <table border="1"> <thead> <tr> <th rowspan="2">EXPENDITURE</th> <th>Revised Budget</th> <th>Outturn Expenditure</th> <th>Percentage Spend v Budget</th> <th>Projected Outturn</th> <th>Variance Budget v Outturn (Under)/Over</th> </tr> <tr> <th>£m</th> <th>£m</th> <th>%</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>People & Resources</td> <td>0.660</td> <td>0.000</td> <td>0.00</td> <td>0.660</td> <td>0.000</td> </tr> <tr> <td>Governance</td> <td>1.037</td> <td>0.111</td> <td>10.70</td> <td>0.262</td> <td>(0.775)</td> </tr> <tr> <td>Education & Youth</td> <td>13.463</td> <td>10.060</td> <td>74.72</td> <td>12.486</td> <td>(0.977)</td> </tr> <tr> <td>Social Services</td> <td>5.299</td> <td>1.741</td> <td>32.86</td> <td>5.149</td> <td>(0.150)</td> </tr> <tr> <td>Planning, Environment & Economy</td> <td>1.782</td> <td>0.799</td> <td>44.84</td> <td>1.191</td> <td>(0.591)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>12.548</td> <td>3.690</td> <td>29.41</td> <td>12.248</td> <td>(0.300)</td> </tr> <tr> <td>Strategic Programmes</td> <td>2.209</td> <td>1.479</td> <td>66.95</td> <td>2.168</td> <td>(0.041)</td> </tr> <tr> <td>Housing & Assets</td> <td>11.415</td> <td>3.463</td> <td>30.34</td> <td>9.877</td> <td>(1.538)</td> </tr> <tr> <td>Council Fund Total</td> <td>48.413</td> <td>21.343</td> <td>44.09</td> <td>44.041</td> <td>(4.372)</td> </tr> <tr> <td>Disabled Adaptations</td> <td>1.082</td> <td>0.578</td> <td>53.42</td> <td>1.082</td> <td>0.000</td> </tr> <tr> <td>Energy Schemes</td> <td>0.639</td> <td>0.460</td> <td>71.99</td> <td>0.639</td> <td>0.000</td> </tr> <tr> <td>Major Works</td> <td>1.871</td> <td>1.919</td> <td>102.57</td> <td>2.371</td> <td>0.500</td> </tr> <tr> <td>Accelerated Programmes</td> <td>0.728</td> <td>0.373</td> <td>51.24</td> <td>0.728</td> <td>0.000</td> </tr> <tr> <td>WHQS Improvements</td> <td>18.624</td> <td>14.758</td> <td>79.24</td> <td>18.124</td> <td>(0.500)</td> </tr> <tr> <td>SHARP Programme</td> <td>6.385</td> <td>3.936</td> <td>61.64</td> <td>6.385</td> <td>0.000</td> </tr> <tr> <td>Housing Revenue Account Total</td> <td>29.329</td> <td>22.024</td> <td>75.09</td> <td>29.329</td> <td>0.000</td> </tr> <tr> <td>Programme Total</td> <td>77.742</td> <td>43.367</td> <td>55.78</td> <td>73.370</td> <td>(4.372)</td> </tr> </tbody> </table>	EXPENDITURE	Revised Budget	Outturn Expenditure	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over	£m	£m	%	£m	£m	People & Resources	0.660	0.000	0.00	0.660	0.000	Governance	1.037	0.111	10.70	0.262	(0.775)	Education & Youth	13.463	10.060	74.72	12.486	(0.977)	Social Services	5.299	1.741	32.86	5.149	(0.150)	Planning, Environment & Economy	1.782	0.799	44.84	1.191	(0.591)	Streetscene & Transportation	12.548	3.690	29.41	12.248	(0.300)	Strategic Programmes	2.209	1.479	66.95	2.168	(0.041)	Housing & Assets	11.415	3.463	30.34	9.877	(1.538)	Council Fund Total	48.413	21.343	44.09	44.041	(4.372)	Disabled Adaptations	1.082	0.578	53.42	1.082	0.000	Energy Schemes	0.639	0.460	71.99	0.639	0.000	Major Works	1.871	1.919	102.57	2.371	0.500	Accelerated Programmes	0.728	0.373	51.24	0.728	0.000	WHQS Improvements	18.624	14.758	79.24	18.124	(0.500)	SHARP Programme	6.385	3.936	61.64	6.385	0.000	Housing Revenue Account Total	29.329	22.024	75.09	29.329	0.000	Programme Total	77.742	43.367	55.78	73.370	(4.372)
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1.14	Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget. In addition, where carry forward into 2020/21 has been identified, this is also included in the narrative.																																																																																																																	

1.15	<p>Carry Forward into 2020/21</p> <p>During the quarter carry forward of £4.034m (all CF) has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works and/or retention payments in 2020/21.</p>																																																						
1.16	<p>Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-</p> <p>Table 4</p> <table border="1" data-bbox="336 533 1385 1160"> <thead> <tr> <th data-bbox="336 533 863 674" rowspan="2">CARRY FORWARD INTO 2020/21</th> <th data-bbox="863 533 986 600">Month 4</th> <th data-bbox="986 533 1109 600">Month 6</th> <th data-bbox="1109 533 1232 600">Month 9</th> <th data-bbox="1232 533 1385 600">Total</th> </tr> <tr> <th data-bbox="863 600 986 674">£m</th> <th data-bbox="986 600 1109 674">£m</th> <th data-bbox="1109 600 1232 674">£m</th> <th data-bbox="1232 600 1385 674">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="336 674 863 741">Streetscene & Transportation</td> <td data-bbox="863 674 986 741">0.497</td> <td data-bbox="986 674 1109 741">0.000</td> <td data-bbox="1109 674 1232 741">0.000</td> <td data-bbox="1232 674 1385 741">0.497</td> </tr> <tr> <td data-bbox="336 741 863 786">Strategic Programmes</td> <td data-bbox="863 741 986 786">0.120</td> <td data-bbox="986 741 1109 786">0.015</td> <td data-bbox="1109 741 1232 786">0.041</td> <td data-bbox="1232 741 1385 786">0.176</td> </tr> <tr> <td data-bbox="336 786 863 831">Governance</td> <td data-bbox="863 786 986 831">0.000</td> <td data-bbox="986 786 1109 831">0.100</td> <td data-bbox="1109 786 1232 831">0.775</td> <td data-bbox="1232 786 1385 831">0.875</td> </tr> <tr> <td data-bbox="336 831 863 875">Education & Youth</td> <td data-bbox="863 831 986 875">(0.200)</td> <td data-bbox="986 831 1109 875">5.000</td> <td data-bbox="1109 831 1232 875">0.977</td> <td data-bbox="1232 831 1385 875">5.777</td> </tr> <tr> <td data-bbox="336 875 863 920">Social Services</td> <td data-bbox="863 875 986 920">0.000</td> <td data-bbox="986 875 1109 920">0.000</td> <td data-bbox="1109 875 1232 920">0.150</td> <td data-bbox="1232 875 1385 920">0.150</td> </tr> <tr> <td data-bbox="336 920 863 965">Planning, Environment & Economy</td> <td data-bbox="863 920 986 965">0.000</td> <td data-bbox="986 920 1109 965">0.000</td> <td data-bbox="1109 920 1232 965">0.591</td> <td data-bbox="1232 920 1385 965">0.591</td> </tr> <tr> <td data-bbox="336 965 863 1010">Housing & Assets</td> <td data-bbox="863 965 986 1010">0.000</td> <td data-bbox="986 965 1109 1010">0.000</td> <td data-bbox="1109 965 1232 1010">1.500</td> <td data-bbox="1232 965 1385 1010">1.500</td> </tr> <tr> <td data-bbox="336 1010 863 1055">Council Fund</td> <td data-bbox="863 1010 986 1055">0.417</td> <td data-bbox="986 1010 1109 1055">5.115</td> <td data-bbox="1109 1010 1232 1055">4.034</td> <td data-bbox="1232 1010 1385 1055">9.566</td> </tr> <tr> <td data-bbox="336 1055 863 1160">TOTAL</td> <td data-bbox="863 1055 986 1160">0.417</td> <td data-bbox="986 1055 1109 1160">5.115</td> <td data-bbox="1109 1055 1232 1160">4.034</td> <td data-bbox="1232 1055 1385 1160">9.566</td> </tr> </tbody> </table>	CARRY FORWARD INTO 2020/21	Month 4	Month 6	Month 9	Total	£m	£m	£m	£m	Streetscene & Transportation	0.497	0.000	0.000	0.497	Strategic Programmes	0.120	0.015	0.041	0.176	Governance	0.000	0.100	0.775	0.875	Education & Youth	(0.200)	5.000	0.977	5.777	Social Services	0.000	0.000	0.150	0.150	Planning, Environment & Economy	0.000	0.000	0.591	0.591	Housing & Assets	0.000	0.000	1.500	1.500	Council Fund	0.417	5.115	4.034	9.566	TOTAL	0.417	5.115	4.034	9.566
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1.17	<p>Savings</p> <p>The following savings have been identified in the programme in this quarter.</p> <ul style="list-style-type: none"> Flintshire Food Enterprise - £0.038m. 'Headroom' approval of £0.100m was given at Month 6 for delivery of a new social enterprise business. The Council has since received £0.038m grant funding in relation to Food Poverty. It is recommended to return £0.038m of funding back to 'headroom' provision. Solar Farms - £0.300m. Consideration was being given around the development of a private wire to Alltami Depot from Brookhill solar farm funded with retained budget from this scheme. Cabinet agreed to use this budget as additional capital towards the solar PV schemes at Flint Landfill and Crumps Yard, Connahs Quay in December 2019. 																																																						
1.18	<p>Additional Allocations</p> <p>Additional allocations have been identified in the programme in this quarter as follows:</p>																																																						

	<ul style="list-style-type: none"> Holywell Leisure Centre (HLC) Structural Works - £0.030m. Following the approval of £0.110m at Month 6, additional costs relating to extra asbestos removal have been identified resulting in the request of an additional £0.030m. <p>This can be funded from within the current 'headroom' provision.</p> <p><u>Health & Safety Provision</u></p> <ul style="list-style-type: none"> Catering Equipment Investment - £0.023m. A request has been received from NEWydd Catering & Cleaning for funding to purchase two new dishwashers in kitchens at Sychdyn County Primary School and Saint Richard Gwyn High School to replace open sterilising sinks. <p>The funding will be provided from the remaining balance of the Health and Safety provision.</p> <p><u>Play Areas - 2019/20 match funding schemes</u></p> <p>Following expressions of interest from Town and Community Councils in relation to the 2019/20 match funding scheme for children's play areas, the scheme was over subscribed by £0.048m against its annual revenue allocation of £0.105m. This shortfall is to be mitigated for the play areas capital allocation brought forward from the previous financial year.</p>
1.19	<p>Economic Stimulus Funding</p> <p>In September 2019, WG announced the details of an additional £20m capital funding for local government in Wales, of which Flintshire's allocation is £0.922m. The purpose is to support the economy of Wales in the event of a 'no deal' Brexit.</p> <p>Following the approval of schemes in the Month 6 report, this left a balance of £0.452m of funding to be spent. It is recommended that the funding is used for the following schemes that have been identified:</p> <ul style="list-style-type: none"> Charging Points - £0.052m. A County wide feasibility study has been actioned to identify the most suitable and economically viable locations to introduce the first phase of charging points in Flintshire. A total of eight priority locations have been identified for implementation. Deeside Industrial Park Shuttle Bus - £0.180m. To purchase an additional 28 seater shuttle bus required to service the Deeside Industrial Park. The integrated transport proposal will utilise the shuttle buses to provide a 10 minute service around the park intersecting with the 3 key hubs which include the Park and Ride, Deeside Parkway Station and the shuttle interchange. Roundabout Improvements - £0.100m. To develop or redesign roundabouts across the County to improve their overall presentation and remove maintenance issues. This could lead to potential marketing opportunities and income generation for the Council.

	<ul style="list-style-type: none"> • Tourism Signage - £0.040m. To develop a programme of ‘Brown & White’ signs for sites of cultural or natural significance and to develop use of the open spaces along the Dee coastline. • Mold Bus Station Upgrade Phase 2 - £0.050m. Funding will be used to upgrade the toilets and introduce a one-way system in the bus station. New Street toilets will close providing more parking and space for Electric Vehicle Charging Points. This will support the project currently being funded by Mold Town Council. • Town Centre Refurbishments - £0.030m. Funding will be to invest in green improvements in town centre locations across the County. <p>The Council will look at producing a strategy around the wider review of town centre improvements. This will help the management and delivery of a package of works within towns.</p>
1.20	<p>Capital Funding Grant towards Schools Maintenance Budgets</p> <p>On the 10th January 2020, the Council were awarded £2.185m from WG towards capital funding for school maintenance budgets. The Education team are currently developing a programme of works to be allocated against the grant.</p>
1.21	<p>Funding of 2019/20 Approved Schemes</p> <p>The position at Month 9 is summarised in Table 5 below for the three year Capital Programme between 2019/20 – 2021/22:-</p>

Table 5

FUNDING OF APPROVED SCHEMES 2019/20 - 2021/22		
	£m	£m
Capital Receipts Available as at 31/03/19		(13.633)
Carry Forward to 2019/20 - Approved	11.930	
Assumed in 2019/20 - 2021/22 Budget	2.562	<u>14.492</u>
		0.859
Increases		
Shortfall in 2019/20 to 2021/22 Budget	0.374	<u>0.374</u>
Decreases		
Actual In year receipts	(0.190)	
Savings from Disabled Facilities Grant	(0.350)	<u>(0.540)</u>
Funding - (Available)/Shortfall		0.693

- 1.22 The final outturn funding deficit from 2018/19 – 2020/21 was £1.187m. In addition, schemes put forward for the years 2019/20 - 2021/22 showed a potential shortfall in funding of £0.374m. The supporting detail can be found in the report 'Development of 2019/20 - 2021/22 Capital Programme' which was presented to Council on 19th February 2019.
- The reported Month 6 funding position for the 3 year period was a shortfall of £0.723m.
- The reported Month 6 funding position for the 3 year period ending in 2021/22 was a shortfall of £0.723m. In year receipts received have increased by £0.030m from Month 6 to give a revised projected shortfall in the Capital Programme at Month 9 of £0.693m for the 2019/20 – 2021/22 Capital Programme, prior to the realisation of additional capital receipts and/or other funding sources.
- 1.23 **Investment in County Towns**
- At its meeting on 12th December 2017, the Council approved a Notice of Motion relating to the reporting of investment in county towns. The extent and format of the reporting was agreed at the Corporate Resources Overview and Scrutiny Committee on 14th June 2018.
- 1.24 Table 6 below shows a summary of the 2018/19 actual expenditure, the 2019/20 revised budget and budgets for future years as approved by Council at its meeting of 19th February, 2019. Further detail can be found in Appendix C, including details of the 2019/20 spend to Month 9.

Table 6**INVESTMENT IN COUNTY TOWNS**

	2018/19 Actual £m	2019/20 Revised Budget £m	2020 - 2022 Budget £m
Buckley / Penyffordd	3.485	8.381	1.381
Connah's Quay / Shotton	10.903	3.674	0.000
Flint / Bagillt	2.209	3.165	0.000
Holywell / Caerwys / Mostyn	3.905	3.209	4.215
Mold / Treuddyn / Cilcain	1.897	3.143	0.515
Queensferry / Hawarden / Sealand	5.661	10.236	0.000
Saltney / Broughton / Hope	0.548	2.005	5.207
Unallocated / To Be Confirmed	3.202	5.467	30.274
Total	31.810	39.280	41.592

- 1.25 The inclusion of actuals for 2018/19 and approved schemes for future years allows a slightly fuller picture of investment plans. However, expenditure which has occurred in years' prior to 2018/19 has not be included, and the expenditure and budgets reported should be considered in that context.
- 1.26 There are two significant factors which increase allocations to particular areas, which are homes developed under SHARP, and new or remodelled schools. The impact of these can be seen in the detail shown in Appendix C.
- 1.27 Some expenditure cannot yet be allocated to specific towns as schemes are not yet fully developed or are generic in nature and not easily identifiable to one of the seven areas. As such schemes are identified the expenditure will be allocated to the relevant area.
- 1.28 Information on the split between internal and external funding can be found in Appendix C.
- 1.29 In addition to the information contained in Appendix C, there is also considerable capital expenditure on the HRA Welsh Housing Quality Standard (WHQS), which was originally outside the scope of this analysis. A summary is provided in Table 7 below, albeit using a slightly different catchment area basis.

Table 7

WHQS Programme		
	2018/19 Actual £m	2019/20 Budget £m
Holywell	0.800	2.400
Flint	3.040	2.100
Deeside & Saltney	4.400	0.300
Buckley	2.400	0.300
Mold	1.230	7.200
Connah's Quay & Shotton	1.740	0.300
Total	13.610	12.600

2.00	RESOURCE IMPLICATIONS
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2.01	Financial implications - As set out in the body of the report.
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2.02	Personnel implications - None directly as a result of this report.
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3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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3.01	<p>At this stage in the financial year and given the size and complexity of schemes within the programme, it is considered that the level of spend against budget is appropriate and poses no risk or negative impact for the Council e.g. loss of external funding.</p>
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The Council has developed a prudent policy of allocating its own capital receipts to fund capital projects only when receipts are actually received rather than when it is anticipated the receipt will be received, and this position continues to be the case. In recent years, much of the Council's investment programme has been funded from capital receipts. Whilst the Council's ability to generate significant capital receipts is getting harder the Council is in the process of negotiating a number of capital receipts and will wherever possible seek to identify assets for sale (as appropriate) which will address the funding shortfall in the current 3 year Capital Programme. There is risk relating to such receipts due to their size and complexity. The timing of these receipts are also subject to market forces outside of the Council's control. In line with current policy no allowance has been made for these receipts in reporting the Council's capital funding position.

When shortfalls in the Capital Programme are approved the funding is kept flexible. Options include a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of

	schemes can be considered. Capital budgets and funding options will be closely monitored and considered throughout the year.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	No consultation is required as a direct result of this report.

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

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Capital Programme monitoring papers 2019/20.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Chris Taylor, Principal Accountant Telephone: 01352 703309 E-mail: christopher.taylor@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Budget Re-profiling: Capital schemes are very dynamic and a number of factors can influence their timing and funding. Budget re-profiling assures that the correct resources are available in the correct accounting period to finance the actual level of expenditure.</p> <p>Capital Expenditure: Expenditure on the acquisition of non-current assets or expenditure which extends the useful life of an existing asset</p> <p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipts: Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p>Carry Forward: Carry forward occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case</p>

the relevant funding is carried forward to meet the delayed, contractually committed expenditure.

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

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

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

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

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

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

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

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

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

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CAPITAL PROGRAMME - CHANGES DURING 2019/20

	Original Budget 2019/20	Carry Forward from 2018/19	Previously Reported			Changes (Current)	Revised Budget 2019/20
			Changes	Carry Forward to 2020/21	Savings		
	£m	£m	£m	£m	£m	£m	£m
Council Fund :							
People & Resources							
'Headroom'	0.250	0.180	(0.125)	0.000	0.120	(0.240)	0.185
Economic Stimulus Grant	0.000	0.000	0.000	0.000	0.000	0.452	0.452
Corporate Finance - H & S	0.000	0.023	0.000	0.000	0.000	0.000	0.023
	0.250	0.203	(0.125)	0.000	0.120	0.212	0.660
Governance							
Information Technology	1.057	0.199	0.001	(0.100)	(0.120)	0.000	1.037
	1.057	0.199	0.001	(0.100)	(0.120)	0.000	1.037
Education & Youth							
Education - General	0.500	2.434	(0.953)	0.000	0.000	0.123	2.104
Primary Schools	1.241	0.944	0.937	0.000	0.000	(0.033)	3.089
Schools Modernisation	3.952	0.000	2.213	0.000	0.000	(0.476)	5.689
Secondary Schools	4.000	0.708	1.998	(5.000)	0.000	0.184	1.890
Special Education	0.250	0.250	0.000	0.200	0.000	(0.009)	0.691
	9.943	4.336	4.195	(4.800)	0.000	(0.211)	13.463
Social Services							
Services to Older People	1.001	0.290	1.738	0.000	0.000	0.111	3.140
Learning Disability	0.000	2.729	(1.738)	0.000	0.000	0.021	1.012
Children's Services	0.000	0.065	6.235	0.000	0.000	(5.153)	1.147
	1.001	3.084	6.235	0.000	0.000	(5.021)	5.299
Planning, Environment & Economy							
Closed Landfill Sites	0.000	0.250	0.000	0.000	0.000	0.000	0.250
Engineering	0.000	0.361	0.062	0.000	0.000	0.000	0.423
Energy Services	0.000	0.000	0.018	0.000	0.000	0.139	0.157
Targeted Regeneration Investment	0.000	0.000	0.474	0.000	0.000	0.120	0.594
Ranger Services	0.000	0.050	0.000	0.000	0.000	0.000	0.050
Townscape Heritage Initiatives	0.000	0.000	0.013	0.000	0.000	0.028	0.041
Urban/Rural Regeneration	0.000	0.000	0.007	0.000	0.000	0.009	0.016
Private Sector Renewal/Improv't	0.000	0.000	0.225	0.000	0.000	0.026	0.251
	0.000	0.661	0.799	0.000	0.000	0.322	1.782
Streetscene & Transportation							
Waste - CCP Grant	0.000	0.000	0.180	0.000	0.000	0.282	0.462
Waste - Other	0.000	0.497	0.000	(0.497)	0.000	0.000	0.000
Highways	0.600	0.560	0.954	0.000	0.000	0.350	2.464
Local Transport Grant	0.000	0.000	8.503	0.000	0.000	0.773	9.276
Solar Farms	0.000	0.346	0.000	0.000	0.000	0.000	0.346
	0.600	1.403	9.637	(0.497)	0.000	1.405	12.548

	Original Budget 2019/20	Carry Forward from 2018/19	Previously Reported			Changes (Current)	Revised Budget 2019/20
			Changes	Carry Forward to 2020/21	Savings		
	£m	£m	£m	£m	£m	£m	£m
Strategic Programmes							
Leisure Centres	0.000	0.020	0.051	0.000	0.000	0.000	0.071
Play Areas	0.200	0.140	0.112	(0.100)	0.000	0.015	0.367
Libraries	0.000	0.106	0.000	0.000	0.000	0.030	0.136
Theatr Clwyd	0.500	0.158	1.012	(0.035)	0.000	0.000	1.635
	0.700	0.424	1.175	(0.135)	0.000	0.045	2.209
Housing & Assets							
Administrative Buildings	2.500	0.034	0.050	0.000	0.000	0.250	2.834
Food Poverty	0.000	0.000	0.000	0.000	0.000	0.138	0.138
Community Asset Transfers	0.000	0.734	0.000	0.000	0.000	0.110	0.844
Affordable Housing	10.000	0.000	0.744	0.000	0.000	(5.391)	5.353
Disabled Facilities Grants	1.700	0.852	0.044	0.000	(0.350)	0.000	2.246
	14.200	1.620	0.838	0.000	(0.350)	(4.893)	11.415
Housing Revenue Account :							
Disabled Adaptations	1.082	0.000	0.000	0.000	0.000	0.000	1.082
Energy Schemes	0.639	0.000	0.000	0.000	0.000	0.000	0.639
Major Works	1.871	0.000	0.000	0.000	0.000	0.000	1.871
Accelerated Programmes	0.728	0.000	0.000	0.000	0.000	0.000	0.728
WHQS Improvements	18.624	0.000	0.000	0.000	0.000	0.000	18.624
SHARP Programme	11.264	0.000	0.524	0.000	0.000	(5.403)	6.385
	34.208	0.000	0.524	0.000	0.000	(5.403)	29.329
Totals :							
Council Fund	27.751	11.930	22.755	(5.532)	(0.350)	(8.141)	48.413
Housing Revenue Account	34.208	0.000	0.524	0.000	0.000	(5.403)	29.329
Grand Total	61.959	11.930	23.279	(5.532)	(0.350)	(13.544)	77.742

PEOPLE & RESOURCES

Capital Budget Monitoring 2019/20 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
'Headroom'	0.185	0.000	0.185	0.000	0	0.000		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Economic Stimulus Grant	0.452	0.000	0.452	0.000	0	0.000			
Corporate Finance - Health & Safety	0.023	0.000	0.023	0.000	0	0.000		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Total	0.660	0.000	0.660	0.000	0	0.000			

GOVERNANCE

Capital Budget Monitoring 2019/20 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	1.037	0.111	0.262	(0.775)	(75)	(0.220)	Delays in Procuring Air Conditioning Units and replacement of technology equipment. Procurement will now take place in 2020/21. The majority of the ICT Schools Curriculum scheme cabling and connectivity services will take place in 2020/21.	Carry Forward - Request approval to move funding of £0.199m for Air Conditioning Units, £0.521m for ICT Schools Curriculum scheme and £0.055m Cyber Security Replacement Technology to 2020/21.	
Total	1.037	0.111	0.262	(0.775)	(75)	(0.220)			

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2019/20 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	2.104	1.125	1.945	(0.159)	(8)	0.000	ICT School Broadband connectivity services will take place in 2020/21. Fire Risk Assessments at Goltyn CP to take place during the summer 2020/21. Block 5 roofing works required at Saint Richard Gwyn (SRG).	Carry Forward - Request approval to move funding of £0.122m to 2020/21 for ICT School Broadband connectivity. Request approval to move £0.037m FRA funding to 2020/21.	A grant funding request for additional £0.027m funding for works at SRG to be submitted to Welsh Government to mitigate any potential pressure on the scheme.
Primary Schools	3.089	2.352	3.089	0.000	0	0.000			
Schools Modernisation	5.689	5.679	5.617	(0.072)	(1)	0.000	Penyffordd Primary School final account payment is due in November 2020.	Carry Forward - Request approval to move funding of £0.072m to 2020/21.	Applying for additional grant funding. Awaiting confirmation.
Secondary Schools	1.890	0.591	1.144	(0.746)	(39)	(5.000)	Works at Castell Alun HS. Project being delivered over 3 financial years, currently at pre-construction stage (£0.500m).	Carry Forward - Request approval to move funding of £0.746m to 2020/21.	
Special Education	0.691	0.314	0.691	0.000	0	0.000			
Total	13.463	10.060	12.486	(0.977)	(7)	(5.000)			

Variance = Budget v Projected Outturn

SOCIAL SERVICES

Capital Budget Monitoring 2019/20 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Services to Older People	3.135	0.532	3.135	0.000	0	0.000			
Learning Disability	1.017	1.016	1.017	0.000	0	0.000			Scheme complete.
Children's Services	1.147	0.193	0.997	(0.150)	(13)	0.000	£0.150m underspend due to delay in delivering Arosfa project	Carry Forward - request approval to move funding of £0.150m to 2020/21.	Flying Start Capital Grant needs to be spent by 31/03/2020. A carry forward request has been submitted to Welsh Government, currently awaiting response.
Total	5.299	1.741	5.149	(0.150)	(3)	0.000			

Variance = Budget v Projected Outturn

250.000

PLANNING, ENVIRONMENT & ECONOMY

Capital Budget Monitoring 2019/20 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0.000	0.000	(0.250)	(100)	0.000	Remediation projects will not commence until 2020/21.	Carry Forward - Request approval to move funding of £0.250m to 2020/21.	
Engineering	0.423	0.015	0.082	(0.341)	(81)	0.000	Land drainage schemes likely to slip into 2020/21.	Carry Forward - Request approval to move funding of £0.341m to 2020/21.	
Energy Services	0.157	0.113	0.157	0.000	0	0.000			
Ranger Services	0.050	0.045	0.050	0.000	0	0.000			
Targeted Regeneration Investment	0.594	0.192	0.594	0.000	0	0.000			
Townscape Heritage Initiatives	0.041	0.041	0.041	0.000	0	0.000			
Urban/Rural Regeneration	0.016	0.016	0.016	0.000	0	0.000			
Private Sector Renewal/Improvement	0.251	0.377	0.251	0.000	0	0.000		Funding to be introduced to match expenditure.	
Total	1.782	0.799	1.191	(0.591)	(33)	0.000			

Variance = Budget v Projected Outturn

STREETSCENE & TRANSPORTATION
Capital Budget Monitoring 2019/20 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services	0.462	0.000	0.462	0.000	0	0.000			
Highways	2.464	1.286	2.464	0.000	0	0.000			
Local Transport Grant	9.276	2.403	9.276	0.000	0	0.000			
Solar Farms	0.346	0.000	0.046	(0.300)	(87)	0.000	£0.300m no longer required.	Transfer Request - Request to Transfer £0.300m to the Planning, Environment & Economy portfolio to be used on Solar PV Farm projects at Flint Landfill and Crumps Yard.	
Total	12.548	3.690	12.248	(0.300)	(2)	0.000			

Variance = Budget v Projected Outturn

STRATEGIC PROGRAMMES

Capital Budget Monitoring 2019/20 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	0.112	0.047	0.071	(0.041)	(37)	0.000	Mold & Deeside Sports Hall Flooring works required in 2020/21.	Carry Forward - Request approval to move funding of £0.041m to 2020/21.	
Play Areas	0.367	0.365	0.367	0.000	0	0.000			2019/20 match funding schemes - The Town Council contributions exceeds the available revenue allocation of £0.105m. The oversubscription of £0.048m is to be met from the capital allocation rolled forward from previous years.
Libraries	0.095	0.001	0.095	0.000	0	0.000			
Theatre Clwyd	1.635	1.066	1.635	0.000	0	(0.015)			Carry Forward request will be likely at Outturn. Core funding is required as match funding for the Arts council Wales Funding.
Total	2.209	1.479	2.168	(0.041)	(2)	(0.015)			

Variance = Budget v Projected Outturn

HOUSING & ASSETS

Capital Budget Monitoring 2019/20 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	2.834	0.448	1.334	(1.500)	(53)	0.000	Due to the re-phasing of works in the County Hall demolition project.	Carry Forward - Request to carry forward £1.5m in respect of the County Hall demolition due to re-phasing of works.	
Community Asset Transfers	0.844	0.035	0.844	0.000	0	0.000			Any unspent allocation will be the subject of a carry forward request at outturn.
Food Poverty	0.138	0.000	0.100	(0.038)	(28)	0.000	£0.038m has been identified as a saving. Grant funding was awarded.	Recommended to be returned to 'headroom'.	
Affordable Housing	5.353	1.952	5.353	0.000	0	0.000			
Disabled Facilities Grants	2.246	1.027	2.246	0.000	0	(0.350)			DFG spend is customer driven and volatile. Carry Forward request is likely to be submitted in Outturn report when more reliable figures can be submitted.
Total	11.415	3.463	9.877	(1.538)	(13)	(0.350)			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2019/20 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Disabled Adaptations	1.082	0.578	1.082	0.000	0	0.000			
Energy Services	0.639	0.460	0.639	0.000	0	0.000			
Major Works	1.871	1.919	2.371	0.500	27	0.000	Void spend to be met from WHQS as void works have been brought to WHQS standard.	Virement to allocate budget to spend.	
Accelerated Programmes	0.728	0.373	0.728	0.000	0	0.000			
WHQS Improvements	18.624	14.758	18.124	(0.500)	(3)	0.000	Void spend to be met from WHQS as void works have been brought to WHQS standard.	Virement to allocate budget to spend.	
SHAR	6.385	3.936	6.385	0.000	0	0.000	Delays to the start of scheme, due to commence 2020.21.		Balance to be rolled forward into 2020.21.
Total	29.329	22.023	29.329	0.000	0	0.000			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2019/20 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
People & Resources	0.660	0.000	0.660	0.000	0	0.000			
Governance	1.037	0.111	0.262	(0.775)	(75)	(0.220)			
Education & Youth	13.463	10.060	12.486	(0.977)	(7)	(5.000)			
Social Services	5.299	1.741	5.149	(0.150)	(3)	0.000			
Planning, Environment & Economy	1.782	0.799	1.191	(0.591)	(33)	0.000			
Streetscene & Transportation	12.548	3.690	12.248	(0.300)	(2)	0.000			
Strategic Programmes	2.209	1.479	2.168	(0.041)	(2)	(0.015)			
Housing & Assets	11.415	3.463	9.877	(1.538)	(13)	(0.350)			
Sub Total - Council Fund	48.413	21.343	44.041	(4.372)	(9)	(5.585)			
Housing Revenue Account	29.329	22.023	29.329	0.000	0	0.000			
Total	77.742	43.367	73.370	(4.372)	(6)	(5.585)			

Variance = Budget v Projected Outturn

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INVESTMENT IN COUNTY TOWNS - 2018/19 ACTUAL SPEND

APPENDIX C

TOWN FUNDING	18/19 ACTUAL £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	4,233	11	94	1,360	320	69		2,083	24	272									3,795	438	4,233
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	8,818			3,709	5,109														3,709	5,109	8,818
Holywell High School	399							399											399		399
Penyffordd CP	2,355		2,355																	2,355	2,355
School Extension & Remodelling:-																					
Ysgol Glan Aber	196					28	168												28	168	196
Castell Alun	50													50						50	50
SOCIAL CARE																					
LD Day Care Facility	2,902											960	1,942						960	1,942	2,902
Marleyfield EPH	73	73																	73		73
STREETSCENE & TRANSPORTION																					
Highways Asset Management Plan:-																					
Bridges	20			20															20		20
Street Lighting	1,479																1,479			1,479	1,479
Highway Maintenance	2,966	462	221	127	60	440	210	461	221	259	124	158	75	100	48			2,007	959	2,966	
Transport Grant	5,789	61	205		198		115	20	697		75		2,345		350		1,723	81	5,708	5,789	
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative	230						230													230	230
LEISURE & HRA																					
Leisure Centres	2,186	3				949			1,167			67							2,186		2,186
Synthetic Sports Pitches	113											113							113		113
	31,809	610	2,875	5,216	5,687	1,486	722	2,963	942	1,698	199	1,299	4,362	100	448	0	3,202	13,372	18,437	31,809	

AREA TOTAL

3,485

10,903

2,209

3,905

1,897

5,661

548

3,202

TOWN FUNDING	ACTUAL TO DATE £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000		
EXPENDITURE																						
HOUSING - HRA																						
SHARP	3,936	1,158	236	1		1		1,288	1	310			941							2,758	1,178	3,936
EDUCATION & YOUTH																						
21C Schools:-																						
CQ High School	3,436			1,436	2,000															1,436	2,000	3,436
Penyffordd CP	2,138			1,945	193															1,945	193	2,138
School Extension & Remodelling:-																						
Mynydd Isa Argoed High School	192		192																	0	192	192
St John the Baptist	25		25																	0	25	25
Bagillt Ysgol Glan Aber	1,524					399	1,125													399	1,125	1,524
Hope Castell Alun	210												210							210	0	210
Shotton St Ethelwolds	130				130															0	130	130
Flint Saint Richard Gwyn	414						414													0	414	414
PLANNING, ENVIRONMENT & ECONOMY																						
Targeted Regeneration Investment	192								192											0	192	192
SOCIAL CARE																						
LD Day Care Facility	1,016											1,016								1,016	0	1,016
Marleyfield EPH	473	473																		473	0	473
STREETS, SCENE & TRANSPORTION																						
Highways Asset Management Plan:-																						
Bridges	50			50																50	0	50
Highways maintenance	1,205							199		169				63			774			431	774	1,205
Transport Grant	2,405								58				2,212		20		115			0	2,405	2,405
STRATEGIC PROGRAMMES																						
Theatr Clwyd - Redevelopment	1,066									266	800									266	800	1,066
Affordable Housing	1,952	480	510						235	727										1,207	745	1,952
	20,364	2,111	963	3,432	2,323	400	1,539	1,487	486	1,472	800	1,016	3,153	273	20	0	889			10,191	10,173	20,364

AREA TOTAL 3,074 5,755 1,939 1,973 2,272 4,169 293 889

TOWN FUNDING	FUTURE BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	17,833							4,215									13,618		17,833		17,833
EDUCATION & YOUTH																					
21C Schools:-	8,190																	8,190		8,190	8,190
Castell Alun	5,207												5,207						5,207		5,207
SOCIAL CARE																					
Marleyfield Residential Home	1,381	1,381																	1,381		1,381
STREETSCENE & TRANSPORTION																					
Highways Asset Management Plan:-	1,200																1,200		1,200		1,200
Transport Grant	1,603																	1,603		1,603	1,603
STRATEGIC PROGRAMMES																					
Theatr Clwyd - Redevelopment	515									515									515		515
Affordable Housing	5,391																5,391		5,391		5,391
LEISURE - AURA																					
Synthetic Sports Pitches	272																272		272		272
	41,592	1,381	0	0	0	0	0	4,215	0	515	0	0	0	5,207	0	20,481	9,793	31,799	9,793	41,592	

AREA TOTAL		1,381	0	0	0	0	0	4,215	0	515	0	0	0	5,207	0	30,274					
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Page 308



CABINET

Date of Meeting	Tuesday, 18 th February 2020
Report Subject	Marleyfield House Expansion
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

Marleyfield House, a council residential home in Buckley, has been identified as a suitable site to develop and increase existing capacity by an additional thirty two beds therefore providing accommodation to support sixty four people in total. An initial feasibility study was carried out and approval given to engage a construction firm to take the project forward.

As part of this process a revised, modern and innovative design has been proposed which maximises the landscape topography and provides purpose built efficient accommodation for the delivery of a range of services being delivered. The design demonstrates an innovative approach to supporting individuals in residential settings. It offers increased usable communal outdoor space and accessibility to support the well-being of residents. Each room will have personal outdoor space either through a balcony on the first floor or a patio on the ground. The plans allow increased operational functionality, a closer link with the existing facilities, and supports both recovery for short term residents and well-being for long term residents.

On January 8th the building design was granted planning permission. The next step is to enter into full contract with construction firm Willmott Dixon (WD). We will need to enter into this contract by the 5th March to take advantage of the Innovative Housing Programme (IHP) funding of £1.6 million from Welsh Government. The construction of the expansion is also funded through the Integrated Care Fund (ICF) and the Council's own capital resources through its capital programme.

This report outlines the current cost envelope for the project and the estimated cost for construction.

RECOMMENDATIONS

1	Members note the current design for the extension including its affordability with the current estimated costs and funding envelope available.
2	Members provide approval for the Council to enter into contract with the construction firm during March 2020, with delegated authority to the Chief Executive, Chief Officer Social Services and Chief Officer Housing and Assets to negotiate the final cost plan, within a 5% variation of current estimates detailed in 1.04.

REPORT DETAILS

1.00	PROGRESS UPDATE FOR THE MARLEYFIELD HOUSE EXPANSION PROJECT								
1.01	The scheme has been proposed as part of Flintshire's approach to addressing the current significant pressures and fragility in the care sector across the country, which was highlighted in a review of the Flintshire care sector carried out in 2016. Due to an ageing population with increasingly complex needs the requirement for care and care homes is set to increase, this is despite a greater emphasis on keeping people living at home for longer.								
1.02	The last 12 months has seen the project team working closely with Willmott Dixon (WD) as construction partners and Lovelock Mitchell (LM) as architectural partners to develop an innovative design. Planning Permission for the scheme was awarded at January 2020 Planning Committee.								
1.03	The design demonstrates an innovative approach to supporting individuals in residential settings. The design is sympathetic to the topography of the site and allows for increased usable outdoor space and accessibility to support the well-being of residents. It allows increased operational functionality, a link with the existing facilities, and supports recovery for short term residents. The design of outdoor spaces will support improved facilities for permanent residents who may be living with memory loss and dementia.								
1.04	<p>An initial cost analysis of the design, furniture and facilities in the building is estimated to be approximately £8.62 million (see Table 1).</p> <p>Table 1- Current estimates of build</p> <table border="1"> <thead> <tr> <th>Item</th> <th>Cost</th> </tr> </thead> <tbody> <tr> <td>Willmott Dixon construction of extension (Stage 3)</td> <td>£ 8,339,172.00</td> </tr> <tr> <td>Property and Design Consultancy (F.C.C.) - £160,000 Project Management 2 years (Social Services) - £95,500</td> <td>£ 250,500.00</td> </tr> <tr> <td>Flintshire County Council Contingency</td> <td>£ 150,000.00</td> </tr> </tbody> </table>	Item	Cost	Willmott Dixon construction of extension (Stage 3)	£ 8,339,172.00	Property and Design Consultancy (F.C.C.) - £160,000 Project Management 2 years (Social Services) - £95,500	£ 250,500.00	Flintshire County Council Contingency	£ 150,000.00
Item	Cost								
Willmott Dixon construction of extension (Stage 3)	£ 8,339,172.00								
Property and Design Consultancy (F.C.C.) - £160,000 Project Management 2 years (Social Services) - £95,500	£ 250,500.00								
Flintshire County Council Contingency	£ 150,000.00								

	<table border="1"> <tr> <td>Additional FF+E to be purchased by F.C.C.</td> <td>£ 200,000.00</td> </tr> <tr> <td>Value Engineering agreed as of 29/11/2019</td> <td>- £ 320,000.00</td> </tr> <tr> <td>Total</td> <td>£ 8,619,672.00</td> </tr> </table> <p>These costs are based on a Stage 3 cost analysis from Willmott Dixon. A full and detailed cost analysis for the Stage 4 design is due to be submitted on the 28th of February 2020 with final costings for entering into a contract for the build.</p>	Additional FF+E to be purchased by F.C.C.	£ 200,000.00	Value Engineering agreed as of 29/11/2019	- £ 320,000.00	Total	£ 8,619,672.00
Additional FF+E to be purchased by F.C.C.	£ 200,000.00						
Value Engineering agreed as of 29/11/2019	- £ 320,000.00						
Total	£ 8,619,672.00						
1.05	<p>A report to cabinet on 2nd of April 2019 outlined that the cost of the build was then estimated at £7.6million. Some of the reasons for the increase are:</p> <ul style="list-style-type: none"> • Increase in costs for construction materials to facilitate the design, including structural support to enable the 'offset' positioning of the floors. • An increase in area of the building to accommodate amenities and facilities for residents as well as to enable all rooms to become Equality Act compliant. • Sprinkler and hydrant system costs. • National inflation impact from receipt of Stage 2 costs. 						
1.06	<p>The works taking place at the home will have a positive impact and benefit for both existing and new residents. There will be extensive landscaping works to the external spaces that will facilitate movement across the home and an integration of the existing and new buildings. The programme includes some essential additional works/improvements to the existing building such as larger kitchen to cater for the additional 32 residents, improvements to the day services center and an extension to the hair salon to accommodate additional demand.</p>						
1.07	<p><u>Value Engineering</u></p> <p>So far the following value engineering (VE) steps have been taken:-</p> <ul style="list-style-type: none"> - Moving the extension 4 meters further South on the site, this gives savings on groundwork and retaining walls due to the topography of the site. - Intensive review of the mechanical and engineering costs Reduction in external lighting. - Reviewing external materials for a more cost effective alternative. <p>This currently has reduced the build price by approximately £320,000 as detailed in table 1.</p>						
1.08	<p><u>Finance</u></p> <p>Table 2 details the current possible funding streams that are available to the project.</p> <p>Table 2 - Current Possible Funding Envelope</p>						

	Funding Streams	Amount
	IHP	£1.610 million
	Council's Capital Programme	£3.006 million
	ICF funding	£4.376 million
	Salix Funding	£0.036million
	TOTAL	£9.028 million
	<p>Please note that IHP funding of £1.6million has been awarded to the project in principle. The criteria for this funding to be released is that we must be in contract with our construction partner by the 5th of March 2020. Salix provides interest-free Government funding to the public sector to improve energy efficiency, reduce carbon emissions and lower energy bills. This will be used to install solar panels on the building.</p>	
1.08	<p>From Stage 3 costs to available budget there is currently a surplus of approximately £300,000. A final cost plan is to be submitted to us on the 28th of February 2020 which will be scrutinised to ensure value for money. Any surplus budget following this cost plan can be released back to the Councils capital programme for use on other priorities.</p>	
1.09	<p><u>Timescales</u></p> <p>The construction is still on programme to start in April 2020, with completion expected by April 2021. As part of the requirements for releasing the IHP funding, Welsh Government ask that the project has gained planning consent and that the council be in contract with the construction partner by the 5th of March 2020. Final stage 4 costs plans for construction are currently unknown. Providing approval to enter into contract at the beginning of March 2020 with delegated authority to the Chief Executive, Chief Officer Social Services and Chief Officer Housing and Assets to negotiate the final cost plan within 5% of current estimates detailed in 1.04 would allow for IHP funding criteria and the timescales above for construction to be met.</p>	
1.10	<p>As the design nears completion, intensive work is beginning with Betsi Cadwaladr University Health Board (BCUHB) to develop the operational model of the service, map pathways and staffing requirements.</p>	

2.00	RESOURCE IMPLICATIONS
2.01	<p><u>Capital</u></p> <p>Flintshire County Council has approved £3,006,000 of its own capital funding towards the project. In addition grants from IHP and ICF capital funding has been allocated to a total of £6 million to support the project development. This gives a total funding envelope of £9.028 million.</p>

2.02	<p><u>Revenue</u></p> <p>It is expected a pooled budget arrangement can be established with BCUHB (Betsi Cadwaladr University Health Board) to assist with the revenue costs of the larger establishment. The development will support the process of hospital discharge and appropriate assessment for care packages to support people when they move home. The extended sixty four bed care home would provide:</p> <ul style="list-style-type: none"> • Permanent support – for people who require ongoing residential care • Short-term respite – designed to support people over a short period to help carers, families or the individual • Intermediate Care and Discharge to Assess, to support the Step Up/Step Down process <p>A revenue budget pressure for 20/21 of £0.104m has been approved to allow for recruitment and training of staff in preparation for the opening in April 2021. A further revenue budget pressure of £0.425 for 21/22 is being considered with the potential for contribution from the ICF revenue programme subject to ICF continuing.</p>
2.03	<p>Human Resources</p> <p>In order to operate the entire site effectively, additional care staff, therapeutic staff and assistant management will be required to support the additional residents. The workforce requirements are currently being planned based on the service model developed for the scheme.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p><u>Impact Assessment</u></p> <p>An Integrated Impact Assessment has been completed and continues to be monitored and amended as the project progresses and impacts are better understood.</p> <p>Under the five delivery principles of the Well-Being of Future Generations Act, the successful operation of the building will meet the following goals.</p> <p><u>Long term:</u> The project addresses the short term need of capacity within the residential sector, but in addition the building will be fit for purpose for many years to come. The flexibility that the building will have to deliver on the needs of a wide range of individuals will ensure that the home can provide high quality services to people for many years to come.</p> <p><u>Prevention:</u> The collation and centralisation of step-up, step-down beds will ensure that there is a greater efficiency in services. This approach should support local hospitals with issues around bed blocking and reduce the likelihood of this happening in future.</p> <p><u>Integration:</u> The extended home will be a joint venture with close working required from both Flintshire County Council and Betsi Cadwaladr University Health Board. The success of the project and operational model will be essential to achieving both bodies' well-being goals.</p>

	<p>Collaboration: The operation of the building will require close working between social services departments, the home itself, the health board as well as residents and their family members. The collaboration between health services and social services will result in a greater achievement of well-being outcomes for residents at the home.</p>
3.02	<p><u>Risk Management</u></p> <p>A key risk to the construction phase is causing disruption for residents at the home. Both the home and WD will work closely together to ensure that residents and their families are informed of what work is going on and when, ensuring that peak volume works are completed during appropriate times. There will be opportunities for residents to visit the site and upon nearing completion can support with some of the planting of the landscaped area should they choose to do so.</p> <p>There will also be a carefully managed approach to upgrading the existing kitchen in close partnership with NEWydd to maintain meal schedules.</p> <p>Managing traffic on site to ensure that the service can continue running normally in the existing building whilst work is ongoing is essential. A carefully managed traffic plan for the site will ensure that any visitors, professionals or clients wanting to access the day centre can do so with minimal interruption from works on site. This will also take into consideration local traffic peak times to minimise disruption to the local area.</p> <p>The project was risk-assessed as part of the decision-making process that led to the project being initiated. Both the construction Risk Assessment and operational model risks are being continually updated and monitored as the project progresses.</p>

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	<p>As part of the planning application, all statutory consultations have been carried out.</p> <p>In addition a public consultation event was held at the site on the 27th of June 2019</p>
4.02	Continued engagement with the residents, their families, and staff at the home will take place throughout the construction to inform and support them throughout the construction period.

5.00	APPENDICES
5.01	Appendix 1 – General Arrangement of Expansion.
5.02	Appendix 2 – Existing building changes.
5.03	Appendix 3 – Visualisation of development.

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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Cabinet Report – April 2 nd 2019 Social & Health Care Overview and Scrutiny Committee Report - June 6 th 2019

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Neil Ayling – Chief Officer, Social Services Telephone: 01352 704511 E-mail: Neil.J.Ayling@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	<p>ICF (Integrated Care Fund): Welsh Assembly Government fund that helps health boards and social care partners in local authorities, housing and voluntary sectors to work together to support frail and older people, people with a learning disability, children with complex needs due to disability or illness and carers, including young carers.</p> <p>Discharge to Assess: The ‘Discharge to Assess’ model is intended to ensure speedy discharge from hospital to home and to deliver assessment in the best place. People often function differently in their own home than in the hospital environment. The hospital environment is recognised as an institutional and alien setting that can disable people, limiting their opportunity to manage core activities of daily living independently. People are more relaxed in their own home, they know the environment well, are comfortable and the balance of power is more equal.</p> <p>Step-Up, Step-Down: Step-Up, Step-Down provides short stay beds to support people coming out of hospital who are medically fit, but not yet ready to go home, and where a home care package is not yet in place. The beds are also used to help people in the community who become unwell avoid hospital admission and long-term placements.</p> <p>Willmott Dixon: Willmott Dixon is a privately owned contracting, residential development and property support business.</p> <p>They are the construction partner for this project who have been procured through the SCAPE framework.</p> <p>Lovelock Mitchell: An architectural firm Established in 1860 and based in Chester, Lovelock Mitchell have already worked closely with Flintshire County Council on Holywell Extra Care and Hwb Cyfle.</p> <p>Scape framework: Scape Group is a public-sector partnership that helps to improve the buildings that we use, the roads we travel on and the places we live. Scape offers a suite of fully managed frameworks, property services, innovative design solutions, community investment opportunities and joint ventures that are available to any public body in the United Kingdom.</p>

As a public-sector organisation, Scape appreciates the role that the built environment plays, in the context of service delivery and the local economy. Scape also fully recognises the pressures that local authorities face in procuring efficiently and delivering more-for-less in these austere times.

Scape's services have been designed with this in mind - to support the entire lifecycle of a built environment, to help create a smooth procurement journey, to stimulate local growth in communities and to deliver demonstrable outcomes on projects.

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Notes

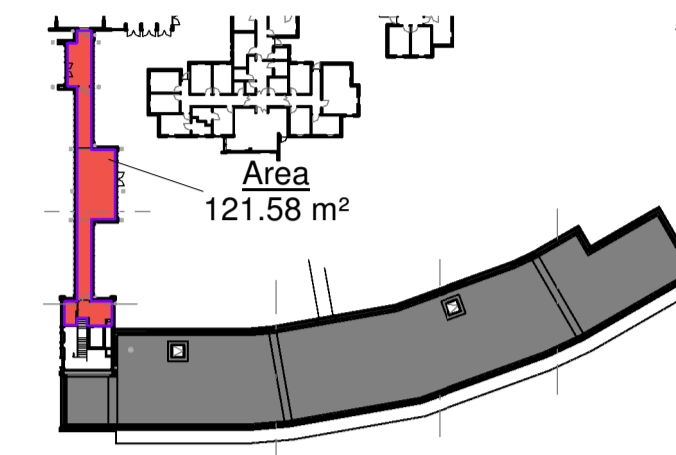
Figured dimensions are to be used in all cases. Dimensions should not be scaled from drawing. All existing dimensions should be checked on site before commencement of the work. Any discrepancies in dimensions should be clarified with the Architect prior to commencement of the work. No deviation from this drawing will be permitted without the prior written consent of the Architect. This drawing is to be read in conjunction with all the relevant Mechanical and Electrical drawings. This drawing is to be read in conjunction with the relevant Structural Engineer's drawings, structural calculations and recommendations. This drawing is to be read in conjunction with the relevant Fire Safety Strategy drawings.

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Legend_Room_Department

- Bedroom
- Circulation
- Kitchen
- Plant
- Shared Facilities
- Shared Lounge / Dining
- Staff & Admin
- Storage
- Toilets

Room Schedule_Level-02	
Name	Area
AWC	5.1 m ²
Circulation	20.1 m ²
Circulation	42.5 m ²
Circulation	20.9 m ²
Circulation	15.4 m ²
Lounge	46.2 m ²
Lounge	150.2 m ²



Area Schedule (GIA)	
Level	Area
level 00	1,000.5 m ²
level 01	858.6 m ²
level 02	121.6 m ²
	1,980.7 m ²



Rev.	Revision description	Drawn	Checked	Date
P11	Updated for planning issue	EP	TPR	20.11.19
P10	Issued for Planning permission	AB	TPR	05.08.19
P9	Issued for pre-application consultation	AB	TPR	25.06.19
P8	General updates	CW	TPR	20.06.19
P7	Layout Adjusted to suit S.E Model	EP	TPR	14.05.19
P6	Short term / Long Term adjustment	EP	TPR	08.05.19
P5	Minor Changes	EP	TPR	29.04.19
P4	Stair location altered	EP	TPR	26.04.19
P3	Updated for Sprinkler tank, FCC comment	EP	TPR	16.04.19
P2	Updated for Feasibility Study	EP	TPR	25.02.19
P1	New Option Issue	EP	TPR	04.02.19

Lovelock Mitchell Architects
3 Stanley Street, Chester, CH1 2LS
Tel +44 (0) 1244 404321

St Andrews Business Centre
St Andrews Park, Mold, Flintshire, CH7 1XB
Tel 0843 515 9921

e-mail: admin@lovelockmitchell.com
web: www.lovelockmitchell.com

Project
Marleyfield House
Buckley, Flintshire

Title
GA_Plan_Proposed_Level 02

LMA Project	Drawing number	Rev.
1589	MFH-LMA-ZZ-02-DR-A-02020	P11

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Notes

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P3	Updated for planning issue	EP	TPR	20.11.19
P2	Issued for Planning permission	AB	TPR	05.08.19
P1	Issued for pre-application consultation	AB	TPR	25.06.19
Rev.	Revision description	Drawn	Checked	Date

Lovelock Mitchell Architects
 3 Stanley Street, Chester, CH1 2LS
 Tel +44 (0) 1244 404321

St Andrews Business Centre
 St Andrews Park, Mold, Flintshire, CH7 1XB
 Tel 0843 515 9921

e-mail: admin@lovelockmitchell.com
 web: www.lovelockmitchell.com

Project
Marleyfield House
 Buckley, Flintshire

Title
GA_Visualisations-01

LMA Project	Drawing number	Rev.
1589	MFH-LMA-ZZ-XX-DR-A-02050	P3

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CABINET

Date of Meeting	Tuesday, 18 th February 2020
Report Subject	Care Inspectorate Wales Activity Update
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

The Care Inspectorate Wales (CIW) are the independent regulator of Social Care and childcare in Wales. They regulate social care and early year's services using the regulations and national minimum standards made by the National Assembly for Wales and the Welsh Government.

CIW do this by meeting regularly with social care managers, engaging with individuals in the community who use our services to obtain their views, and carrying out focussed work with us, looking specifically at the services we provide.

In 2019, CIW carried out 6 days of focussed activity / engagement activity with Social Services:

February 2019 – 2 days **focussed activity** looking at Adult Safeguarding and the work of the Safeguarding Unit in Flint;

June 2019 – 2 days **engagement activity** with individuals living in our Extra Care schemes;

October 2019 – 2 days **focussed activity** in Flint Offices, looking at our approach to Information, Advice & Assistance, Early Help, and the experiences of children becoming looked after.

Formal feedback from CIW on the above activities has been positive and has highlighted a number of areas where the Council performs very well and where there is evidence of good outcomes being achieved for people in our community.

RECOMMENDATIONS

1	Cabinet note the positive feedback received from CIW following their recent focussed activity / engagement with Social Services.
2	Cabinet to note our response to any areas of improvement identified by CIW during the year.
3	Cabinet are informed about forthcoming focussed activity to be carried out by CIW in Flintshire.

REPORT DETAILS

1.00	EXPLAINING THE FINDINGS FROM THE CARE INSPECTORATE WALES ENGAGEMENT ACTIVITY
1.01	<p>In February 2019, CIW carried out focussed activity in the area of Adult Safeguarding. They visited the Safeguarding Unit in Flint, and spoke with managers, practitioners, partners and individuals as part of their work.</p> <p>CIW summarised their findings:</p> <ul style="list-style-type: none">• Timely and proportionate response to Adult Safeguarding Reports and good liaison with partner agencies as part of the enquiry stage;• Close working with Social Services front door teams to ensure a consistent response;• Consistent recording of multi-agency decisions;• Good working relationships between internal teams;• Workforce gave positive views about support and guidance received from the Safeguarding Unit;• Evidence of a consistent approach to quality assurance;• Effective partnership working with other agencies in Child Protection cases;• A focus on improvement, and a clear awareness of what is still to be done to ensure that all processes are robust;• Safeguarding awareness integrated in to all portfolios via the Corporate Safeguarding Board.
1.03	<p>One improvement area was noted:</p> <p><u>Ensure that the wishes and feelings of the individual are considered and that they are empowered to make their own decisions</u></p> <p>CIW note that the Safeguarding Unit have already identified this as an improvement priority and have included it in their quality assurance processes.</p>
1.04	<p>CIW have been talking with older adults and their carers across Wales to obtain people's views about having received information, advice and assistance from their local authority, with a focus on what is available in communities to keep people independent and promote their well-being.</p>

	<p>Their findings will inform Welsh Ministers, policy authors and the public in order to contribute towards improving social care and social services. Local Authorities also receive direct feedback about findings that are relevant to them from work in their local area.</p> <p><u>In June 2019</u>, Inspectors visited individuals living in our Extra Care Schemes Llys Jasmine, Llys Raddington and Llys Eleanor to gather their views. They told us about the following positive messages from residents and carers:</p> <ul style="list-style-type: none"> • People’s wellbeing had improved following their move into extra care; • Extra care was particularly effective in combatting social isolation; • The consistency of care / carers was felt to be a positive; • Direct payments allowed individuals direct control over the services they were arranging and receiving; • Family members felt reassured that their relatives were living in a safe environment; • Friends and family members appreciated the opportunity to visit and maintain relationships; • People valued being able to choose whether to take part in activities; • Individuals felt that carers, managers and residents worked well together; • The North East Wales Carers’ Information Service (NEWCIS) were a good source of information and support; • Individuals appreciated the opportunity to socialise; • People were given an opportunity to make their views about the service known.
1.05	<p><u>In October 2019</u>, CIW completed some focussed work with us looking at our approach to Information, Advice & Assistance (IAA) and Early Help in Children’s Services. We received very good feedback, which identified the following strengths:</p> <ul style="list-style-type: none"> • Effective IAA and Early Help services; • A strong focus on the outcomes that the children / family wish to achieve, using a “what matters” approach; • An emphasis on helping parents to recognise and develop their own abilities and strengths; • Families supported by community-based solutions; • Strong partnership working between teams and other professionals; • Employees benefitting from co-location.
1.06	<p>The focussed activity also included the experiences of care experienced children, focussing on the review process:</p> <ul style="list-style-type: none"> • A strong focus on the outcomes that the children / family wish to achieve, using a “what matters” approach; • Good evidence of statutory compliance with respect to children at risk and care experienced children being regularly visited and having their care and support reviewed;

	<ul style="list-style-type: none"> • The voice of the child was central and documentation was written in child-appropriate language; • Children were encouraged to attend reviews; • Advocacy was offered appropriately; • Managerial oversight was strong and consistent; • Committed and dedicated workforce who reported that Flintshire was – “a good place to work”.
1.07	<p>The following were areas which CIW felt could be improved, and our response to these to date is noted:</p> <p><u>Effective implementation of the new supervision policy</u></p> <p>The supervision policy has been re-drafted and an implementation plan is being developed.</p> <p><u>Improving access to Adult Mental Health</u></p> <p>This has been put forward as a priority in the forthcoming Council Plan. Funding has been secured to recruit a mental health social worker to sit in the Early Help Hub.</p> <p><u>Ensure that evidence of the analysis that informs decision making in the Early Help Hub is fully recorded</u></p> <p>This has been actioned by the Early Help Hub manager.</p>
1.08	<p>The next focussed activity will be in relation to progression for adults with a learning disability. CIW will be visiting individuals and employees involved with the progression service in February 2020, looking at processes, outcomes and aspirations for the service.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Resources necessary to implement improvements identified by CIW; are within existing budgets.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The risk relates to the reputation of the Council should there be significant areas for improvement identified by CIW which were not addressed by the service, resulting in non-compliance. The level of risk is currently low.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Regular meetings between managers and CIW representatives. Information about and feedback from regulatory activity is shared with the workforce.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Social Services and Well-being (Wales) Act 2014 Regulation and Inspection of Social Care (Wales) Act 2016

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Susie Lunt, Senior Manager Integrated Services, Lead Adults Telephone: 01352 701407 / 07533444413 E-mail: susie.lunt@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	<p>The Care Inspectorate Wales (CIW): The inspectorate for Care and Social Services formally known as Care and Social Services Inspectorate Wales (CSSIW).</p> <p>The Care Inspectorate Wales focussed activity / engagement activity: The Care Inspectorate Wales (CIW) are the independent regulator of Social Care and childcare in Wales. They regulate social care and early year's services using the regulations and national minimum standards made by the National Assembly for Wales and the Welsh Government.</p> <p>CIW do this by meeting regularly with social care managers, engaging with individuals in the community who use our services to obtain their views, and carrying out focussed work with us, looking specifically at the services we provide.</p> <p>Extra Care: Providing self-contained homes for people with varying levels of care and support needs on site.</p> <p>Information, Advice & Assistance: Section 17 of the Social Services and Well-being (Wales) Act 2014 places a duty on local authorities to secure the provision of an information, advice and assistance service. The purpose of the service is to provide people with information and advice relating to care and support, including support for carers, and to provide</p>

assistance to them in accessing it. Information, advice and assistance must be provided in a manner that makes it accessible to the individual for whom it is intended.

Early Help Hub: The newly developed multi agency Hub for Children and Families in Flintshire. This collective response to future referrals will negate the need for no further action responses and will provide a transformation of practice.

The North East Wales Carers' Information Service (NEWCIS): delivers information, one to one support, advocacy, training and counselling to carers who provide unpaid support to family or friends living in North East Wales.

“What Matters” Approach: A 'what matters' conversation is a targeted conversation relating to any assessment process. It refers to a skilled way of working with individuals to establish the situation, their current well-being, what can be done to support them and what can be done to promote their well-being and resilience for the better.

Carer: Someone, usually unpaid, and often a friend or family member who supports a person with social care needs either full time or part time.

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 Council Objectives and publish a Council Plan.

Direct Payments: Are a payment made by a local authority social services department to an individual who has been assessed as having care and support needs who wish to arrange their own care and support services.

Learning Disability: A significant impairment of intelligence or social functioning acquired before adulthood. Educational services in the UK use the term 'Learning Difficulty' and those children with moderate or severe learning difficulty may be regarded as having a learning disability.

Care Experienced Children: (formerly known as Looked after children) are children and young people who are in public care and looked after by the state. This includes those who are subject to a care order or temporarily classed as looked after on a planned basis for short breaks or respite care. The term is also used to describe accommodated' children and young people who are looked after on a voluntary basis at the request of, or by agreement with, their parents.

Progression Service: The aim of the multi-disciplinary service is to ensure that care and support planning with individuals help them to maximise their independence. This is done with the aid of assistive technology and the use of a positive approach to risk. Services provided meet need with the aim that those needs reduce over time as confidence and skills grow.



CABINET

Date of Meeting	Tuesday, 18 th February 2020
Report Subject	Public Conveniences in Mold Town Centre
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Streetscene & Countryside
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Operational

EXECUTIVE SUMMARY

In May 2019 Cabinet approved the Council's Local Toilet Strategy which had been developed to meet the needs of the Public Health (Wales) Act 2017. The Strategy had been developed following an extensive consultation event and followed the Countywide review of the toilet provision which had been completed in 2016.

The review concluded that only a single high quality public convenience should be provided in Mold Town Centre and that the facility should be located at King Street Bus Station. Cabinet agreed that the existing facility at New Street would close, if the Town Council did not wish to take on the management of the facility.

Since that date the Council has been in extended discussions with the Town Council regarding the future of the New Street facility and a final decision has now been reached by the Town Council who have confirmed that, subject to improvements to the Bus Station facilities detailed in this report, they do not wish to provide support to keep the New Street facility open.

Both the Town and County Council have been working closely on the project and have designed a plan to improve the facility in King Street Bus Station and extend the parking availability at New Street car park, facilitated by the demolition of the existing public convenience facility.

RECOMMENDATIONS

1	That Cabinet approves the upgrade to the existing public convenience facility at King Street Bus Station and that the toilet in New Street Car Park is demolished to increase parking availability, following the Town Council's decision not to take up the option to take on maintenance liability for the facility.
---	--

2	That Cabinet approves for the completion of the Bus Station improvements.
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REPORT DETAILS

1.00	BACKGROUND OF LOCAL TOILET STRATEGY
1.01	The Public Health (Wales) Act 2017 ('the Act') received Royal Assent on the 3 July 2017. The Act brings together a range of practical actions for improving and protecting health. The introduction of Part 8 of the Act places a duty on local authorities (as defined in section 124 of the Public Health (Wales) Act 2017) to prepare and publish a Local Toilets Strategy for its area.
1.02	The duty to prepare a Local Toilets Strategy does not require the Council to provide and maintain public toilets directly nor are they required to provide additional dedicated facilities. They must however take a strategic view on how facilities can be provided and accessed, taking account of such things as location, accessibility, type of facilities, frequency of use and the quality of existing sites, as well as determining whether additional or fewer sites are required by the local population.
1.03	Since 2012, Flintshire County Council has undertaken two separate reviews of toilet provision across the County. These reviews highlighted that isolated facilities regularly attracted anti-social behaviour, which puts people off using them. As a result, the Council adopted a more enabling approach by promoting the use of existing toilets in Council buildings, such as libraries and Connects Centres which people feel more confident and comfortable using.
1.04	The reviews confirmed that a single high quality and well maintained facility should be provided in Mold Town Centre and that the facility should be located in the Bus Station in King Street which would support the Council's aspirations for the Transport Hub which is being developed at the site. Mold Town Council were given the opportunity to take on the management of the New Street facility and the Town Council have been looking into the practicality and cost of the project since that date.
1.05	Given that there would be significant costs in bringing the New Street facility up to a suitable standard, particularly due to the age and condition of the below ground drainage system, the Town Council have now agreed to work with the County Council to improve the facilities in King Street and utilise the land currently occupied by the New Street facility to the benefit of the residents in the town by increasing the car parking availability in New Street car park.
1.06	<p>The wider project would consist of the following elements:</p> <ul style="list-style-type: none"> • Upgrade the existing King Street toilet facility to provide a high standard facility which can be sign posted from the town centre and provide facilities for bus users, visiting Mold or using the Transport Hub on their way to other locations.

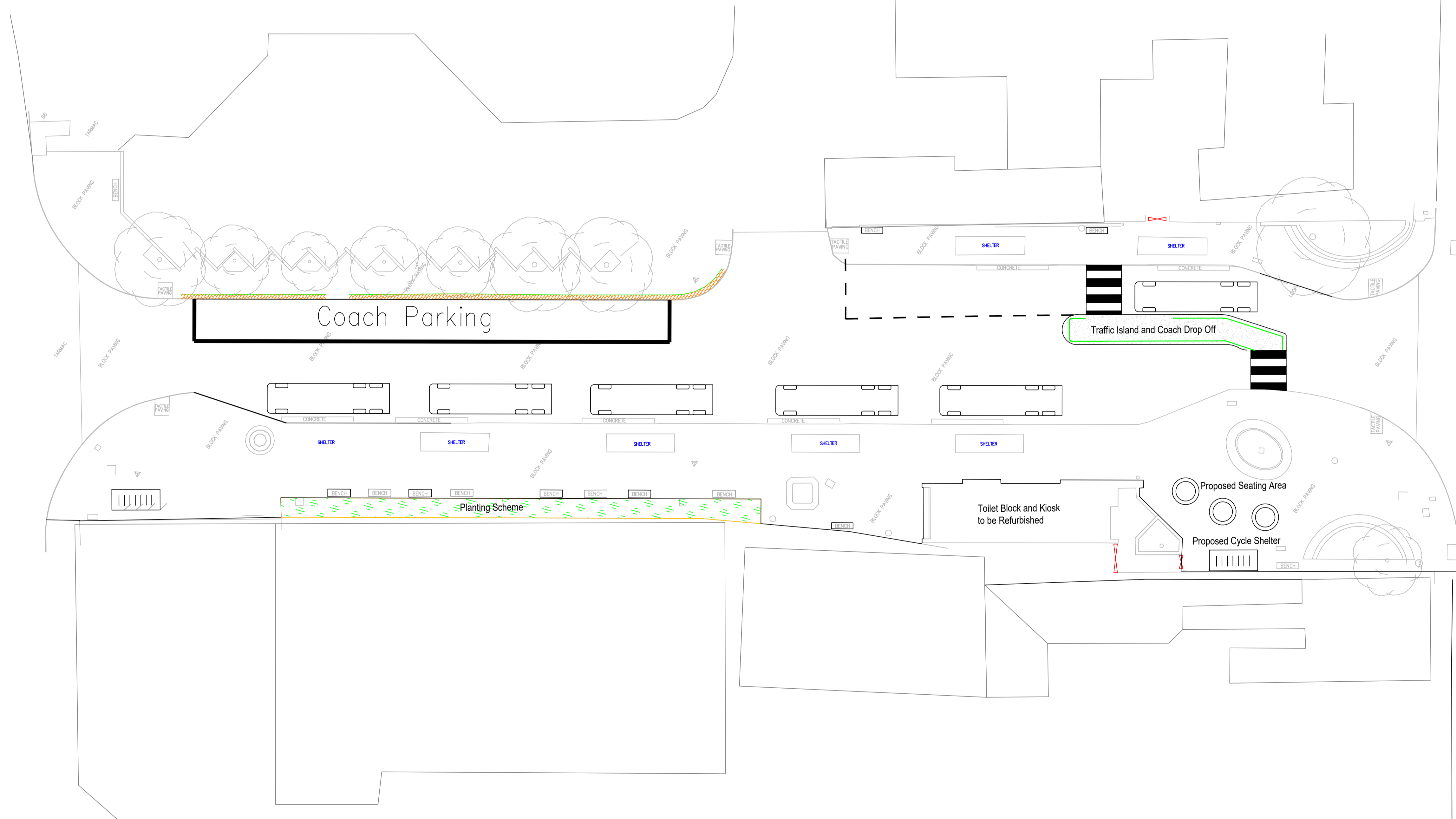
	<ul style="list-style-type: none"> • Complete the bus station improvement works, including the introduction of a one way system over the station and providing a holding point for coach parties visiting the town. • Upgrade the Kiosk adjacent to the public convenience and actively seek to market the building for a small café or coffee vending business. • Demolish the New Street toilet facility • Realign and redesign the car park to increase the capacity by 15 spaces. • Provide 2 Electric Car Charging points. • Resurfacing of New Street car park.
1.07	<p>The cost of the scheme will be derived from the following sources</p> <ul style="list-style-type: none"> • The funding set aside by the County Council to improve the New Street facility prior to Asset Transfer. • Economic Stimulus Funding. • Mold Town Council, from their car park income share. • Car park maintenance budgets for resurfacing works. • National OLEV funding for charging points. • Additional income from additional car parking spaces in New Street car park.
1.08	<p>If approved, the scheme will be subjected to public consultation exercise and further discussions will be held with the bus operators operating from Mold bus station. The consultation process will also include feedback on the option to charge users of the facility, both to ensure funds are available to maintain the facility in future years and to provide a barrier to anti-social behaviour at the facility.</p>
1.09	<p>The project work will be managed by staff from the Streetscene and Transportation portfolio and will be completed before the main summer tourist season begins.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Financial resources are detailed in 1.07.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	An Equalities Impact Assessment will be carried out on the new requirement.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	With Cabinet Member.
4.02	With Town Council.
4.03	With local businesses and visitors.

4.04	With bus operators.
5.00	APPENDICES
5.01	Appendix 1 – plan of bus station following improvement works.
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None
7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Stephen O Jones – Chief Officer (Streetscene & Transportation) Telephone: 01352 704700 E-mail: Stephen.o.jones@flintshire.gov.uk</p>
8.00	GLOSSARY OF TERMS
8.01	None.



BASED UPON VARIOUS ORDNANCE SURVEY MAPS WITH THE PERMISSION OF THE CONTROLLER OF HM STATIONARY OFFICE. CROWN COPYRIGHT RESERVED LICENSE NUMBER LA 100023386L FLINTSHIRE COUNTY COUNCIL, COUNTY HALL, MOLD.

PRELIMINARY APPROVAL CONSTRUCTION

PH/Rev.	Revision Details	Rev.by	Chk.by	Date



**Bus Station Improvements
Mold**

Proposed Layout

Sheet 1 of 1

Flintshire County Council - Environment Directorate, County Hall 1, Mold CH7 6NF			
Contact Name:	Telephone: 01352 70xxxx		
Drawn by: AF	Fax No: 01352 70		
Checked by: DJ	Date: 21.03.18	Sheet 1 of 1	
Scales at A1: 1:200	Drawing No: 17278/02	Phase/Rev: A	

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CABINET

Date of Meeting	Tuesday, 18 th February 2020
Report Subject	Housing Rent Income
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Housing and Assets)
Type of Report	Operational

EXECUTIVE SUMMARY

This report provides Cabinet with the latest operational update on the latest position for rent collection during 2019/20, following the last report to Scrutiny committee in June 2019.

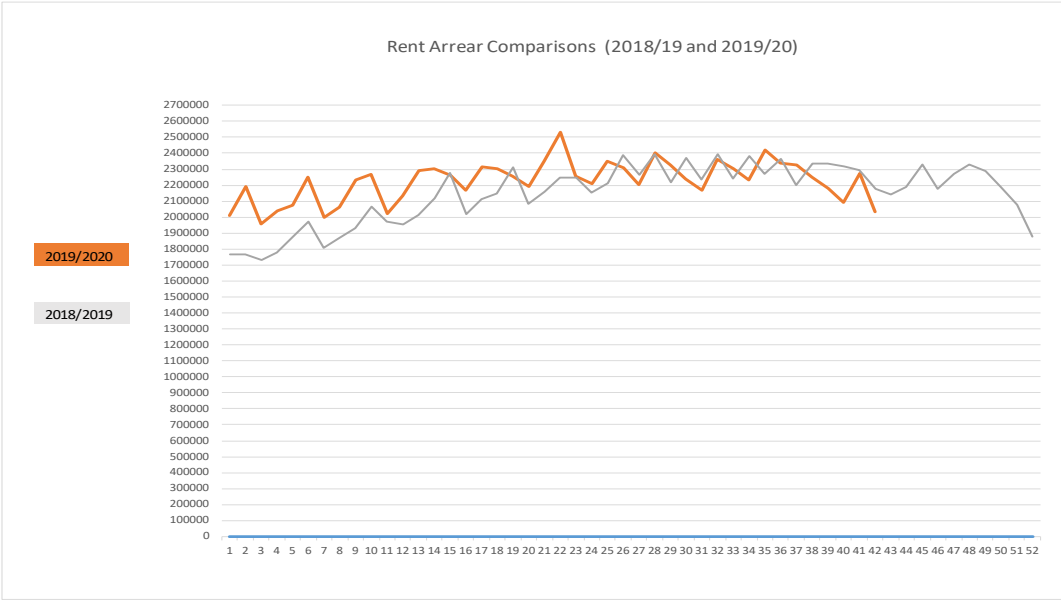
The latest position shows that by implementing the new technology in July 2019, designed to track and monitor rent arrears more quickly and provide earlier interventions, rent collection is continuing to stabilise and rent arrears are starting to fall. This is being achieved despite the ongoing welfare reform challenges and increasing number of council tenants being in receipt of Universal Credit.

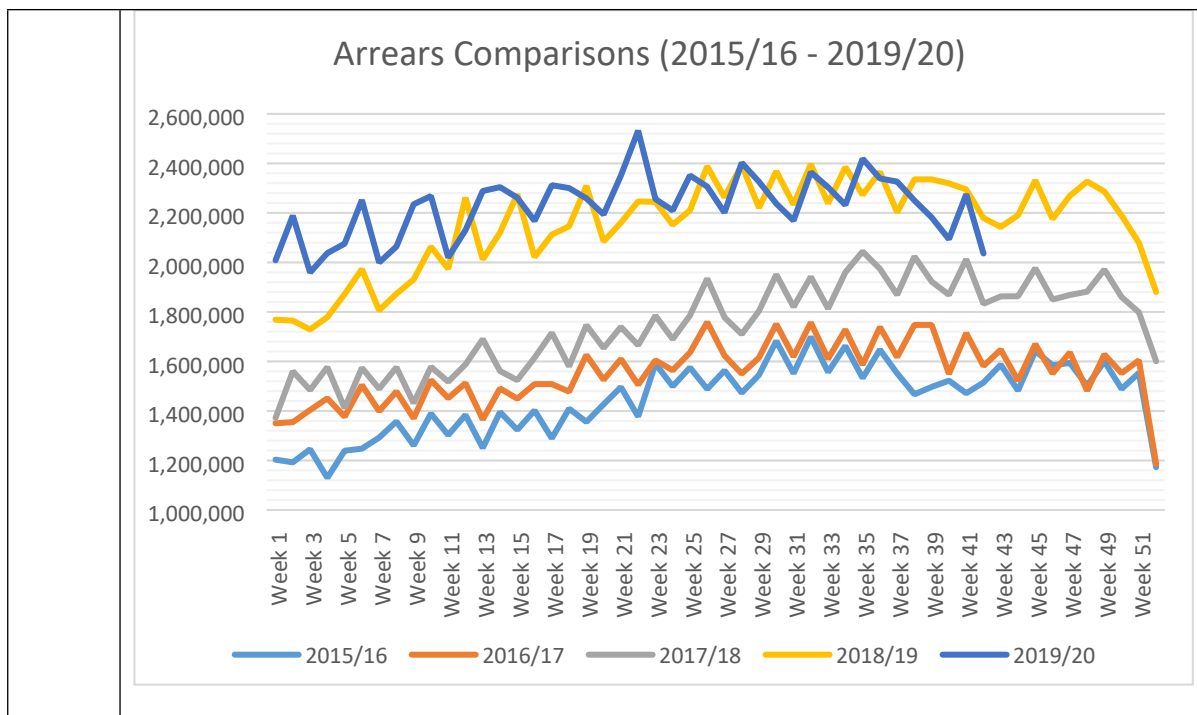
Total Rent Arrears in 2019/20, up to week 42 (up to Monday 20th January 2020), are £2.04m, compared to £2.18m at the same point in 2018/19. This shows an improving collection position with overall rent arrears falling by £143k.

RECOMMENDATIONS

1	Note the latest financial position for rent arrears in 2019/20 as set out in the report.
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REPORT DETAILS

1.00	EXPLAINING THE LATEST POSITION OF RENT ARREARS
1.01	Total Rent Arrears in 2019/20, up to week 42 (up to Monday 20 th January), were £2.04m, compared to £2.18 at the same point in 2018/19. This shows an improving collection position with overall rent arrears falling by £143k.
1.02	<p>The current position, compared to the previous year, is illustrated below:</p> 
1.03	Despite the ongoing challenges of increasing numbers of tenants migrating away from Housing Benefit to the Universal Credit system, the housing service has worked hard to challenge the inevitable impacts that most social landlords experience of rising rent arrears.
1.04	The latest collection position shows rent arrears have stabilised and no longer increasing as they have done in previous years since the introduction of UC full service.
1.05	<p>Steady progress is being made to reduce rent arrears and this is being achieved as a direct result of:</p> <ul style="list-style-type: none"> • increasing resources • introducing an early intervention hub to assist those tenants at most risk of losing their homes • adopting a more robust stance around the importance of paying rent on time • investing in Mobyssoft ‘Rent Sense’ software
1.06	The current position shows that for the first time since 2016/17, rent collections are improving and rent arrears reducing. This position is reflected on the trend analysis shown below:



1.07 The table below also shows an analysis of rent arrears, by claim type, as at week 34 (25th November 2019) :

Claim Type	Num. of Tenants	Num. of tenants in Arrears	Total Arrears	Avg. Rent Arrears Nov 19	Avg. Rent Arrears Sept 19	Avg. Rent Arrears April 19	Avg. Rent Arrears Nov 18
UC	575	492	£564,293	£1,147	£1,203	£1,283	£1,473
HB	3,153	1,450	£325,311	£224	£213	£232	£334
Non UC/HB	3,409	2,250	£1,340,619	£596	£609	£565	£702
			£2,230,223				

1.08 The Revenues service continues to take legal action as a last resort against those tenants who fail to engage and fail to pay rent on time. In most cases, the initial court action results in regular repayment and tenants getting back on track with payment of rent, but on occasion, further follow-up legal action is necessary against those tenants who persistently fail to pay and who make little, or no effort, to pay on time, despite being ordered to do so by the courts.

1.09 With around 7,100 live tenancies, just 20 evictions have taken place so far in 2019/20 for serious rent arrears after all recovery remedies have been undertaken by the Council and only after the judicial system are satisfied that everything that can be done has been done to support the tenant.

1.10 The number of evictions up to 2019/20 year-end is expected to be much lower than the level of evictions in the previous year and this is testament to the joint work being undertaken across the Housing service to supporting tenants.

	Year	Number of Evictions for rent arrears	% Increase / Reduction
	2019/20	20 (to date)	-33.0%
	2018/19	30	36.4%
	2017/18	22	15.8%
	2016/17	19	-13.6%
	2015/16	22	-

1.11 The successful deployment of the Mobyssoft 'Rent Sense' software solution in July 2019 is also helping the service to identify rent arrear cases quickly and earlier interventions are being put in place on a case by case basis to prevent arrears building-up but ensure tenants meet their payment obligations.

1.12 Consequently, the deployment of new technology is vital in two ways. Firstly, it is helping the Council to identify risk cases, increase collections and reduce bad debts. Secondly, it enables the Council to intervene much sooner and this results in the Council dealing with smaller amounts of arrears and the opportunity to work with tenants quickly to get back on track with their rent. Ultimately, this approach provides positive outcomes for tenants who are able to have sustainable tenancies.

2.00	RESOURCE IMPLICATIONS
2.01	The deployment of additional resources and the deployment of Mobyssoft 'Rent Sense' are funded through the HRA Business Plan. These resources will be required in 2020/21 and in future financial years to mitigate the ongoing risks associated with increasing caseloads and the complexity of those caseloads, particularly for UC tenants.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Like many landlords, the Council has experienced, and continues to see, a steady increase in workloads due to the rollout of UC full service in Flintshire in April 2017. Coupled with added complexities of helping tenants to manage these claims and pay rent time on time, the Council has faced significant challenges in managing rent income since the introduction of full service UC.
3.02	Prior to the investment in Mobyssoft 'Rent Sense' technology, the rent income service were filtering a long list of cases to determine which cases were paying on time and which were falling further into arrears. This was a manual process and highly resource intensive and as a result officers were unable to work through their caseloads each week, so tenants were not always being contacted promptly about arrears.

3.03	The successful deployment of the Mobyssoft 'Rent Sense' software solution in July 2019 is helping the service to become more efficient in how we use our resources, so we can manage the escalating workloads as a result of increased number of tenants in receipt of Universal Credit. Central to this aim is to give the rent income team the ability to manage and prioritise those cases at most risk of not paying rent on time.
3.04	Rent Sense is now helping the Rent Income service to collect more of the rent that is due to the Council by a process geared around earlier interventions, while helping tenants to manage debts at the earliest opportunity, and avoiding rent debts from reaching un-manageable levels.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<ul style="list-style-type: none"> • Housing (Wales) Act 2014 • Welfare Reform Act 2012

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: David Barnes, Revenues Manager Telephone: 01352 703652 E-mail: david.barnes@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	<p>Universal Credit (UC): is an integrated means-tested benefit for people of working age whose income is below a specified minimum amount. UC can be claimed by working age people in and out of employment and UC combines six legacy benefits, including Housing Benefit, into one single payment which is administered by the Department of Work and Pensions</p> <p>Welfare reform: these are wide ranging changes which were introduced by the UK Government to reform a range of social security benefits and tax credits which aim to ensure the UK has a more affordable benefits system.</p> <p>Housing Revenue Account (HRA): The Council is required to keep a HRA account to record all income and expenditure relating to the provision of</p>

<p>local authority social housing, All rental income must be held within a ring-fenced HRA fund. This means that HRA income from rents can only be used for council housing purposes and not for other general council expenditure. This also allows the rental income to be invested back into council housing to help improve the standard of the stock of council housing and also build new council housing.</p>
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CABINET

Date of Meeting	Tuesday, 18 th February 2020
Report Subject	Welfare Reform Update
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Housing and Assets)
Type of Report	Operational

EXECUTIVE SUMMARY

Welfare Reform will, by 2020, have reduced expenditure on social security benefits available to low income working-age households by around £31¹ billion per annum.

Since 2012, Flintshire County Council, together with its partners, have been working to mitigate the full impacts of the reforms from falling upon vulnerable Flintshire residents, this report considers how we will continue to manage the impacts of the reforms introduced under the provisions of the Welfare Reform and Work Act 2016.

This report provides an update to Scrutiny on the impacts that Universal Credit 'Full Service' and other welfare reforms are having on Flintshire residents and the work that is ongoing to mitigate this and support these households. It also includes details of plans for the work that is required to continue to support Flintshire residents.

RECOMMENDATIONS

1	That Cabinet supports the report and the ongoing work to manage the impacts that Welfare Reforms has and will continue to have upon Flintshire's most vulnerable households.
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¹ The Welfare Reform Act 2012 introduced reforms that reduced expenditure on social security benefits by £19 billion pa and the Welfare Reform and Work Act 2016 is introducing reforms which will reduce expenditure by a further £12 billion pa.

REPORT DETAILS

1.00	EXPLAINING THE WELFARE REFORM UPDATE									
1.01	<p>Removal of the Spare Room Subsidy– More commonly referred to as the Bedroom Tax, this reform relates to restrictions to Housing Benefit or Universal Credit where the claimant is under occupying the property. The restrictions are:</p> <p>14% reduction to the eligible rent where a person living in a social landlord property, has one or more “spare bedroom” 25% reduction to the eligible rent where a person living in a social landlord property, has two or more “spare bedrooms”</p>									
1.02	<p>According to statistics provided by the Department for Work & Pensions (DWP) as at August 2019, 21,591 recipients of Housing Benefit in Wales had a reduction to their weekly award. No equivalent data is currently published for Universal Credit customers.</p>									
1.03	<p>80% of Housing Benefit recipients in Wales were deemed to be under-occupying their property by one room.</p>									
<p>Impact in Flintshire</p>										
1.04	<p>At September 2019, a total of 610 households in Flintshire were subject to a reduction in their housing benefit payments as a result of the Bedroom Tax.</p>									
1.05	<p style="text-align: center;">Flintshire Households Affected by "Bedroom Tax"</p> <table border="1"> <caption>Data for Flintshire Households Affected by "Bedroom Tax"</caption> <thead> <tr> <th>Category</th> <th>14% Reduction</th> <th>25% Reduction</th> </tr> </thead> <tbody> <tr> <td>LA</td> <td>368</td> <td>110</td> </tr> <tr> <td>RSL</td> <td>106</td> <td>26</td> </tr> </tbody> </table>	Category	14% Reduction	25% Reduction	LA	368	110	RSL	106	26
Category	14% Reduction	25% Reduction								
LA	368	110								
RSL	106	26								
1.06	<p>136 households in Flintshire are subject to a 25% reduction in their weekly housing benefit payments and 474 households are subject to a 14% reduction in their weekly housing benefit payments.</p>									
1.07	<p>The reduction in Housing Benefit for people who are subjected to the Bedroom Tax in Flintshire equates to around nearly £10,500 per week which is over £500,000 per year.</p>									

1.08	This means that tenants affected by this restriction have to find this extra money to pay their rent.
1.09	The data here is limited to those tenants who still claim housing benefit. The Bedroom Tax is a restriction that also is applied to Universal Credit (UC), however the council does not have access to this data to be able to report the position.
1.10	An indication of the number of tenants affected in UC can be shown by the number of tenants on UC that have been supported via a Discretionary Housing Payment
1.11	As at December 2019 154 UC customers affected by the bedroom tax were supported with help towards their rent through a Discretionary Housing Payments.
	Benefit Cap
1.12	The total amount of annual 'out of work' benefit income which a 'working-age' household can receive is set at (figures for households outside of greater London): <ul style="list-style-type: none"> ▪ £20,000² for couples and lone parents (£383.56pw) ▪ £13,400 for single claimants (£256.99pw)
1.13	At August 2019 4,057 households in Wales were subject to a reduction in their housing benefit or UC as a result of the benefit cap being applied.
	Impact in Flintshire
1.14	At September 2019 206 households in Flintshire were subject to a reduction in their housing benefit or UC as a result of the benefit cap being applied.
	Universal Credit
1.15	At October 2019 the DWP confirmed 131,000 customers in Wales were in receipt of UC of which 34% were working. The number of customers working whilst in receipt of UC are comparable with those in the rest of the United Kingdom.
	Impact in Flintshire
1.16	At September 2019 the caseload for Flintshire customers in receipt of UC has increased by around 23% to 7,137 in a 6 month period.
1.17	In Flintshire the current UC caseload confirms 37.34% of those customers (2,665) are working which is above the national UK average.

² For information - in Greater London area the benefit cap is set at £23,000 for couples/lone parents and £15,410 for single claimants.

1.18	The Housing Benefit caseload has reduced by around 12% which is likely to reflect customers moving onto UC.									
1.19	As Flintshire was a pilot area for UC the impacts of this change have been more pronounced at an early stage when compared with other areas that moved onto UC later in the rollout programme. This reflects changes to UC as it was being developed in a 'live' environment, as such these impacts are likely to be more significant for the early go live areas.									
1.20	At November 2019 there were 575 Flintshire Council House tenants in receipt of UC of which 492 were in arrears. The total amount of rent arrears for these tenants was approximately £564,293 which represents average arrears of £1,147.00 per tenant.									
1.21	The impacts on rent arrears are also being experienced by other Social Landlords within the county. One Housing Association confirmed that as at the end of June 2019, 331 tenants were in receipt of UC and that the arrears were £228,164.19 which represents average arrears of £689.31 per tenant. Another reported 109 tenants in receipt of UC and the arrears are £44,938.30 which represents £412.27 per tenant.									
	Help to Claim Service									
1.22	From 1 st April 2019 DWP withdrew funding to Local Authorities to provide Universal Support (which consisted of personal budgeting and digital assistance) but instead Citizens Advice (England and Wales) and Citizens Advice Scotland have taken on the responsibility for delivering the replacement service which is called "help to claim process".									
1.23	The provision in Flintshire is being delivered by neighbouring Cheshire West Citizens Advice for 18.5hrs per week as follows: <table border="0"> <tr> <td>Monday</td> <td>Mold Job Centre</td> <td>9.30 to 2.30</td> </tr> <tr> <td>Tuesday</td> <td>Shotton Job Centre</td> <td>9.30 to 2.30</td> </tr> <tr> <td>Wednesday</td> <td>Flint Job Centre</td> <td>9.30 to 2.30</td> </tr> </table> These sessions are to provide face to face, telephone and webchat support.	Monday	Mold Job Centre	9.30 to 2.30	Tuesday	Shotton Job Centre	9.30 to 2.30	Wednesday	Flint Job Centre	9.30 to 2.30
Monday	Mold Job Centre	9.30 to 2.30								
Tuesday	Shotton Job Centre	9.30 to 2.30								
Wednesday	Flint Job Centre	9.30 to 2.30								
1.24	There is currently no data available to us from Cheshire West Citizens Advice to understand the numbers of residents accessing their service so there is no evidence to indicate whether or not this is delivering satisfactorily for our residents									
1.25	There are, however, concerns about this model due to the limited support that is available to customers specifically around the support required with personal budgeting, which in UC is particularly significant to customers who may be entering work for the first time, or have been in receipt of benefits for some time, and for whom moving to one combined monthly payment poses a real challenge.									

1.26	Since the start of UC, the council has seen unprecedented demand on services in relation to managing their finances, navigating the UC online systems and supporting customers to understand their claims and challenge where necessary.
1.27	As the Help to Claim model does not include the personal budgeting support element and is only available to a limited group of customers up to the date they receive their first full UC payment. The council continues to provide this support to our residents via the welfare reform team
1.28	In relation to digital support, however, there has been a 74% reduction in the number of residents seeking this support from Connects offices. This decrease could be due to customers accessing support from the Help to Claim model rather than accessing support in the Connects offices.
	UC “Managed Migration”
1.29	Managed migration describes the transfer of existing legacy benefit claims to Universal Credit, where there has not been a change of circumstances that has resulted in a ‘natural’ transfer to Universal Credit.
1.30	<p>In March 2019 DWP announced that Harrogate was going to be the pilot area for a major trial of ‘managed migration’ due to its diverse range of customers.</p> <p>Harrogate was selected as it was one of the first areas to implement UC. The pilot will run for a minimum of 12 months so at the earliest this will end in July 2020.</p> <p>Being part of the pilot is optional for customers and only those who consent to moving to UC are being included.</p>
1.31	It is anticipated that the learning and evaluation from this pilot area will be shared in advance of ‘managed migration’ being introduced in Wales so that the council can be prepared to support those customers in readiness for the move to Universal Credit.
1.32	DWP have not issued any evaluation or findings of the pilot so far, but, have confirmed that the numbers of claimants in the trial are low.
	Council Tax Reduction Scheme (CTRS)
1.33	<p>Welsh Government have recognised that there is a national trend in reducing caseloads for CTRS in the last 2 years.</p> <p>In Flintshire the caseload has been steadily declining since 2013:</p>

	<p style="text-align: center;">CTRS Caseload</p> <table border="1"> <caption>CTRS Caseload Data</caption> <thead> <tr> <th>Year</th> <th>Caseload</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>12,200</td> </tr> <tr> <td>2015/16</td> <td>11,800</td> </tr> <tr> <td>2016/17</td> <td>11,800</td> </tr> <tr> <td>2017/18</td> <td>11,150</td> </tr> <tr> <td>2018/19</td> <td>10,850</td> </tr> <tr> <td>2019/20 (at 30.11.19)</td> <td>10,600</td> </tr> </tbody> </table>	Year	Caseload	2014/15	12,200	2015/16	11,800	2016/17	11,800	2017/18	11,150	2018/19	10,850	2019/20 (at 30.11.19)	10,600
Year	Caseload														
2014/15	12,200														
2015/16	11,800														
2016/17	11,800														
2017/18	11,150														
2018/19	10,850														
2019/20 (at 30.11.19)	10,600														
1.34	<p>The reason for the reduction in people claiming is not clear, however, it is possible that the introduction of UC has impacted this in some way on the basis that there is a requirement to claim CTRS separately to UC rather than in one claim.</p>														
1.35	<p>The council has been actively promoting the scheme and to remind people of its aim to support residents who are finding making payments to their council tax a struggle based on low income or receiving benefits (including UC).</p>														
1.36	<p>Work is being undertaken through a combination of proactive and reactive methods with the aim of helping as many residents as possible. Some of the work that has been completed so far;</p> <ul style="list-style-type: none"> • Leaflets are now included in all Council Tax reminder letters and they will be included with all Year-End bills • Proactive engagement to contact customers who are in arrears with their Council Tax and have previously been entitled to CTR • Data from Free School Meals is being cross-referenced to ensure that customers who are entitled also claiming CTR • Partnership work with other agencies such as Flying Start, Family Information Service and Care and Repair to promote the campaign <p>Internal processes have been also been reviewed to ensure the complexities of UC do not make claiming CTRS more difficult.</p>														
	<p>Welfare Reform Team</p>														
1.37	<p>The Welfare Reform Team combines the administration of discretionary housing payment with general financial and holistic support for all customers inclusive of whether or not they are being impacted by Welfare Reforms and their objectives include:</p> <ul style="list-style-type: none"> • Supporting people in crisis by improving income and employment opportunities • Providing advice about reducing expenditure by Discretionary Housing Payment application and maximising income/benefit entitlement. 														

	<ul style="list-style-type: none"> • Help to provide short term solutions such as Discretionary Housing Payments to move home (where circumstances are appropriate). • Assist those with longer term solutions through budgeting advice and access to specialised support. • Promotional work around uptake of Discretionary Housing Payment and Welfare Support for residents subject to; Bedroom Tax, Local Housing Allowance rates and those residents who are under 35 years 												
1.38	<p>Support provided since April 2019:</p> <p>Table 1 April 2019 – November 2019</p> <table border="1"> <tr> <td>Safeguarding tenancy/prevent homelessness</td> <td>433</td> </tr> <tr> <td>Budgeting/Money Advice</td> <td>247</td> </tr> <tr> <td>Benefit check/maximise income</td> <td>38</td> </tr> <tr> <td>Priority bills/debts</td> <td>111</td> </tr> <tr> <td>Non Priority bills/debts</td> <td>51</td> </tr> <tr> <td>Total outcomes</td> <td>880</td> </tr> </table>	Safeguarding tenancy/prevent homelessness	433	Budgeting/Money Advice	247	Benefit check/maximise income	38	Priority bills/debts	111	Non Priority bills/debts	51	Total outcomes	880
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	Discretionary Housing Payments (DHP)												
1.39	Discretionary Housing Payments (DHPs) are payments that may be made by the Council to people that are receiving Housing Benefit or Universal Credit (Housing Element), but who may still need further financial help with their housing costs.												
1.40	<p>Between April and November 2019 789 DHP applications have been received:</p> <ul style="list-style-type: none"> • 487 Universal Credit customers • 302 Housing Benefit customers. 												
1.41	Bedroom Tax remains the most common reason why a customer applies for help which as of November 2019 was 289 (36.5%) of the 789 applications.												
1.42	<p>Around 60% of applications are successfully awarded.</p> <p>The most common reason for an application to be refused is the customer failed to provide requested information or they had excess income.</p>												

2.00	RESOURCE IMPLICATIONS																																																				
2.01	<p>Reduction in the Discretionary Housing Payments Fund provided by DWP of £38,851 for 2019-20 means there is less DWP funding for residents in need of assistance (for HB and UC).</p> <p>The DHP budget for 2019/20 was £286,264.00 and as at the end of November expenditure was £227,408.94 which equates to 79.4% of the DWP allocation.</p> <div data-bbox="320 501 1286 1077" data-label="Figure"> <table border="1"> <caption>DHP 2019/20 Expenditure Data</caption> <thead> <tr> <th>Month</th> <th>Exp 19/20 (£)</th> <th>Predicted Exp (£)</th> <th>19/20 DWP Budget (£)</th> </tr> </thead> <tbody> <tr><td>April</td><td>30,000</td><td></td><td>286,264</td></tr> <tr><td>May</td><td>60,000</td><td></td><td>286,264</td></tr> <tr><td>June</td><td>85,000</td><td></td><td>286,264</td></tr> <tr><td>July</td><td>135,000</td><td></td><td>286,264</td></tr> <tr><td>Aug</td><td>155,000</td><td></td><td>286,264</td></tr> <tr><td>Sept</td><td>170,000</td><td></td><td>286,264</td></tr> <tr><td>Oct</td><td>200,000</td><td></td><td>286,264</td></tr> <tr><td>Nov</td><td>220,000</td><td></td><td>286,264</td></tr> <tr><td>Dec</td><td></td><td>245,000</td><td>286,264</td></tr> <tr><td>Jan</td><td></td><td>270,000</td><td>286,264</td></tr> <tr><td>Feb</td><td></td><td>295,000</td><td>286,264</td></tr> <tr><td>Mar</td><td></td><td>350,000</td><td>286,264</td></tr> </tbody> </table> </div> <p>This expenditure trend is monitored in year to highlight any potential pressures which will be reported through budget monitoring processes.</p>	Month	Exp 19/20 (£)	Predicted Exp (£)	19/20 DWP Budget (£)	April	30,000		286,264	May	60,000		286,264	June	85,000		286,264	July	135,000		286,264	Aug	155,000		286,264	Sept	170,000		286,264	Oct	200,000		286,264	Nov	220,000		286,264	Dec		245,000	286,264	Jan		270,000	286,264	Feb		295,000	286,264	Mar		350,000	286,264
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2.02	<p>Delivery of Personal Budgeting Support is no longer funded by DWP. However, Welfare and budgeting support will continue to be provided by the Welfare Reform Team due to the extra resources that have been secured for the next two years and a further financial pressure has been highlighted for year three.</p>																																																				
2.03	<p>The team will, with the additional resources, be able to identify, plan support and undertake pro-active activities to assist residents in order to mitigate welfare reforms up to the end March 2022</p>																																																				
	<p>Financial Implications</p>																																																				
2.04	<p>From April 2019, the DWP no longer fund the Council to provide Universal Credit customers with Personal Budgeting Support and Assisted Digital Support.</p>																																																				
2.05	<p>Demand for budgeting support continues to increase and will continue to be provided by the Welfare Reform Team to all residents who are affected by Welfare Reform not just those receiving Universal Credit.</p>																																																				
2.06	<p>Flintshire Connects will continue to respond to ongoing demand for digital support for Universal Credit customers.</p>																																																				

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT																							
3.01	For some Flintshire households the financial impacts of Universal Credit is yet to be fully felt in terms of the time taken to receive the first payment of Universal Credit. However, the work of the services go some way to mitigate the negative impacts, as far practicably possible, and have been noted in the main report.																							
3.02	The services assist residents in dealing with the financial pressures felt as a result of the implementation of Universal Credit. The teams work to directly target advice and support for any households throughout Flintshire whom, due to the impact of the ongoing welfare reforms, are at most risk of losing household income, facing increasing difficulties in maintaining their rent payments, and those at an increased risk of homelessness. The Welfare Reform Team support all any households irrespective of tenure type.																							
3.03	<p>Under the five delivery principles of the Well-being of Future Generations Act the Welfare Reform Team can have the following impacts:</p> <table border="1" data-bbox="320 891 1386 1256"> <tr> <td data-bbox="320 891 743 1003">Long-term</td> <td data-bbox="743 891 1386 1003">Positive impact on longer term solutions to help people manage their financial commitment and sustaining their homes.</td> </tr> <tr> <td data-bbox="320 1003 743 1077">Prevention</td> <td data-bbox="743 1003 1386 1077">Positive impact by supporting people out of poverty.</td> </tr> <tr> <td data-bbox="320 1077 743 1173">Integration</td> <td data-bbox="743 1077 1386 1173">Positive impact by working with other organisations to promote positive changes.</td> </tr> <tr> <td data-bbox="320 1173 743 1216">Collaboration</td> <td data-bbox="743 1173 1386 1216">As above</td> </tr> <tr> <td data-bbox="320 1216 743 1256">Involvement</td> <td data-bbox="743 1216 1386 1256">As above</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1" data-bbox="320 1361 1386 2069"> <tr> <td data-bbox="320 1361 743 1547">Prosperous Wales</td> <td data-bbox="743 1361 1386 1547">Positive impact – support residents to address poverty and improve life chances particularly those most adversely impacted by Welfare Reforms.</td> </tr> <tr> <td data-bbox="320 1547 743 1621">Resilient Wales</td> <td data-bbox="743 1547 1386 1621">No impact</td> </tr> <tr> <td data-bbox="320 1621 743 1771">Healthier Wales</td> <td data-bbox="743 1621 1386 1771">Positive – supporting residents with skills and knowledge that influence better choices which promote better health and wellbeing.</td> </tr> <tr> <td data-bbox="320 1771 743 1957">More equal Wales</td> <td data-bbox="743 1771 1386 1957">Positive - By supporting residents to move out of poverty this also contributes to enabling residents to fulfil their potential no matter what their background.</td> </tr> <tr> <td data-bbox="320 1957 743 2000">Cohesive Wales</td> <td data-bbox="743 1957 1386 2000">No impact</td> </tr> <tr> <td data-bbox="320 2000 743 2069">Vibrant Wales</td> <td data-bbox="743 2000 1386 2069">No impact</td> </tr> </table>		Long-term	Positive impact on longer term solutions to help people manage their financial commitment and sustaining their homes.	Prevention	Positive impact by supporting people out of poverty.	Integration	Positive impact by working with other organisations to promote positive changes.	Collaboration	As above	Involvement	As above	Prosperous Wales	Positive impact – support residents to address poverty and improve life chances particularly those most adversely impacted by Welfare Reforms.	Resilient Wales	No impact	Healthier Wales	Positive – supporting residents with skills and knowledge that influence better choices which promote better health and wellbeing.	More equal Wales	Positive - By supporting residents to move out of poverty this also contributes to enabling residents to fulfil their potential no matter what their background.	Cohesive Wales	No impact	Vibrant Wales	No impact
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	Globally responsible Wales	Positive –support residents to make simple changes such as reviewing energy providers and bank processes - such as the promotion of local credit unions.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT	
4.01	None.	

5.00	APPENDICES	
5.01	None	

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS	
6.01	https://www.gov.uk/government/news/citizens-advice-to-provide-support-to-universal-credit-claimants?utm_source=4f4a9ae5-2d1e-4c58-acad-f05b19d5849e&utm_medium=email&utm_campaign=govuk-notifications&utm_content=immediate	
6.02	https://stat-xplore.dwp.gov.uk/webapi/jsf/dataCatalogueExplorer.xhtml	

7.00	CONTACT OFFICER DETAILS	
7.01	Contact Officer: Jen Griffiths Telephone: 01352 – 702929 E-mail: Jen.Griffiths@flintshire.gov.uk	

8.00	GLOSSARY OF TERMS	
	<p>Discretionary Housing Payment (DHP) Discretionary Housing Payments (DHPs) are payments that may be made by the Council to people that are receiving Housing Benefit or Universal Credit (Housing Element), but who may still need further financial help with their housing costs.</p> <p>Eligible Rent – this is the amount of rent (net of any ineligible services) that a claim for housing benefit or universal credit is calculated from.</p> <p>Housing Benefit - helps tenants pay all, or part of their rent if they have a low income. Housing Benefit is administered by Local Authorities.</p> <p>Ineligible Services – These are charges that may be included in rent that are not eligible for support through either housing benefit or universal credit. Such as: heating; lighting; hot water; meals.</p>	

Registered Social Landlord (RSL) - RSLs are not-for-profit organisations that aim to provide good, low cost accommodation.

Spare Bedroom – in the context of the spare room subsidy (or bedroom tax) this is where there are more bedrooms in the property than the household need. For example, a single person living in a two bedroom house would be deemed as having one “spare” bedroom.

Universal Credit (UC) – is an integrated means-tested benefit for people of working age whose income is below a specified minimum amount. UC can be claimed by working age people in and out of employment.

UC Full Service – in a full service area, UC will be claimed by all working age claimants who make a new claim for a means-tested benefit.

UC Live Service - access to UC within a live service area is controlled by an ‘eligibility gateway’ which, predominantly, restricts new UC claims being made unless the claimant is a newly unemployed single person.

UC Managed Migration – Managed migration describes the transfer of existing legacy benefit claims to Universal Credit, where there has not been a change of circumstances that has resulted in a ‘natural’ transfer to Universal Credit.

Universal Support – Helps claimants through every step of making a UC claim. Offers people comprehensive and practical support they need to get their first payment on time and be ready to manage it when it arrives. It has a focus on personal budgeting advice and digital support.

Working Age – for social security benefits ‘working age’ ends for both men and women at the female statutory retirement pension age. In May 2016 this is 63 years old. The female statutory retirement age is gradually increasing to equalise with men (65 year old) in October 2018. The pension age for both men and women will then increase to 66 in 2020.

Welfare Reforms – changes being introduced to a range of social security benefits and tax credits, which aim to ensure that the United Kingdom has an affordable benefit system.

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CABINET

Date of Meeting	Tuesday 18 th February 2020
Report Subject	Review of the Sideway-force Coefficient Routine Investigation Machine (SCRIM) Policy
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Streetscene & Countryside
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Operational

EXECUTIVE SUMMARY

The skid resistance of any road is a critical factor in terms of road safety and is measured by a specialist vehicle known as a "Sideway-force Coefficient Routine Investigation Machine" (SCRIM). The SCRIM road survey vehicle measures the wet skidding resistance of a road surface and produces a 'SCRIM' value for each section of road on the classified highway network.

Highway Authorities require a policy for monitoring, measuring and managing the skid resistance in their network and the Council's SCRIM Policy was last presented to Cabinet as "The Policy for Skid Resistance on the Adopted Road Network" in March 2013.

Highway Maintenance Good Practice guidance has recently been updated, and the reviewed policy document seeks to align the Council's own policy with this new guidance.

RECOMMENDATIONS

1	That Cabinet approves the reviewed SCRIM Policy and Operational Manual for managing Skid Resistance on the Adopted Highway Network
2	That Cabinet support the review of the network to reclassify sites following changes to infrastructure and local speed limits.

REPORT DETAILS

1.00	BACKGROUND OF REVIEW OF SCRIM POLICY
1.01	The SCRIM Policy was last presented to Cabinet as “The Policy for Skid Resistance on the Adopted Road Network” in March 2013. The SCRIM Policy and Operational Manual ensures that the authority is satisfying its statutory obligations in respect of its duties under the Highways Act 1980 and will protect the Council from potential claim or challenge following an incident or accident on the network.
1.02	The Council, as the Highway Authority for County Roads, has a general duty, under Section 41 of the Highways Act 1980 (the Act), to maintain the highway network in a good state of repair so as to render it safe for ordinary traffic on highways maintainable at public expense.
1.03	<p>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.</p> <p>The FCC SCRIM Policy and Operational Manual ensures that the authority is satisfying its statutory obligations in respect of this element of the Act.</p>
1.04	On 28th October 2016, the UK Road Liaison Group (UKRLG) published the new Code of Practice “Well Managed Highway Infrastructure” (the code) to replace the suite of UKRLG Codes on highways, structures and lighting. This code states that “authorities should publish their Skid Resistance Strategy as part of their Asset Management Framework.”
1.05	Since this SCRIM Policy was last presented to Cabinet, the national best practice guidance has been updated to “CS 228 - Skidding Resistance Guidance Document” (formerly HD 28/15) within the Design Manual for Roads and Bridges issued by the Highways Agency and our review of our policy reflects and references this new guidance.
1.06	Flintshire County Council utilise a nationally recognised method for measuring skid resistance which measures the force between a rubber tyre against the pre-wetted road surface. The resulting value known as the SCRIM value, relates to the coefficient of friction and provides an indication of the relative polished state of a road surface.
1.07	The proposed Skid Resistance Policy is now based on current CS 228 document which provides the basis for the monitoring and analysis of skid resistance on Trunk Roads within the United Kingdom. The document also allows for local interpretation to apply the content to non-Trunk Road Networks.
1.08	All sites exhibiting a measured skidding resistance below a prescribed intervention level will be recorded and investigated following the process described in the Skid Resistance Site Investigation Procedure – Appendix 1- Skid Resistance Operational Manual

1.09	The proposed Policy on Skid Resistance is shown in Appendix 2 - Skid Resistance Policy
1.10	The Policy will apply only to the 'A' and 'B' and designated strategic 'C' class network and there will be no formal Policy for the remainder of the unclassified road network. This is based on a risk management approach, taking into consideration the lower traffic levels and that low skid resistance is not being a major factor in road safety on these roads. There is however a requirement for road surfacing aggregates used on all roads to meet a minimum specified level of skid resistance known as the Polished Stone Value. Coarse aggregates or chippings shall undergo polished stone value (PSV) testing in accordance with BS EN 1097-8 [Ref 4.N] to determine the resistance to polishing under the action of traffic, which is intended to maintain the skid resistance of the surface on the road, as set out in CD 236 - Surface Course Materials for Construction (formerly HD 36/06, IAN 156/16).

2.00	RESOURCE IMPLICATIONS
2.01	It is the intention of the service to maintain budgets and deliver the service with cost neutral implications.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation took place with: <ul style="list-style-type: none"> Operational departments and stakeholders With Cabinet Member

4.00	RISK MANAGEMENT
4.01	The Highway Network service has undertaken various risk assessments on the procedures involving highway surveying, investigation levels and response actions which are outlined within the policy.

5.00	APPENDICES
5.01	Appendix 1 – Skid Resistance Operational Manual
5.02	Appendix 2 – Skidding Resistance Policy

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Highways Act (1980)
6.02	Code of Practice for Well-managed Highway Infrastructure (2016)

6.03	<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>
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7.00	<p>GLOSSARY OF TERMS</p>
	<p>Skid Resistance - refers to the frictional properties of the road surface, measured using an approved testing device under controlled conditions.</p> <p>SCRIM – Sideway-force Coefficient Routine Investigation Machine. The SCRIM road survey vehicle measures the wet skidding resistance of a road surface.</p> <p>SCANNER Survey– Surface Condition Assessment for the National Network of Roads surveys are an assessment of the condition of the classified road network.</p>

Flintshire County Council

Skid Resistance Operational Manual

Issue No.:	2.0
Status:	Revised Version
Date:	November 2019

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Contents

1	Introduction	4
2	Process Summary	4
3	Measurement of Skid Resistance	7
4	Procedure for Setting Investigatory Levels	7
5	Prioritisation and Site Investigation	18
6	Performance Management & Benchmarking.....	20
	Standardised Site Investigations Report Form	21

1 Introduction

1.1 Purpose

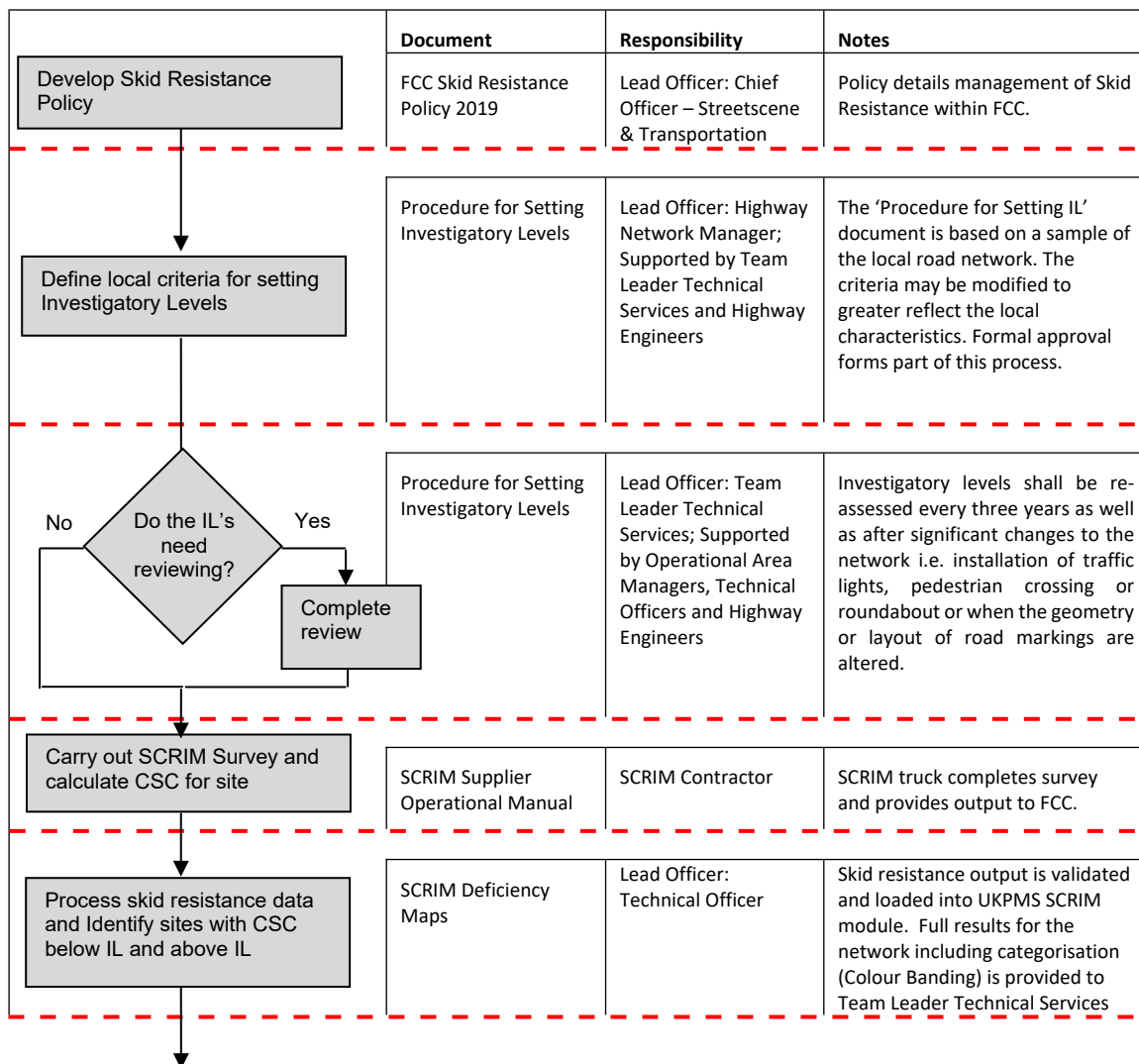
1.1.1 The purpose of this Operational Manual is to provide detailed processes for managing the appropriate levels of skid resistance on Flintshire County Council roads.

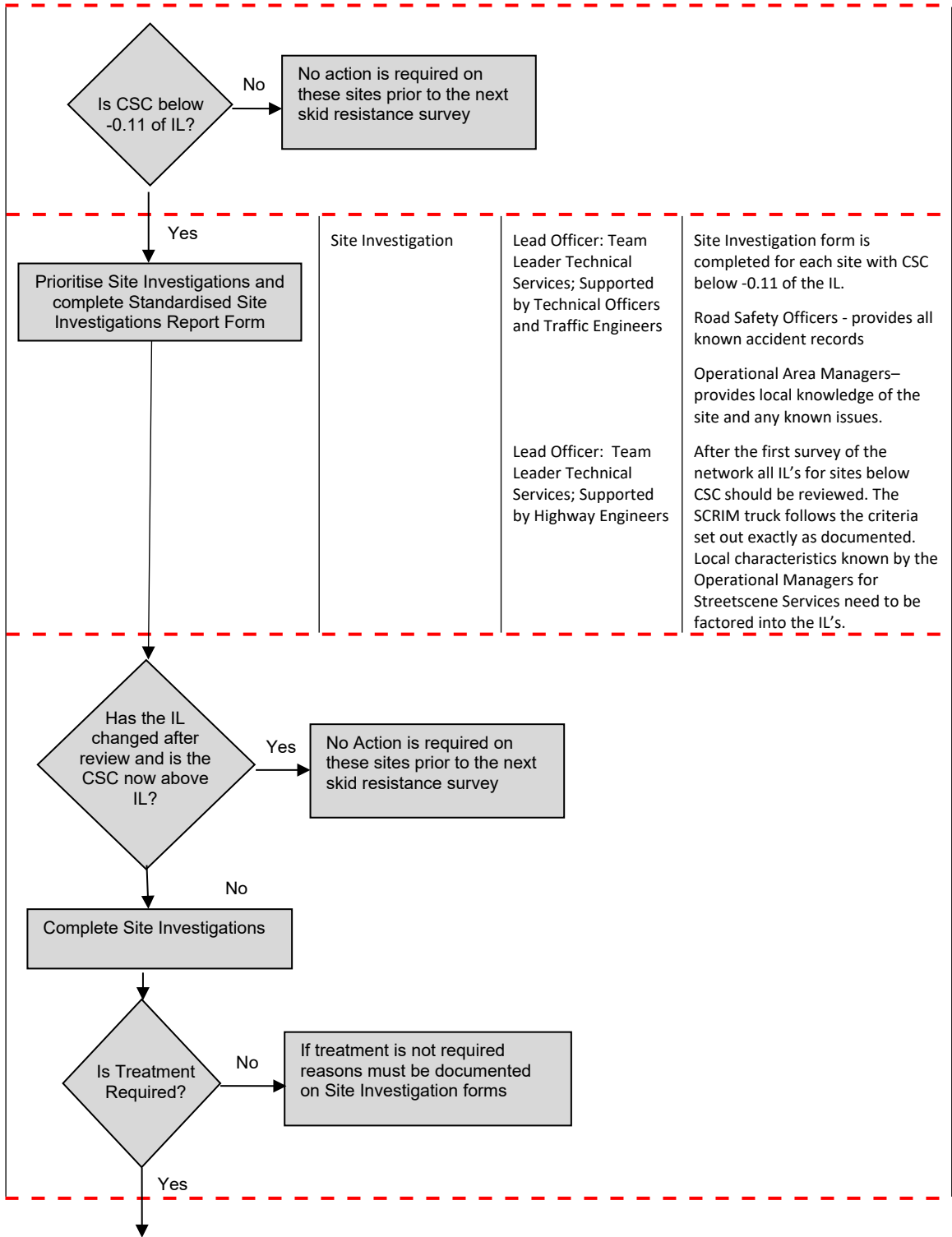
1.2 Application

1.2.1 This policy will apply to all surfaced roads and surfaces designed to be shared with pedestrians managed by Flintshire County Council. This doesn't include trunk roads as they are managed by North & Mid Wales Trunk Road Agency (NMWTRA) or surfaces used only by pedestrians. This policy will be implemented, monitored and managed by the Highway Network Manager.

2 Process Summary

Figure 2.1 shows the skid resistance process from start to finish, including all relevant documents and responsible personnel.





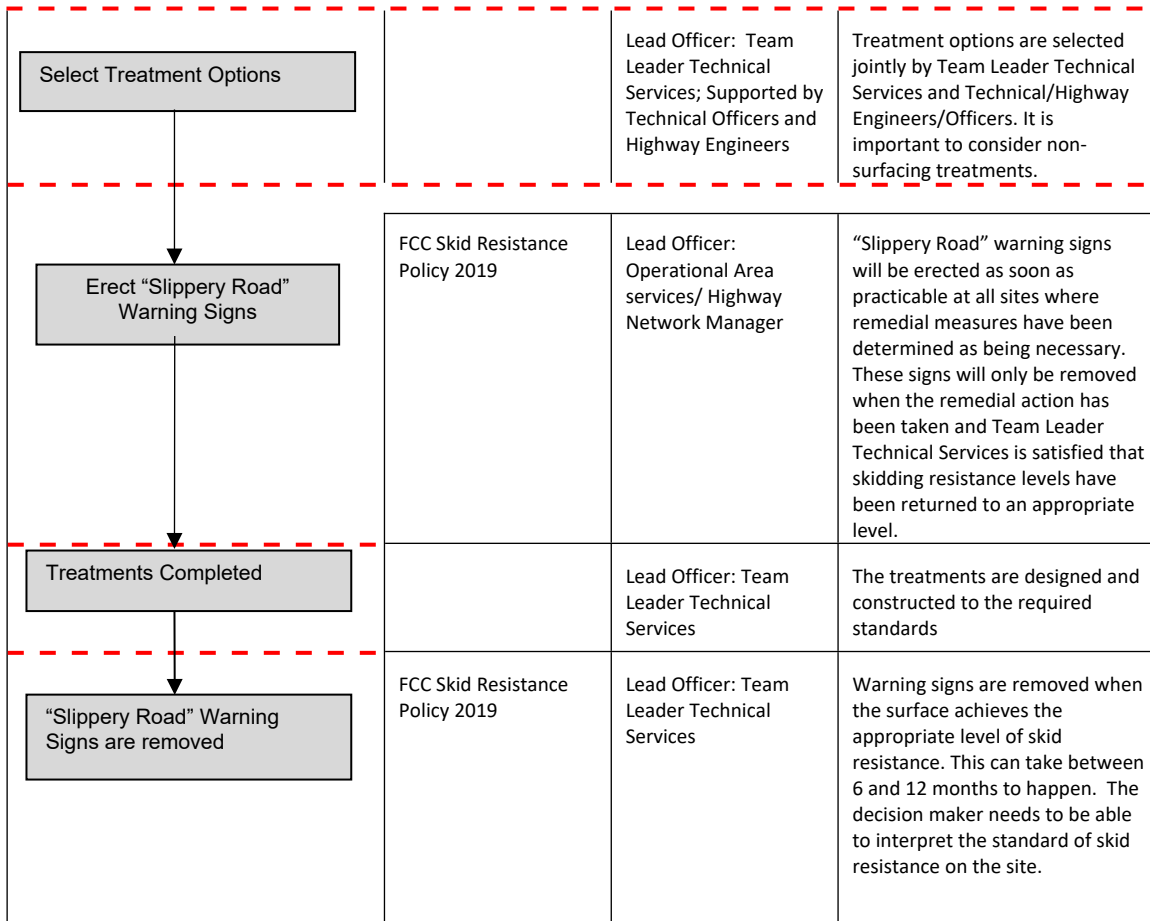


Figure 2.1: Skid Resistance Management Process

3 Measurement of Skid Resistance

3.1 Background

- 3.1.1 Flintshire County Council has adopted the Single Annual Survey Method of measuring SCRIM. This approach is based upon a single annual survey of the network. The method uses measurements from the preceding 3 years to characterise the long-term skid resistance of the network. This value is used with the mean network skid resistance in the current year, to calculate a correction factor, which is applied to the current year's data to make current values consistent with the long-term average. This overall level of skid resistance is referred to as the Characteristic Skid Coefficient (CSC) as described in CS 228.
- 3.1.2 The network is surveyed once during the Testing Season in each year. Surveys shall be planned so that they will occur during the required survey period (early, middle or late) to allow for the determination of CSC values. The early, middle and late parts of the season are defined, respectively, as: May to mid-June, mid-June to mid-August and mid-August to the end of September.
- 3.1.3 For example, a route tested in the early part of the season in year 1 could be tested in the late part of the season in year 2 and in the middle part of the season in year 3. In year four, it must be tested in the early part of the season again, etc.

4 Procedure for Setting Investigatory Levels

4.1 Background


- 4.1.1 Table 4.1 lists the intervention levels that are to be considered on the council's county roads. They are based on those contained in "CS 228 - Skidding Resistance Guidance Document" (formerly HD 28/15). This document allocates a band of two or three acceptable limits for each road event. The table shows the banded limits with the preferred values for Flintshire.
- 4.1.2 It is important that the Investigatory Level is not set too low. If, during the site investigation process the Investigatory Level of a site is found to be too high then it can be lowered. However, if the Investigatory Level is initially set at too low a level then the need to improve the skid resistance may not be detected until it has already fallen further than is desirable.
- 4.1.3 Site Categorisation and SCRIM Investigatory Levels for the council's network are as shown in the Table 4.1.

4.1.4 Investigatory levels shall be re-assessed every three years as well as after significant changes to the network i.e. installation of traffic lights, pedestrian crossing or roundabout or when the geometry or layout of road markings are altered.

Site Category & Description		Investigatory Level at 50km/h							
		CSC	0.30	0.35	0.40	0.45	0.50	0.55	0.60
		Grip No.	0.35	0.41	0.47	0.53	0.59	0.65	0.71
B	Dual carriageway non-event			X					
C	Single carriageway non-event				X				
Q	Approaches to and across minor and major junctions, approaches to roundabouts					X			
K	Approaches to pedestrian crossings and other high risk situations						X		
R	Roundabout					X			
G1	Gradient 5-10% longer than 50m					X			
G2	Gradient >10% longer than 50m						X		
S1	Bend radius <500m – dual carriageway					X			
S2	Bend radius <500m single carriageway						X		

Table 4.1: Investigatory Levels for Flintshire County Council

Legend: X Investigatory Levels selected by FCC

 Investigatory Levels detailed in CS 228 - Skidding Resistance Guidance Document" (formerly HD 28/15)

Notes:

1. Investigatory Levels are for the mean skidding resistance within the appropriate averaging length.
2. Investigatory Levels for site categories A, B and C are based on 100m lengths or the length of the feature if shorter.
3. Investigatory Levels and averaging lengths for site categories Q and K are based on 50m approach to the feature but shall be extended when justified by local site characteristics.
4. Investigatory Levels for site category R are based on 10m lengths.
5. Categories G1 and G2 must not be applied to uphill gradient on dual carriageways.
6. Categories S1 and S2 must not be applied to bends with a speed limit below 50 mph.
7. Residual lengths less than 50% of a complete averaging length may be attached to the penultimate full averaging length, providing the site category is the same.
8. As part of the site investigation, individual values within each averaging length should be examined and the significance of any values that are substantially lower than the mean value assessed.

4.2 Choosing the Appropriate Site Category

- 4.2.1 Identify which site category from Table 4.1 is most appropriate to the road layout at each point on the network.
- 4.2.2 Only one site category can be assigned at each point; if there is more than one category that is applicable then
- If IL values are different - choose the one that allows a higher IL
 - If IL values are the same – choose the one highest up the table

4.3 Selecting an Investigatory Level

- 4.3.1 For each Site Category, allocate an Investigatory Level from within the range shown in Table 4.1. The IL corresponding with the lowest value is selected in all cases except:
- Where there are identifiable hazards present, as listed below, that aren't acceptably mitigated
 - Where there is more than one type of event present, unless acceptably mitigated.
 - In both of these exceptions higher ILs are selected.
- 4.3.2 The following factors need to be considered when assessing the IL. All forms of local knowledge should be accounted for in this review.
- Hazards present or conflicts between road users that could lead to a vehicle losing control or to sudden braking or avoidance manoeuvres.
 - The likelihood of an accident situation occurring, considering:
 - Traffic flow and speed
 - Road layout
 - Presence of warning signs or other measures that reduce the risk
 - The severity of the outcome in the event of an accident, giving particular attention to the following situations, which are the main mechanisms of death and serious injury:
 - Head-on or side impacts at speed.
 - Accidents involving vulnerable road users.

A. Non-event Site Categories

A non-event site category (B or C) should be assigned to any length of road where there are no junctions, roundabouts, crossings, bends or gradients present.

A.1. Category B: Dual Carriageway Non-Event Selection Criteria

A.1.1. Site Category B is allocated to

- a) All non-motorways, dual carriageways and other lengths with one-way traffic.
- b) Junction areas where traffic merges or diverges if:
 - the junction layout allows traffic leaving or joining the mainline to match the speed of the mainline traffic,
 - there is adequate taper length for merging to occur.

A.1.2. Investigatory Level

Table 4.2 and 4.3 are used to allocate Investigatory Levels for Category B sites. Table 4.2 shows that a minimum IL of 0.35 is required on the Flintshire road network before further investigation is required. A list of circumstances for selecting the higher IL of 0.40 is provided in Table 4.3.

CATEGORY B: DUAL CARRIAGEWAYS NON-EVENT	Investigatory Level at 50km/h							
	CSC	0.30	0.35	0.40	0.45	0.50	0.55	0.60
	GN	0.35	0.41	0.47	0.53	0.59	0.65	0.71
			X					

Table 4.2: Category B Investigatory Levels for Flintshire County Council

	Lower Investigatory Level	Higher Investigatory Level
Category B	IL = 0.35	IL = 0.40
Circumstances	All except where a higher IL is justified	Considerations for raising IL to the higher value include: <ul style="list-style-type: none"> • Hazards on roads where the speed limit is 50mph or above where category Q is not appropriate, including: <ul style="list-style-type: none"> o Junctions where the geometry does not justify using category Q. o Bus stops, laybys etc. o Other accesses, e.g. houses. • Bends on roads with a speed limit below 40mph if they present a particular hazard in spite of the lower speed. • Uphill sections that give rise to a speed differential between vehicles, but category G1 or G2 is not appropriate.

Table 4.3: Category B Investigatory Level Circumstances

A.2. Category C: Single Carriageway Non-Event Selection Criteria

A.2.1. Site Category C is allocated to:

- a) All carriageway sections with two-way traffic.
- b) Junction areas where traffic merges or diverges if:
 - the junction layout allows traffic leaving or joining the mainline to match the speed of the mainline traffic,
 - there is adequate taper length for merging to occur.

A.2.2. Investigatory Level

Table 4.4 and 4.5 are used to allocate Investigatory Levels for Category C sites. Table 4.4 shows that a minimum IL of 0.40 is required on the Flintshire road network before further investigation is required. A list of circumstances for selecting the higher IL of 0.45 is provided in Table 4.5.

CATEGORY C: SINGLE C/WAY NON-EVENT	Investigatory Level at 50km/h							
	CSC	0.30	0.35	0.40	0.45	0.50	0.55	0.60
	GN	0.35	0.41	0.47	0.53	0.59	0.65	0.71
				X				

Table 4.4: Category C Investigatory Levels for Flintshire County Council

	Lower Investigatory Level	Higher Investigatory Level
Category C	IL = 0.40	IL = 0.45
Circumstances	All except where a higher IL is justified	Considerations for raising IL to the higher value include <ul style="list-style-type: none"> • Areas where pedestrians or other vulnerable road users are common but category K is not appropriate • Hazards on roads where the speed limit is 50mph or above where category Q is not appropriate, including: <ul style="list-style-type: none"> o Junctions where the geometry does not justify using category Q. o Bus stops, laybys etc. o Other accesses, e.g. houses. • Bends on roads with a speed limit below 40mph if they present a particular hazard in spite of the lower speed. • Uphill sections that give rise to a speed differential between vehicles, but category G1 or G2 is not appropriate. • Popular overtaking areas

Table 4.5: Category C Investigatory Level Circumstances

B. Event Site Categories

For all event site categories, consider carefully how far the category needs to extend upstream and downstream.

B.1. Category Q: Approaches to Junctions and Roundabouts Selection Criteria

B.1.1. Site Category Q is allocated to

a) Approaches to Junctions

- i. On the major road (where traffic has permanent priority):
 - Apply site category Q across the extent of the junction between throat limits and continue for a further 50m in the direction of oncoming traffic on each side.

Note:

- For roads with a speed limit of 50mph or above, consider extending this distance to 100m, depending on the risk of traffic having to brake unexpectedly.
- On roads with two-way traffic, consider both directions separately to determine the overall extent of the site category

- ii. On the minor road (where traffic is required to give way):

- Apply site category Q to the 50m approach to the stop / give way line.

Note: Extend the distance, if necessary, to take into account likely queues.

b) Approaches to other significant accesses

- i. Where the volume of traffic using the access warrants it (eg. Petrol stations, superstores etc) treat as for major / minor priority junctions, above.

Note: If the volume of traffic is low, use the appropriate non-event categories instead.

c) Approaches to roundabouts and traffic signals (except for high risk circumstances).

- i. Apply site category Q to the 50m approach to the stop / give way line.

Note: Extend the distance, if necessary, to take into account likely queues.

B1.2. Investigatory Level

Table 4.6 and 4.7 are used to allocate Investigatory Levels for Category Q sites. Table 4.6 shows that a minimum IL of 0.45 is required on the Flintshire road network before further investigation is required. A list of circumstances for selecting the middle IL of 0.50 is provided in Table 4.7.

For major / minor priority junctions, the risks are greater on the major road. Drivers on the major road have permanent priority and are not expecting to give way, but may have to brake sharply if a vehicle emerges unexpectedly from the minor road or turns right across their path. Factors to consider are:

- a) Right turning vehicles are at risk of a side impact with traffic on the major road, and the outcome of this type of crash is likely to be severe.
- b) The risks increase where the speed of traffic joining or leaving the main carriageway differs greatly from those continuing straight on. This is heavily influenced by the taper length, provision of dedicated lanes for right-turning traffic, etc..

On the minor road, the risk of having to brake unexpectedly is lower since the need to give way is indicated clearly in advance of the junction.

CATEGORY Q: APPROACHES TO JUNCTIONS AND ROUNDABOUTS	Investigatory Level at 50km/h							
	CSC	0.30	0.35	0.40	0.45	0.50	0.55	0.60
	GN	0.35	0.41	0.47	0.53	0.59	0.65	0.71
					X			

Table 4.6: Category Q Investigatory Levels for Flintshire County Council

	Lower Investigatory Level	Middle Investigatory Level
Category Q	IL = 0.45	IL = 0.50
Circumstances		
On the major road (traffic with permanent priority)	<ul style="list-style-type: none"> The speed limit is below 50mph The speed limit is 50mph or above but the traffic volume and speed differential between the major and minor traffic streams results in an acceptably low risk 	<ul style="list-style-type: none"> The combination of speed differential and traffic volume result in a moderate level of risk Sight lines on the minor road are poor, leading to the possibility of driver error Right-turning traffic is not adequately catered for <p>High levels of traffic on the mainline may induce drivers joining it to take risks when pulling out.</p>
On the minor road (traffic required to give way)	All except where a higher IL is justified	Considerations for raising IL to the higher value exist if the sight lines on the minor road approaching the junction are poor, leading to the possibility of a driver changing their mind at a late stage
Significant Accesses	Treat other significant accesses as for major / minor priority junctions.	
Roundabouts & Traffic Signals	<ul style="list-style-type: none"> Where speed limit is below 50mph Roads where speed limit is 50mph or above if there is a higher speed limit but actual traffic speeds are low, e.g. because the road layout does not lend itself to higher speed. 	Where speed limit is 50mph or above.

Table 4.7: Category Q Investigatory Level Circumstances

C. Category K: Approach to Pedestrian Crossings and High Risk Situations Selection Criteria

C.1. Site Category K is allocated to

- a) All signal controlled pedestrian crossings and zebra crossings
- b) Railway crossings
- c) Other situations where there is both a likelihood vulnerable users in the road and a high risk of injury in the event of a crash.

Site category K is to be applied for the 50m approach to the event. Consider extending this distance for roads with speed limits of 50mph or above, depending on the likelihood of traffic having to brake unexpectedly.

C.2. Investigatory Level

Table 4.8 and 4.9 are used to allocate Investigatory Levels for Category K sites. Table 4.8 shows that a minimum IL of 0.50 is required on the Flintshire road network before further investigation is required. A list of circumstances for selecting the higher IL of 0.55 is provided in Table 4.9.

CATEGORY K: APPROACHES TO PEDESTRIAN CROSSINGS AND OTHER HIGH RISK SITUATIONS	Investigatory Level at 50km/h							
	CSC	0.30	0.35	0.40	0.45	0.50	0.55	0.60
	GN	0.35	0.41	0.47	0.53	0.59	0.65	0.71
						x		

Table 4.8: Category K Investigatory Levels for Flintshire County Council

	Lower Investigatory Level	Higher Investigatory Level
Category K	IL = 0.50	IL = 0.55
Circumstances	All except where a higher IL is justified	Considerations for raising IL to the higher value exist where there is reason to believe pedestrians or other vulnerable road users may misjudge the speed of oncoming traffic, e.g. <ul style="list-style-type: none"> • Near schools or other facilities for children • Near public houses • Where the speed of approaching traffic is high

Table 4.9: Category K Investigatory Level Circumstances

D. Category R: Roundabout Selection Criteria

D.1. Site Category R is allocated to:

- a) Roundabout circulation areas
- b) Approaches to traffic lights on roundabouts

D.2. Investigatory Level

Table 4.10 and 4.11 are used to allocate Investigatory Levels for Category R sites. Table 4.11 shows that a minimum IL of 0.45 is required on the Flintshire road network before further investigation is required. A list of circumstances for selecting the higher IL of 0.50 is provided in Table 4.11.

CATEGORY R: ROUNDABOUT		Investigatory Level at 50km/h						
	CSC	0.30	0.35	0.40	0.45	0.50	0.55	0.60
	GN	0.35	0.41	0.47	0.53	0.59	0.65	0.71
					X			

Table 4.10: Category R Investigatory Levels for Flintshire County Council

	Lower Investigatory Level	Higher Investigatory Level
Category R	IL = 0.45	IL = 0.50
Circumstances	All except where a higher IL is justified	Considerations for raising IL to the higher value include <ul style="list-style-type: none"> • High speed of circulating traffic • High incidence of cyclists or motorcyclists • Absence of signalised control on roundabouts at grade separated interchanges.

Table 4.11: Category R Investigatory Level Circumstances

E. Category G1/G2: Gradient Selection Criteria

E.1. Site Category G1 is allocated to

- Dual carriageways, with lengths of at least 50m with an average downhill gradient of between 5 and 10%.
- Single carriageways, with lengths of at least 50m with an average downhill gradient of between 5 and 10%.

E.2. Site Category G2 is allocated to

- Dual carriageways, with lengths of at least 50m with an average downhill gradient of 10% or higher.
- Single carriageways, with lengths of at least 50m with an average downhill gradient of 10% or higher.

This assessment will be based on gradient information obtained from the machine condition survey.

E.3. Investigatory Level

Table 4.12 and 4.13 are used to allocate Investigatory Levels for Category G sites. Table 4.12 shows the minimum IL requirements for meeting the skid resistance needs of the Flintshire road network. A list of circumstances for selecting the higher IL is provided in Table 4.13.

SITE G: GRADIENTS	CSC	Investigatory Level at 50km/h						
		0.30	0.35	0.40	0.45	0.50	0.55	0.60
		GN	0.35	0.41	0.47	0.53	0.59	0.65
G1: Gradient 5-10% longer than 50m					X			
G2: Gradient >10% longer than 50m						X		

Table 4.12: Category G Investigatory Levels for Flintshire County Council

	Lower Investigatory Level	Higher Investigatory Level
Category G1	IL = 0.45	IL = 0.50
Category G2	IL = 0.50	IL = 0.55
Circumstances	All except where a higher IL is justified	Considerations for raising IL to the higher value <ul style="list-style-type: none"> High approach speeds Injury potential if vehicle loses control – eg large drop off into valley, solid feature, bend at the end of the grade.

Table 4.13: Category G Investigatory Level Circumstances

F. Category S1/S2: Bend radius < 500m Selection Criteria

F.1. Site Category S1 is allocated to

- a) bends on dual carriageway roads where the speed limit is 50mph or above where the radius of curvature is less than 500m for at least 100m.

F.2. Site Category S2 are allocated to

- a) bends on single carriageway roads where the speed is 40mph or above where the radius of curvature is less than 500m for at least 50m.

Note:

This category should not be used for:

- Roundabout exits
- Bends on roads below 40mph, use the non-event site category B or C

The site category should be extended upstream and downstream to where the road is essentially straight.

This assessment will be based on gradient information obtained from the machine condition survey.

F.4. Investigatory Level

Table 4.14 and 4.15 are used to allocate Investigatory Levels for Category S sites. Table 4.14 shows the minimum IL requirements for meeting the skid resistance needs of the Flintshire road network. A list of circumstances for selecting the higher IL is provided in Table 4.15.

CATEGORY S: BEND RADIUS <500m	Investigatory Level at 50km/h							
	CSC	0.30	0.35	0.40	0.45	0.50	0.55	0.60
	GN	0.35	0.41	0.47	0.53	0.59	0.65	0.71
S1: Bend radius <500m – dual carriageway					X			
S2: Bend radius ,500m – single carriageway						X		

Table 4.14: Category S Investigatory Levels for Flintshire County Council

	Lower Investigatory Level	Higher Investigatory Level
Category S1	IL = 0.45	IL = 0.50
Category S2	IL = 0.50	IL = 0.55
Circumstances	All except where a higher IL is justified	Considerations for raising IL to the higher value due to the particular potential for loss of control include: <ul style="list-style-type: none"> • The geometry of the bend is particularly hazardous, taking into account the traffic speed • Traffic needs to slow down to safely negotiate the bend • Adverse camber is present.

Table 4.15: Category S Investigatory Level Circumstances

5 Prioritisation and Site Investigation

Sites with a skid resistance deficiency are identified during the SCRIM testing process and all site CSC results are provided by the survey provider. This list of sites is sub-divided into bands of CSC measured against the benchmark ILs. There are 7 coloured bands that range from a positive sufficient/presence of >0.9 CSC above IL, through to the deficient/absence of <-0.15 CSC below IL.

5.1 Prioritisation

5.1.1 These results are prioritised for site investigations by identifying those sites as follows:

- Where the measured skid resistance deficiency is greater than 0.15 CSC units or more (Band Red) below the IL values required by Table 4.1 within this Operational Manual, and there is a record of accidents in wet conditions or involving skidding over the previous 3 year period.
- Where the measured skid resistance deficiency is between 0.11 and 0.15 CSC units (Band Yellow) below the IL values required by Table 4.1 within this Operational Manual, and there is a record of accidents in wet conditions or involving skidding over the previous 3 year period.
- All other sites where there is a record of a cluster of accidents in wet conditions or involving skidding over the previous 3 year period.

5.1.2 Site investigations will be completed in a prioritised order with sites with accidents within the previous three years having the highest priority. The remainder of the sites will be completed initially based on the amount by which the skid resistance is below the Investigatory Level and this will be refined to take into account the efficiency of conducting investigations, and to ensure best value from available resources.

5.1.3 Skid resistance is a 'Safety' aspect of highway management and therefore the prioritisation of site investigations needs to reflect an intention to reduce known accident risk on the highway network, and in turn reduce the number of people killed or seriously injured on the County's roads.

5.2 Site Investigation

5.2.1 Sites requiring investigation shall be identified as soon as practicable on receipt of the CSC values, in conjunction with the accident history across the network.

- 5.2.2 Site investigation results in the identification of lengths of pavement where treatment may be warranted to improve the skid resistance. Treatments in this context include both surface treatment and or other safety measures which are shown to reduce the accident risk.
- 5.2.3 DMRB gives advice about the choice of surfacing materials to provide the appropriate level of skid resistance and about the use of re-texturing treatments to provide short-term improvements to skid resistance. Other aspects of pavement condition must also be taken into account in selecting the most appropriate form of treatment.
- 5.2.4 The most appropriate form of treatment shall be identified for each treatment length taking account of current advice.
- 5.2.5 The objective of the site investigation is to determine whether a surface treatment, or any other form of action, will reduce the risk of accidents in wet conditions or those involving skidding. This investigation is an important part of the Skid Resistance Operational Manual. In conjunction with the process of setting Investigatory Levels, the objective is to promote effective targeting of treatments.
- 5.2.6 Site investigations shall be completed jointly by Engineers/Technical Officers from Streetscene. Evidence will be gathered which will include Accident Reports, safety inspection reports and Customer complaints records. They will be able to identify broadly the difference between good and poor skid resistance to enable confirmation of SCRIM data. An understanding of how local surface material wears under local traffic conditions will be of benefit to the process. A site investigation standard form is provided at the end of this procedure. Each site investigation requires the full completion of this form. The Highway Network Manager is responsible for approving each form.
- 5.2.7 Engineers and persons with relevant local experience on the history of the site may be consulted if appropriate, during the site investigation process. These may include adjacent landowners, local policeman and local ambulance drivers. These people may be aware of activities such as farm vehicles leaving slippery debris on the road surface or areas where standing water after rainfall causes surface slipperiness.
- 5.2.8 The results of the site investigation, including whether further action is required, shall be documented and retained together with the identity of the assessor and other parties consulted.

6 Performance Management & Benchmarking

6.1 In order to measure the outcomes of this Policy, the following “local” performance indicators for skid resistance will be introduced. The following performance measurement will be regularly reported to Highway Network Manager:

A. Site Investigation progress:

Percentage of Completed Site Investigations

B. Skid Resistance Indicator:

Percentage of the A & B road network with skid resistance above the investigatory level

C. Invention Indicator:

Percentage of Highway Network covered by “Slippery Road” signs

SCRIM Site Investigation Report			Survey year:
Unit	Route	Site ID	Location
Business and Strategy			
Site Location and Use			
Location and Nature of Site			
Current Site Category and Investigatory Level			
Pavement Condition			
Skid Resistance and texture depth			
Other aspects of pavement condition			
Accident Data			
3 year review			
	No		%
Wet No:			
Dry No:			
Total			
Site Inspection			
Inspected by:	Weather:	Date:	Time:
Method: Walked			

Visual Assessment		
Type and condition of surfacing		
Any inconsistencies with survey data		
Presence of debris or other contamination		
Local defects (potholes, fatting-up etc.)		
Is drainage adequate?		
Road Users		
Volume and type of traffic		
Traffic speeds in relation to road layout		
Type of manoeuvres and consequences of driver error		
Road Layout		
Appears to meets current design spec.?		
Layout appropriate for vulnerable road users?		
Junctions appropriate for turning manoeuvres?		
Markings Signs and Visibility		
Markings and signs clear and effective in all conditions		
Signs etc. protected from vehicle impact?		
Clear sight lines / visibility of queues / vegetation		
Additional Information and Other Observations		
Recommendation		
Surface treatment required	Y/N	
Change IL	Y/N	
Other action required	Y/N	
No action required	Y/N	
Approval		
<i>Print name</i>	<i>Signature</i>	<i>Date</i>

Flintshire County Council Skid Resistance Policy 2019

Policy Objective:

“To undertake preventative maintenance work – particularly in respect of accident sites and areas of low skidding resistance.”

Introduction

This policy sets out Flintshire County Council’s approach to setting and monitoring skid resistance levels of road surfaces, managed by Flintshire County Council. This policy applies to all surfaced roads and surfaces designed to be shared with pedestrians. Surfaces used only by pedestrians are not covered by this policy. The Highways Agency’s Standards “CS 228 - Skidding Resistance Guidance Document” (formerly HD 28/15) and “CD 236 - Surface Course Materials For Construction - Revision 3” (formerly HD 36/06, IAN 156/16) have been considered in its preparation.

1.0 BACKGROUND

- 1.1 Skid resistance is measured to enable management of the exposure of road users to potential substandard road surfaces. The data produced from the surveys is used to identify sites that warrant further investigation and where appropriate treatment or remedial measures. The results from the surveys and any subsequent treatments undertaken are reported and monitored as part of the management of safety on the road network
- 1.2 This policy details the council approach to the monitoring, measurement and management of skid resistance on the council’s county road network and the action taken in response to the identification of road surfaces measured as being below the investigatory level.
- 1.3 This policy is based on “CS 228 - Skidding Resistance Guidance Document” as part of the Design Manual for Roads and Bridges issued by the Highways Agency which provides the basis for the monitoring and analysis of skid resistance of trunk roads within the United Kingdom. This document allows for interpretation of local experience, knowledge and characteristics when applying CS 228.
- 1.4. CS 228 allows for local interpretation which are implemented through the Operational Manual

2.0 SCOPE

- 2.1 This policy relates to the measurement of skid resistance on the councils highway network and the application of procedures to deal with sites identified for further investigation.
- 2.2 This policy incorporates:
- measurement of skid resistance by SCRIM and Grip Tester
 - processing of SCRIM and Grip Tester survey data
 - setting investigatory levels
 - completing site investigations on skid resistance deficient sites
 - Prioritization of treatments
 - use of warning signs

3.0 MEASUREMENT OF SKID RESISTANCE

- 3.1. Skid resistance surveys will be undertaken using the SCRIM (Sideways Coefficient Routine Investigation Machine) and the Grip tester.
- 3.2. All of the (A) Roads and (B) Roads will be tested in one direction each year and follows the process so that the overall (summer) level of skid resistance shall be assessed rather than using a single measurement. This overall level of skid resistance is referred to as the Characteristic Skid Coefficient (CSC) as described in CS 228.
- 3.3. Additional (C) Road sites may be added to the above surveys where there are high traffic levels and / or high accident rates for the type of road use.
- 3.4. Additional skid resistance surveys may also be completed outside of the testing season on sites:
- i. identified following a routine Safety Inspection,
 - ii. where evidence exists of a possible skid related accident,
 - iii. of third party claims,
 - iv. where clarification of SCRIM and Grip Tester measurements are required

4.0 SETTING THE INVESTIGATORY LEVEL

- 4.1. Investigatory Levels (ILs) are assigned to each site depending on individual factors such as road geometry, the likelihood and nature of potential conflicts between road users and the known accident history. Investigatory Levels are determined before testing is carried out and act as a benchmark against which the measured values are compared.

5.0 PRIORITISATION & SITE INVESTIGATION

- 5.1 All sites exhibiting a measured skidding resistance below -0.11 of the IL will be prioritised and investigated following the Skid Resistance Site Investigation Procedure in the Skid Resistance Operational Manual.
- 5.2 The result of any investigation and actions arising will be recorded. If treatment is necessary, consideration will be given to whether surface treatment or other measures are appropriate. Surface treatment may not always be a necessary response and other measures to reduce the accident risk of the site may be more cost-effective

6.0 PERFORMANCE MANAGEMENT & BENCHMARKING

- 6.1 Performance Indicators to measure the effectiveness of this policy and the investment of preventative maintenance in the highway network will be regularly reporting to the Highway Network Manager

7.0 WARNING SIGNS

- 7.1 "Slippery Road" warning signs will be erected as soon as practicable at all sites where remedial measures have been determined as being necessary. These signs will only be removed when the remedial action has been taken and the skidding resistance levels have been returned to an appropriate level.

8.0 SUPPORTING PROCEDURES

- 8.1 Skid Resistance Operational Manual (rev.2019).

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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN REPORTED TO CABINET – 18.02.20

Housing and Assets

- **Council Housing Rent – Write off of Former Tenancy Arrears Following Eviction**

Financial Procedure Rules (section 5.2) stipulates that individual and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member.

The decision to write off is in respect of 5 cases of unpaid rent in circumstances where the Council has already taken action to evict the tenants as a result of non-payment of rent. Following the steps taken to evict, the former tenancy arrears in each case are considered to be irrecoverable and there is no prospect of securing payment. The total amount of unpaid rent associated with the 5 cases is £35,046.55.

Streetscene and Transportation

- **Construction of Sinudoidal Humps and Flat Top Raised Tables at Leaches Lane, Mancot Lane and Hawarden Way, Mancot**

To advise Members of the objections received following the advertisement of the proposed construction of sinudoidal humps and flat top raised tables at Leaches Lane, Mancot Lane and Hawarden Way, Mancot.

- **Street Works Fees and Charges for 2020/21**

The fees and charges levied for various licenses and applications issued within Street Works have been reviewed and the proposed charges for 2020/21 are set out in the table below.

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 February 2020 TO 31 July 2020**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
February					
Environment Overview & Scrutiny Committee	11/02/20	Streetscene and Transportation	Flintshire Integrated Transport Strategy To receive an overview of current developments.	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	11/02/20	Streetscene and Transportation	Recovery of Costs Following Damage to the Highway Network To inform Scrutiny of the process to recover costs following damage to the highway network.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	11/02/20	Streetscene and Transportation	Alltami Depot Stores To inform Scrutiny of the controls in place to manage depot store at Alltami.	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)
Corporate Resources Overview & Scrutiny Committee	13/02/20	Finance	<p>Revenue Budget Monitoring Report 2019/20 (Month 9) and Capital Programme (Month 9)</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 9, and projects forward to year-end. To provide information on Month 9 of the Capital Programme.</p>	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13/02/20	Chief Executive's	<p>Employment and Workforce Quarterly update</p> <p>This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.</p>	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13/02/20	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	Finance	Pensions – Financial relationship of Flintshire County Council as an employer and the Clwyd Pension Fund To explain 1) the relationship, 2) types of contributions and 3) the outcome of the triennial actuarial valuation.	Operational	Cabinet Member for Finance
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	
Corporate Resources Overview & Scrutiny Committee	13/02/20	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	18/02/20	Chief Executive's	Treasury Management Strategy 2020/21 To present the draft Treasury Management Strategy 2020/21 for recommendation to Council.	Strategic	Cabinet Member for Finance
Cabinet	18/02/20	Chief Executive's	Revenue Budget Monitoring 2019/20 (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.	Operational	Cabinet Member for Finance
Cabinet	18/02/20	Chief Executive's	Capital Programme Monitoring 2019/20 (Month 9) To present the Month 9 (end of December) capital programme information for 2019/20.	Operational	Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18/02/20	Chief Executive's	Minimum Revenue Provision - 2020/21 Policy To present the Council's draft policy on Minimum Revenue Provision.	Strategic	Cabinet Member for Finance
Cabinet	18/02/20	Chief Executive's	Council Plan 2019/20 Quarter 3 Monitoring To review the progress made against the priorities of the Council Plan 2019/20	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	18/02/20	Chief Executive's	Insurance Tender 2020 To provide details of the arrangements for the evaluation of the Insurance Tender.	Operational	Cabinet Member for Finance
Cabinet	18/02/20	Streetscene and Transportation	Review of Sideway-force Coefficient Routine Investigation Machine (SCRIM) Policy To present the revised Policy for skid resistance on the adopted highway network for approval.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Cabinet	18/02/20	Housing and Assets	Housing Rent Income To present the latest financial position for rent arrears in 2019/20.	Operational	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	18/02/20	Social Services	Marleyfield House Expansion To present details on the design and costing progress and to seek approval on a maximum budgetary spend.	Strategic	Cabinet Member for Social Services
Cabinet	18/02/20	Social Services	Care Inspectorate Wales Activity Update To note the positive feedback received from Care Inspectorate Wales (CIW) and the response to any areas of improvement identified.	Operational	Cabinet Member for Social Services
Cabinet	18/02/20	Streetscene and Transportation	Public Convenience Provision in Mold To seek approval to upgrade the public conveniences in King Street Bus Station and complete the bus station improvement works.	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	18/02/20	Chief Executive's	Council Fund Revenue Budget 2020/21 Stage Three Post-Settlement To update on the Council Fund Revenue Budget 2020/21 following receipt of the Welsh Local Government Provisional Settlement in December	Operational	Cabinet Member for Finance
Cabinet	18/02/20	Housing and Assets	Welfare Reform Update To present an update on the ongoing work to manage the impacts of Welfare Reform.	Operational	Cabinet Member for Corporate Management and Assets
Social & Health Care Overview & Scrutiny Committee	16/07/20	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
Flintshire County Council	18/02/20	Chief Executive's	Treasury Management Strategy 2020/21 To present to Members the draft Treasury Management Strategy 2020/21		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	18/02/20	Chief Executive's	<p>Council Tax Setting 2020/21 To pass the formal resolution to set Council Tax for 2020/21, should the Council be able to approve a legal and balanced budget at this meeting including the level of Council Tax to be levied (at Item 7).</p>		
<p>Flintshire County Council</p> <p>Page 392</p>	18/02/20	Chief Executive's	<p>Council Fund Revenue Budget 2020/21 Stage Three Post-Settlement To provide an update on the Council Fund Revenue Budget 2020/21 following receipt of the Provisional Welsh Local Government Settlement in December.</p>		
Flintshire County Council	18/02/20	Chief Executive's	<p>Minimum Revenue Provision -2020/21 Policy Local Authorities are required each year to set aside some of their revenue resources as provision for the repayment of debt. The report presents the Council's draft policy on Minimum Revenue Provision</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	27/02/20	Governance	Committee Review To consider the recommendations on the Committee Review from the Constitution & Democratic Services Committee.		
Flintshire County Council	27/02/20	Governance	Petitions received at Council To inform Council of the outcomes of petitions which have been submitted.		
Flintshire County Council	27/02/20	Governance	Council Tax Setting 2020/21 To approve the Council Tax Charges for 2020/21		
<p> P 8 0 9 3 9 5 March </p>					
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

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	Planning, Environment and Economy	Ombudsman Investigation (Public Report) To share the outcome of an investigation against Flintshire County Council and its failure to take timely and appropriate action to deal with a car wash which was causing Statutory Nuisance of noise and water/chemical spray	Operational	Cabinet Member for Planning and Public Protection
Environment Overview & Scrutiny Committee	10/03/20	Streetscene and Transportation	Update on the Progress of the Mold to Broughton Cycle Path To receive a progress report.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	10/03/20	Streetscene and Transportation	Provision of MOT's and other Commercial Opportunities To consider commercial opportunities within the Streetscene & Transportation portfolio.	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	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
Environment Overview & Scrutiny Committee	10/03/20	Streetscene and Transportation	Fleet Electrification To consider proposals for fleet electrification.	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
Community and Enterprise Overview & Scrutiny Committee	11/03/20	Planning, Environment and Economy	Town Centre Regeneration Update To update members on the approaches being taken to regenerate town centres	Operational	Cabinet Member for Economic Development

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
Community and Enterprise Overview & Scrutiny Committee	11/03/20	Planning, Environment and Economy	<p>Flintshire in Business Update To update members on the work on the Council's business development team and specifically on the Flintshire in Business events programme.</p>	Operational	Cabinet Member for Economic Development
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

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	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Finance
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	Leader of the Council and Cabinet Member for Education, Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	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
Organisational Change Overview & Scrutiny Committee	16/03/20	Strategic Programmes	Update report on Hwb Cyfle To provide an update on the newly built and opened day centre Hwb Cyfle and to update the Committee in relation to partnership working arrangements with HFT.	Operational	Cabinet Member for Social Services
Cabinet	17/03/20	Planning, Environment and Economy	Town Centre Regeneration Update To provide an update on the approaches being taken to regenerate town centres.	Strategic	Cabinet Member for Economic Development

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17/03/20	Chief Executive's	<p>Revenue Budget Monitoring 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
Cabinet	17/03/20	Housing and Assets	<p>Independent Affordable Housing Supply Review To present an update 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	17/03/20	Education and Youth	School Admission Arrangements 2021/22 To advise on the outcome of the statutory consultation exercise on the admission arrangements for September 2021 and to recommend approval.	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee Page 400	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	Education and Youth	Child Poverty To consider future strategy development to reduce child poverty	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	19/03/20	Education and Youth	School Modernisation To provide Members with an update on the School Modernisation Programme	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	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
Audit Committee	25/03/20	Chief Executive's	Quarter 4 Treasury Management Update 2019/20 To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of February 2020.	Operational	Cabinet Member for Finance
Audit Committee	25/03/20	Chief Executive's	Risk Management Guide To present a Risk Management Framework for endorsement.	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)
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
Social & Health Care Overview & Scrutiny Committee	26/03/20	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
April					
Environment Overview & Scrutiny Committee	7/04/20	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

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	7/04/20	Streetscene and Transportation	Waste Permitting & Data Flow To receive a report	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	7/04/20	Streetscene and Transportation	Garden Waste update To receive a progress report	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	7/04/20	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

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	9/04/20	Finance	Revenue Budget Monitoring Reports 2019/20 (Month 11) 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 11 and projects forward to year-end	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	9/04/20	Overview and Scrutiny	Action Tracking	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	9/04/20	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	9/04/20	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

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	14/04/20	Chief Executive's	Revenue Budget Monitoring 2019/20 (Month 11) 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 11, and projects forward to year-end.	Operational	Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee	29/04/20	Housing and Assets	Community Benefit To provide information on the Community Benefit being delivered through the Strategic Housing and Regeneration Programme.	Operational	Cabinet Member for Housing
May					
Environment Overview & Scrutiny Committee	4/05/20	Streetscene and Transportation	Effect of roadworks by utilities and dropped kerbs policy and practices. To receive an update	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	4/05/20	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
Environment Overview & Scrutiny Committee Page 406	4/05/20	Planning, Environment and Economy	Overview of the joint working between Environmental Health and Pest Control To highlight to Members the joint working undertaken between Environmental Health and Pest Control.	Operational	Cabinet Member for Planning and Public Protection
Corporate Resources Overview & Scrutiny Committee	6/05/20	Overview and Scrutiny	Action Tracking (CROSC) To inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	6/05/20	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

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	11/05/20	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
Social & Health Care Overview & Scrutiny Committee Page 407	21/05/20	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
June					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	11/06/20	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2019/20 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	11/06/20	Overview and Scrutiny	Action Tracking(CROSC) To inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	11/06/20	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 Corporate Management and Assets
Community and Enterprise Overview & Scrutiny Committee	17/06/20	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2019/20 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 Housing, Cabinet Member for Economic Development

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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	25/06/20	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2019/20 Adroddiad Monitro Cynllun y Cyngor 2019/20 ar ddiwedd y flwyddyn	Operational	Leader of the Council and Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	29/06/20	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2019/20 Adroddiad Monitro Cynllun y Cyngor 2019/20 ar ddiwedd y flwyddyn	Operational	Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	29/06/20	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
July					

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	7/07/20	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2019/20 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 Page 410	7/07/20	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	9/07/20	Overview and Scrutiny	Action Tracking (CROSC) To inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	9/07/20	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 Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	16/07/20	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2019/20 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

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By virtue of paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

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