

Public Document Pack



Contact Officer:
Sharon Thomas 01352 702324
sharon.b.thomas@flintshire.gov.uk

To: Cllr Clive Carver (Chairman)

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

8 November 2019

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 14th November, 2019 in the Delyn 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 (INCLUDING WHIPPING DECLARATIONS)

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 on 17 October 2019.

4 ACTION TRACKING (Pages 13 - 16)

Report of Democratic Services Manager -

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

5 FORWARD WORK PROGRAMME (Pages 17 - 22)

Report of Democratic Services Manager -

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

6 **MEDIUM TERM FINANCIAL STRATEGY: COUNCIL FUND REVENUE BUDGET 2020/21** (Pages 23 - 38)

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

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

7 **MEDIUM TERM FINANCIAL STRATEGY: COUNCIL FUND REVENUE BUDGET 2020/21 - CORPORATE SERVICES/CORPORATE FINANCING** (Pages 39 - 56)

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

Purpose: To advise members of the latest budget position for 2020/21 and any specific proposals for the Portfolio.

8 **CAPITAL PROGRAMME 2020/21 - 2022/23** (Pages 57 - 90)

Report of Corporate Finance Manager, Chief Executive, Chief Officer (Housing and Assets) - Cabinet Member for Finance

Purpose: To present the Capital Programme 2020/21 - 2022/23 for review.

9 **CAPITAL STRATEGY INCLUDING PRUDENTIAL INDICATORS 2020/21 - 2022/23** (Pages 91 - 110)

Report of Corporate Finance Manager - Cabinet Member for Finance

Purpose: To present the Capital Strategy 2020/21 - 2022/23 for review.

10 **CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN 2020 - 2026** (Pages 111 - 140)

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

Purpose: To present the Asset Management Plan 2020 - 2026 for review.

11 **REVENUE BUDGET MONITORING REPORTS 2019/20 (MONTH 6) AND CAPITAL PROGRAMME (MONTH 6)** (Pages 141 - 196)

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 6 and projects forward to year-end. To provide information on Month 6 of the Capital Programme.

12 **COUNCIL PLAN 2019/20 - MID YEAR MONITORING** (Pages 197 - 366)

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

Purpose: 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.

13 **EMPLOYMENT AND WORKFORCE QUARTERLY UPDATE** (Pages 367 - 390)

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

Purpose: This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.

14 **PUBLIC SERVICES OMBUDSMAN FOR WALES ANNUAL LETTER 2018-19 AND COMPLAINTS AGAINST FLINTSHIRE COUNTY COUNCIL 2019-20** (Pages 391 - 408)

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

Purpose: To share the Ombudsman's Annual Letter 2018/19 and provide an overview of complaints against Council services in the first half of 2019/20.

Yours sincerely



Robert Robins
Democratic Services Manager

This page is intentionally left blank

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **17 OCTOBER 2019**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 17 October 2019

PRESENT: Councillor Clive Carver (Chairman)

Councillors: Haydn Bateman, Geoff Collett, Mared Eastwood, Patrick Heesom, Paul Johnson, Richard Jones, Vicky Perfect and Aaron Shotton

SUBSTITUTES: Councillor: Mike Peers (for Arnold Woolley) and David Wisinger (for Paul Cunningham)

APOLOGIES: Councillors: Bob Connah, Michelle Perfect and Andy Williams, and Chief Executive

CONTRIBUTORS: Councillor Ian Roberts, Leader and Cabinet Member for Education; Councillor Billy Mullin, Cabinet Member for Corporate Management & Assets; Councillor Glyn Banks, Cabinet Member for Finance; Chief Officer (Governance); and Corporate Finance Manager

IN ATTENDANCE: Overview & Scrutiny Facilitator and Democratic Services Officer

For minute number 49

Chief Officer (Housing & Assets) and Finance Manager (Technical Accountancy)

For minute number 51

Corporate Business and Communications Executive Officer

45. **DECLARATIONS OF INTEREST**

None.

46. **MINUTES**

The minutes of the meeting held on 19 September 2019 were submitted.

RESOLVED:

That the minutes be approved as a correct record and signed by the Chairman.

47. **ACTION TRACKING**

In receiving progress on actions arising from previous meetings, the following points were raised:

On the approach to scrutinising decisions on the North Wales Economic Ambition Board (NWEAB), Councillor Heesom highlighted the importance of open dialogue and information sharing with elected Members at an early stage.

The Chief Officer (Governance) gave assurance that no decisions had yet been made and that officers from the six North Wales councils would shortly be meeting to consider options for the Overview & Scrutiny model which would then be brought forward for Members' determination.

Councillor Heesom said that Members should have been made aware that such meetings were scheduled. Councillor Jones suggested a future agenda item to discuss the approach to scrutinising across North Wales.

Councillor Roberts drew comparison with the establishment of GwE (the regional School Effectiveness and Improvement Service) and its interaction with each of the six councils through the Overview & Scrutiny committees.

The Chief Officer explained that the forthcoming meeting would consider the whole range of issues for the NWEAB which would first require agreement across all six councils.

The Facilitator suggested that Members may wish to attend the Community and Enterprise Overview & Scrutiny Committee meeting in December to receive an update on the Growth Deal. The Environment Overview & Scrutiny Committee was also to be invited.

In acknowledging the concerns raised, Councillor Shotton reminded Members of previous discussions on the timetable needed to finalise arrangements and pointed out that the Growth Deal had not yet been signed off.

Councillor Jones gave a reminder of the action agreed at the previous meeting (resolution 42(g)) for a report back to the Committee on the outcome of statistical analysis of Flintshire's higher recorded incidents of parental substance/alcohol misuse etc. A further outstanding action was the provision of North Wales Police performance data which had been missing from the late addendum circulated at the meeting. Progress on both actions would be recorded in the next monthly Action Tracking report.

Councillor Peers referred to the sharing of further reports on the Flintshire bridge 'when available' and asked that a timescale be set, even if this meant deferring to a later date. The Facilitator agreed to pursue this with officers.

RESOLVED:

That the Committee notes the progress which has been made.

48. FORWARD WORK PROGRAMME

The Facilitator presented the current Forward Work Programme for consideration. No changes were proposed.

RESOLVED:

- (a) That the Forward Work Programme be approved; and
- (b) That the Democratic Services Manager, in consultation with the Committee Chairman, be authorised to vary the Forward Work Programme between meetings, as the need arises.

49. ASSET MANAGEMENT PLANNING AND THE USE OF ASSET REGISTERS

The Chief Officer (Housing & Assets) introduced a report setting out the method of asset management planning and the use of asset registers, and the Council's use in practice.

He provided an overview of the key points in developing a long-term asset strategy to optimise assets and link to the Council Plan objectives. The approach to managing assets, in respect of investment and maintenance, took account of good practice parameters set by the Wales Audit Office. The various Asset Management Plans and overarching strategy were brought together in a Corporate Asset Management Plan (CAMP) which was currently under review and due to be shared in November. As at 31 March 2019, the total balance for public assets of property and land was valued at £762m; this figure was subject to fluctuation depending on market conditions.

The Finance Manager (Technical Accountancy) provided explanation on the link between asset planning and the Capital Programme through to the Statement of Accounts where the value of fixed assets was recorded each year in accordance with requirements.

Councillor Heesom referred to a document in which the Council had responded to an asset management query survey by Welsh Government (WG) a few years before. Whilst acknowledging the advice and guidance required from officers, he stressed the importance of constructive involvement by Members and requested more detailed information on the asset management framework and its application to front-line services. In referring to the total value of the Council's assets, he asked that the Leader consider the document he referred to and the level of Member involvement on the process. He also suggested that the document be shared with Members.

In receiving a copy of the document, Councillor Roberts said that he was unaware of it. He said it would have been helpful to share it beforehand and agreed to give it due consideration.

Councillor Peers also referred to the document shared by Councillor Heesom. He spoke about Members having access to the register of corporate property, agricultural estate and industrial units and asked whether a condition survey had been undertaken on the latter. He said it was important to monitor void assets to maximise income to the Council.

In response to a further question, the Finance Manager confirmed that the total value stated was the net figure after depreciation. She drew attention to the table in the report which set out the measurement base and frequency of valuation, as prescribed.

Following a question by Councillor Bateman, the Finance Manager advised that the Council's housing stock was valued at £203m as at 31 March 2019. She went on to clarify the valuation method of 'existing use value' for social housing.

In response to Councillor Heesom's concerns about Member consultation on the future of County Hall, Councillor Roberts replied that the topic had been discussed by Cabinet and that the option to call-in the decision had not been used.

The Chief Officer (Governance) said that key decisions about the asset base of the Council had been taken openly by Cabinet in line with the agreed strategy to reduce the number of physical sites, including Council premises. This approach had achieved savings in national non-domestic rates (NNDR) and improved working conditions for employees. The decision to transfer some Council functions to Ewloe would enable the phased demolition of County Hall which would in turn reduce the Council's footprint and generate revenue.

Following a question by the Chairman on industrial units and voids, the Chief Officer (Housing & Assets) advised that occupation rates were currently high and that due to the age of some of that stock, a review would be undertaken to establish the best course of action relating to the future of its industrial units. With regard to void housing stock, the issue to the Council was the loss of rental income and if empty over the longer term, would be subject to the Council Tax premium which was charged to the Housing Revenue Account.

On 'assets held for sale' in the glossary of the report, Councillor Peers queried consistent application of the criteria to achieve the best valuation. He made reference to a query he had raised on the valuation of land at Maes Gwern to which he was awaiting a response. The Finance Manager said that the wording in the report was the prescribed criteria for the classification of assets and that land not ready to be sold would be held in 'surplus assets'. The Chief Officer (Housing & Assets) provided clarification on the outcome of the transfer of land at Maes Gwern as part of the Council's Strategic Housing and Regeneration Programme (SHARP).

Councillor Jones described the asset register as a technical document governed by strict rules and said that the Committee should note the report. In moving the recommendation, he asked that the CAMP be included in the Forward Work Programme for the next meeting.

Councillor Banks sought clarification on the nature of Councillor Peers' question.

The Chief Officer (Governance) explained that the transfer of that site involved use of a private firm to value the land, which was a practice often used by other councils when selling land.

Having reviewed the document shared by Councillor Heesom, the Chief Officer (Housing & Assets) said that it was historic given that the job titles mentioned no longer existed. The Chief Officer (Governance) advised that the process for disposal of assets had changed since that time.

In seconding the recommendation, Councillor Shotton said that the report offered an insight into the rigorous strategy on asset management prior to receiving the AMP in November. He said that the approach had significantly evolved over the years and paid tribute to the Council's investment in assets such as schools, housing and highways.

RESOLVED:

That the report be noted.

50. REVENUE BUDGET MONITORING 2019/20 (MONTH 5)

The Corporate Finance Manager presented a report on the revenue budget monitoring position for the Council Fund and Housing Revenue Account (HRA) as at Month 5 prior to consideration by Cabinet. The report reflected the budget position 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 improve the yield on efficiency planning, was an operating deficit of £3.042m which was a negative movement of £0.059m reported last month. The two major areas of variance had been reported at the previous meeting where the Committee was satisfied that there was very limited scope for mitigation to reduce the in-year overspend and that there would be an inevitable impact on the budget position from 2020/21. This was being incorporated into the Medium Term Financial Strategy to be shared in November. To help mitigate the overall projected overspend, there would be a review and challenge of all non-essential spend and recruitment to vacancies to achieve temporary in-year savings, and the outcome would be reported to the next meeting.

If the current overspend could not be mitigated, the balance on Contingency Reserves would be £1.827m, which was significantly less than previous years. The position on earmarked reserves was subject to changes in projected levels of school balances which were currently being reviewed.

On the HRA, in-year expenditure was projected to be £0.108m greater than budget leaving a closing un-earmarked balance of 3.35% which was above the recommended minimum level.

The Corporate Finance Manager noted Councillor Jones' request that in future, the Cabinet report be appended in the usual way, rather than as a scanned document. In response to questions, the Corporate Finance Manager reported that

confirmation had been received that Welsh Government (WG) would not provide revenue or capital funding for costs associated with the flooding event including road repairs under the Council's responsibility. On comparison with Month 9 and 10 outturns for Strategic Programmes, Housing & Assets and Central & Corporate Finance, a separate response would be shared to understand the difference in figures which could possibly be due to virements.

Councillor Jones also asked about the current position on the number of schools with a deficit budget and was informed that the outcome of the review would be incorporated into a future Revenue Budget report. On this point, Councillor Roberts spoke about the reasons that could lead to schools being in this position.

Councillors Johnson and Jones commented on car parking income and the impact on areas where on-street parking was available. Councillor Roberts advised that work was underway on restrictions in some areas and that projections on car parking income would require adjustment.

The recommendations were moved by Councillor Collett and seconded by Councillor Heesom.

RESOLVED:

That the Committee notes the Revenue Budget Monitoring 2019/20 Month 5 report and confirms that on this occasion there are no specific issues which it wishes to raise with Cabinet.

51. WELSH LANGUAGE ANNUAL MONITORING REPORT 2018/19

The Corporate Business and Communications Executive Officer presented the Welsh Language Annual Monitoring Report for 2018/19 for approval, which provided an overview of compliance with the Welsh Language Standards and areas identified for improvement. The publication of an annual report was a statutory duty and formed part of a wider programme of work to achieve generational change.

Whilst significant progress had been made in Education, Social Services and Theatr Clwyd on relating to Welsh culture and use of the Welsh language, areas of further improvement were identified in the report including understanding the skill levels of employees and building confidence to converse in Welsh.

In thanking the officer for the report, Councillor Mullin said that areas of non-compliance were mainly due to administrative errors relating to telephone calls and signage, and that the Welsh Government aim to increase the number of Welsh learners was being highlighted across the County. He acknowledged the areas where improvement was needed, noting the progress already made.

In reply to comments from Councillor Peers, the Chief Officer (Governance) provided clarification on dealing with telephone calls in Welsh including arrangements in the Contact Centre. Whilst Councillor Peers spoke in support of bilingualism, he said there should be consistency, for example the lack of English

signage at Tŷ Dewi Sant offices in Ewloe. The Chief Officer would pass the comment on and said that the building had been given the Welsh name following workforce consultation. He added that the requirement was to treat Welsh no less favourably and not to be fully bilingual.

Councillor Jones spoke in support of increasing opportunities for Welsh learners and expressed his disappointment at the significant drop in the number of employees attending Welsh language skills training from 139 in 2017/18 down to 64 in 2018/19. The Executive Officer shared the concerns and referred to plans to explore alternative types of learning to encourage numbers at entry level.

Councillor Shotton paid tribute to the work undertaken in schools, particularly the six English medium schools which had achieved the Bronze award of 'Cymraeg Campus'.

The recommendations in the report were moved by Councillor Jones and seconded by Councillor Bateman.

RESOLVED:

- (a) That the content of the annual report be approved; and
- (b) That the Committee is assured that the Council has been making progress to meeting the statutory requirements of the Welsh Language Compliance Notice.

52. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10am and ended at 11.55am)

.....
Chairman

This page is intentionally left blank



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 November 2019
Report Subject	Action Tracking
Cabinet Member	Not applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

RECOMMENDATIONS

1	That the committee notes the progress which has been made.
---	--

REPORT DETAILS

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

1.02	<p>This paper summarises those points and where appropriate provides an update on the actions resulting from them.</p> <p>The Action Tracking details are attached in appendix A.</p>
------	---

2.00	RESOURCE IMPLICATIONS
2.01	The creation of the Action Tracking report increases work flow but should provide greater understanding and efficiency.

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

4.00	RISK MANAGEMENT
4.01	Not applicable.

5.00	APPENDICES
5.01	Appendix A – CRO&SC Action Points

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

7.00	GLOSSARY OF TERMS
7.01	None.

Action Tracking Appendix for November 2019 CRO&SC

Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
13.12.18	4. Action Tracking	Further reports on Flintshire Bridge to be shared	Robert Robins	Arrangements to be made in due course	When available
11.04.19	5. Forward Work Programme	4. To discuss with OSC Chairs the approach to scrutinising decisions on NWEAB Reserved Matters at a later stage.	Robert Robins	Added to FWP CRO&SC Members to be invited to the C&+E O&SC meeting when it receives a Growth deal update on 18 th December.	17 th October meeting.
11.07.19	4. Action Tracking	Welsh Local Government Association (WLGA) representatives to be invited to a meeting in September.	Chief Executive/ Robert Robins	Discussion with WLGA	Autumn
19.09.19	10 .Employment and Workforce Quarterly Update	Future reports to include figures as well as percentages for employee turnover. The new appraisal model will be shared with the Committee as part of a briefing session before a future meeting.	Sharon Carney/ Andrew Adams	Arrangements to be made in due course	Next report. In due course.
17.10.19	Community Safety Partnership Annual Report	Analysis of statistics and provision of North Wales Police performance data	Robert Robins	Information to be circulated	By November meeting.

This page is intentionally left blank



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 November, 2019
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

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

REPORT DETAILS

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

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

This page is intentionally left blank

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

DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT(S) FROM
Monday 16 th December 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	North Wales Fire & Rescue Authority/Service (May not be possible due to change of meeting date)	Consultation	Robert Robins
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Dave Ledsham
Thursday 16 th January 2020 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Dave Ledsham
Thursday 13 th February 2020 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Council Plan Q3 Monitoring Report	Monitoring	Karen Armstrong
	Employment & Workforce Quarterly Update	Monitoring	Andrew Adams
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Dave Ledsham

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

Thursday 12th March 2020 10am	Action tracking Forward Work programme Monthly Revenue Budget Monitoring 2019/20	Progress chasing Approval Monitoring	Robert Robins Dave Ledsham
-------------------------------------	--	--	-----------------------------------

Items currently unallocated

Theatr Clwyd (deferred from October 2019 agenda)

County Hall Campus (deferred from October 2019 agenda)

Scrutiny of the North Wales Economic Ambition Board (item suggested at the October 2019 meeting)



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 14 th November 2019
Report Subject	Medium Term Financial Strategy: Council Fund Revenue Budget 2020/21
Cabinet Member	Cabinet Member for Finance
Report Author	Chief Executive and Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

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

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

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

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

A summary of the forecast and changes to the position previously reported is set out in the report to Cabinet on 22 October which is attached as Appendix A.

The report provides an update on the national position as it stands at the moment together with the Councils’ high level strategy to meet the forecast gap and highlights the risks associated with this.

RECOMMENDATIONS

1	Members are invited to consider the report and to provide comments.
---	---

REPORT DETAILS

1.00	EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY FORECAST 2020/21
1.01	<p>The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.</p> <p>At the Council budget meeting on 19 February a high level overview of the range of potential pressures was presented. At that time the forecast for 2020/21 was £9.5m with the overall “gap” for the three year period forecast to be £26m. The 2020/21 “gap” increased to £9.8m due to the additional use of reserves in balancing the budget for 2019/20 at the final stage.</p>
1.02	<p>A second revision to the initial forecast was presented to Cabinet in April which set out the most up to date position at that time based on current intelligence. At that stage the high level projection, based on known issues and excluding national funding scenarios, showed that the potential budget gap had risen to £13.3m for 2020/21.</p>
1.03	<p>Over the summer, the forecast has been revised to take into account the latest intelligence on pay and other pressures which has led to an increase in the budget gap to £16.2m for 2020/21, which is a further increase of £2.9m.</p> <p>A summary of the forecast and changes to the position previously reported is set out in the report to Cabinet on 22 October which is appended to this report which also provides an update on the national position as it stands at the moment together with the Councils’ high level strategy to meet the forecast gap.</p>

2.00 RESOURCE IMPLICATIONS

2.01	As set out in the Cabinet report in Appendix A
------	--

3.00 IMPACT ASSESSMENT AND RISK MANAGEMENT

3.01	As set out in the Cabinet Report in Appendix A
------	--

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	As set out in the Cabinet Report in Appendix A.

5.00	APPENDICES
5.01	Cabinet Report - Appendix A.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	As set out in the Cabinet Report in Appendix A.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Gary Ferguson Telephone: 01352 702271 E-mail: gary.ferguson@flintshire.gov.uk</p>

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

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

<p>Financial Year: the period of 12 months commencing on 1 April</p>



CABINET

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

EXECUTIVE SUMMARY

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

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

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

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

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

The report provides an update on the national position as it stands at the moment together with the Councils’ high level strategy to meet the forecast gap and highlights the risks associated with this, in particular around the requirement to ensure that settlements from Welsh Government include additional allocations to the formula to meet the costs of increased pay and pensions, demand led services and new legislative requirements.

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

RECOMMENDATIONS

1	Members are asked to note the changes to the forecast.
---	--

REPORT DETAILS

1.00	EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY – FORECAST 2020/21 – 2022/23
1.01	<p>The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.</p> <p>This report provides an update on the position reported in April on the financial forecast for 2020/21 and reflects the latest intelligence, together with a high level forecast for the following two years up to 2022/23. This will provide members with the opportunity to consider the financial position and the strategic solutions to meet the budget gap.</p>
1.02	In April the financial forecast for 2020/21 based on known issues at that time and excluding national funding scenarios showed a potential budget gap of £13.3m for 2020/21.
	The National Position
1.03	In early September, the UK Government delivered the outcome of its one year spending review which set out its spending plans for 2020/21. The announcement advised of an increase of £593m for the Welsh Government budget above the 2019/20 baseline which represents a 2.3% increase.
1.04	Analysis undertaken by the Welsh Local Government Association (WLGA) has identified that the amount of cost pressures facing Councils across Wales in 2020/21 totals £254m rising to around £739m by 2022/23. It is essential that these cost pressures are met by Welsh Government from the additional funding announced through the UK Spending Review.
1.05	Further detail is emerging regarding the national position on funding of the teachers' pay award and the teachers' pension employer contribution. Welsh Government have advised that 85% of the teachers' pension costs is built into the baseline budget currently though teachers' pay is not. Confirmation of how this and the additional funding announced through the UK spending review will impact on the settlement for 2020/21 is still awaited.

1.06	It has recently been announced that the draft Welsh Budget will be considered on 19 November which means that the Provisional Settlement for Local Government will be available around the 26 November. The Final Welsh Government Budget is expected to be approved on 4 February 2020 resulting in a final position for Local Government being made available on 11 February.
	Revisions to the Forecast
1.07	Over the summer, the forecast has been revised to take into account 1) changes to the pressures included in the April forecast and 2) New pressures which were not previously included. The total impact of the changes has increased the budget gap by £2.854m to £16.174m for 2020/21.
	<u>Changes to the pressures in the April Forecast</u>
1.08	Schools – Non-Teacher – Increase of £0.048m The estimated costs of the non-teacher pay award for 2020/21 have been refined to reflect actual September pay costs.
1.09	Teachers Pay Award – Increase of £0.400m The teacher pay award of 2.75% was confirmed over the summer compared with the 2% that was previously included in the forecast. This has the impact of increasing the total cost pressure for teachers pay to £2.4m. Work at a national level by the WLGA has set out the case for Welsh Government to fully fund this cost pressure as well as other nationally set pay awards. However, if these costs are not fully funded then there may be a requirement for schools to share these increased costs. This would have the effect of reducing the forecast by £1.2m if agreed on a 50:50 basis.
1.10	Out of County Placements – Increase of £1.344m The previous forecast included a cost pressure of £1.156m which was broadly based on the number of clients at the time of setting the budget for 2019/20. The in-year revenue monitoring position for 2019/20 has identified an increasing demand on the service due to additional placements and increased complexity. A report on this issue was considered by Corporate Resources and Scrutiny Committee in September who accepted that scope for mitigation in the short term was very limited. Therefore, the estimated cost pressure has been revised to £2.5m. This is a national issue and part of the WLGA case to Welsh Government to fully fund pressures for increased service demand.
1.11	Education and Youth – Increase of £0.080m The previous forecast included assumptions around the new requirements for Additional Learning Needs (ALN) Reforms which was anticipated to commence from September 2020. A recent government announcement

	<p>has put the anticipated start date back to September 2021 hence moving the pressure from 2020/21 to 2021/22. This has reduced this cost pressure by £0.116m in 2020/21 but has increased it for future years. However, an additional pressure has been identified for one to one support by schools to support the implementation of Additional Learning Needs which has increased the initial pressure of £0.200m to £0.400m. There have been minor changes to the other pressures for demography and the ALN exclusions pressure.</p>
1.12	<p>ICT Schools connectivity/LFN – Pressure removed (£0.050m)</p> <p>The previous forecast included a cost pressure for the above which has now been removed due to mitigation identified by the service area.</p>
1.13	<p>Total increases to existing cost pressures - £1.822m</p>
	<p><u>New Pressures included in the October Forecast</u></p>
1.14	<p>Additional Pay inflation - Aura/Newydd – £0.091m</p> <p>The increase brings the assumed pay award to 2% which is consistent to the pay award assumed for all council staff.</p>
1.15	<p>Pension Officer Post - £0.040m</p> <p>A requirement for an additional post to work within employment services as the direct contact for pensions has been identified.</p>
1.16	<p>Social Services Specific Grant shortfall – £0.283m</p> <p>At the time of setting the 2019/20 budget the Council received notification of additional specific funding for Social Services. The estimated amount included in the budget was £2.225m, however the actual amount received in 2019/20 is £1.942m. Therefore, the shortfall of £0.283m has now been included in the forecast.</p>
1.17	<p>Additional borrowing costs for 21st Century Schools - £0.039m</p> <p>The pressure relates to the revenue costs associated with borrowing for the capital programme for Ysgol Brynford and Ysgol Croes Atti which were approved by Cabinet in September 2019.</p>
1.18	<p>Temporary Accommodation - £0.040m</p> <p>The pressure relates to a previous efficiency based on a 5% reduction in the temporary accommodation budget which was dependant on a new model for emergency bed provision which has not been agreed. The remaining service is grant funded and therefore there is no further scope for achieving this efficiency.</p>

1.19	<p>Review of Financial Assessments - £0.030m</p> <p>The pressure is the remainder of previous efficiencies from within the financial assessments team of £0.080m of which £0.050m have been achieved. There is no scope for further efficiencies within the team.</p>
1.20	<p>Foster Carers Discounts Scheme - £0.092m</p> <p>A new Council Tax discount scheme for local authority foster carers is being implemented from April 2020 to provide a more competitive package in terms of allowances and benefits. The aim is to help retain and grow the number of local foster carers and reduce the need for private foster carers which may bring savings in the future.</p>
1.21	<p>Enforcement Officer - £0.041m</p> <p>This additional post is required due to the withdrawal of committal as a recovery tool due to a change in Welsh Government policy on Council Tax collection. This increases the risk to the Council of non-payment and has led to this increased requirement.</p>
1.22	<p>Growth Deal Contribution - £0.050m</p> <p>The Council is one of the six partners of the North Wales Regional Growth Deal which is working to secure funding to support infrastructure development, skills and employment and business growth. The pressure is the annual contribution that the Council will need to make to the partnership from 2020/21.</p>
1.23	<p>Unachieved Efficiency against income target - £0.100m</p> <p>In previous years the Council has set a target for the achievement of additional income from fees and charges of which £0.150m is still to be achieved. Further work is ongoing to maximise income but the current position indicates that there will be an unachieved amount of £0.100m in 2020/21. Any additional income generated over and above this target will be able to be put forward as additional efficiencies towards the budget gap.</p>
1.24	<p>Unachieved Efficiency for Workforce costs - £0.100m.</p> <p>The 2019/20 budget included an efficiency for further workforce cost reduction efficiencies from review of eligibility for Essential Car Users, reduction in mileage budgets and from the introduction of a salary sacrifice scheme for Additional Voluntary Contributions (AVC's) to the pension scheme. It is now projected that £0.150m will be achieved and that there will be a shortfall of £0.100m in 2020/21.</p>
1.25	<p>Citrix Licencing Pressure - £0.126m</p> <p>The pressure is due to a 6% increase in the Citrix licencing costs from 2020/21.</p>

1.26	Total new Cost Pressures - £1.032m																																								
1.27	<p>The revised summary over the three year period is shown below in Table 2</p> <table border="1"> <thead> <tr> <th>Cost Pressure Group</th> <th>20/21</th> <th>21/22</th> <th>21/23</th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Pay Inflation</td> <td>5.456</td> <td>3.942</td> <td>3.629</td> </tr> <tr> <td>Non Pay Inflation</td> <td>0.759</td> <td>0.759</td> <td>0.759</td> </tr> <tr> <td>Social Care Pressures</td> <td>5.574</td> <td>2.657</td> <td>2.433</td> </tr> <tr> <td>Education Pressures (non-pay)</td> <td>0.788</td> <td>1.073</td> <td>(0.093)</td> </tr> <tr> <td>Other Service Pressures</td> <td>1.376</td> <td>0.339</td> <td>0.412</td> </tr> <tr> <td>Repayment of Reserve from 2019/20</td> <td>2.221</td> <td>0.000</td> <td>0.000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>16.174</td> <td>8.770</td> <td>7.140</td> </tr> </tbody> </table>	Cost Pressure Group	20/21	21/22	21/23		£m	£m	£m	Pay Inflation	5.456	3.942	3.629	Non Pay Inflation	0.759	0.759	0.759	Social Care Pressures	5.574	2.657	2.433	Education Pressures (non-pay)	0.788	1.073	(0.093)	Other Service Pressures	1.376	0.339	0.412	Repayment of Reserve from 2019/20	2.221	0.000	0.000					Total	16.174	8.770	7.140
Cost Pressure Group	20/21	21/22	21/23																																						
	£m	£m	£m																																						
Pay Inflation	5.456	3.942	3.629																																						
Non Pay Inflation	0.759	0.759	0.759																																						
Social Care Pressures	5.574	2.657	2.433																																						
Education Pressures (non-pay)	0.788	1.073	(0.093)																																						
Other Service Pressures	1.376	0.339	0.412																																						
Repayment of Reserve from 2019/20	2.221	0.000	0.000																																						
Total	16.174	8.770	7.140																																						
	Strategic Solutions																																								
1.28	<p>The solutions available for 2020/21 can be split into four quartiles:</p> <ul style="list-style-type: none"> - Portfolio Business Plans and Corporate Finance - National - Local Taxation and Income - Organisational Change 																																								
	<p>Portfolio Business Plans and Corporate Finance</p> <p>Portfolio Business Plan Efficiencies</p> <p>Portfolio Business Plan efficiencies were shared at a Member Workshop in July. The total efficiencies for 2020/21 amount to £1.034m (of which £0.270m relates to income) as summarised in below.</p>																																								

1.29	<p>Table 3. Portfolio Business Plan Efficiencies</p> <table border="1"> <thead> <tr> <th data-bbox="320 159 1193 197">Portfolio</th> <th data-bbox="1201 159 1372 197">£m</th> </tr> </thead> <tbody> <tr> <td colspan="2" data-bbox="320 199 1372 237">Previous Decisions</td> </tr> <tr> <td data-bbox="320 239 1193 277">Corporate</td> <td data-bbox="1201 239 1372 277">0.000</td> </tr> <tr> <td data-bbox="320 280 1193 318">Social Services</td> <td data-bbox="1201 280 1372 318">0.240</td> </tr> <tr> <td data-bbox="320 320 1193 358">Education & Youth</td> <td data-bbox="1201 320 1372 358">0.014</td> </tr> <tr> <td data-bbox="320 360 1193 398">Streetscene & Transportation</td> <td data-bbox="1201 360 1372 398">0.240</td> </tr> <tr> <td data-bbox="320 400 1193 439">Planning & Environment</td> <td data-bbox="1201 400 1372 439">0.091</td> </tr> <tr> <td data-bbox="320 441 1193 479">Housing & Assets</td> <td data-bbox="1201 441 1372 479">0.000</td> </tr> <tr> <td data-bbox="320 481 1193 519"></td> <td data-bbox="1201 481 1372 519"></td> </tr> <tr> <td data-bbox="320 521 1193 560">Sub Total - Existing</td> <td data-bbox="1201 521 1372 560">0.585</td> </tr> <tr> <td data-bbox="320 562 1193 600"></td> <td data-bbox="1201 562 1372 600"></td> </tr> <tr> <td colspan="2" data-bbox="320 602 1372 640">New Decision*</td> </tr> <tr> <td data-bbox="320 642 1193 680"></td> <td data-bbox="1201 642 1372 680"></td> </tr> <tr> <td data-bbox="320 683 1193 721">Education and Youth</td> <td data-bbox="1201 683 1372 721">0.449</td> </tr> <tr> <td data-bbox="320 723 1193 761"></td> <td data-bbox="1201 723 1372 761"></td> </tr> <tr> <td data-bbox="320 763 1193 801">Total Business Plan Efficiencies</td> <td data-bbox="1201 763 1372 801">1.034</td> </tr> <tr> <td data-bbox="320 804 1193 842"></td> <td data-bbox="1201 804 1372 842"></td> </tr> </tbody> </table> <p data-bbox="320 882 1372 954">*The efficiency under “New Decision” refers to the review of Post 16 transport which was approved at Cabinet on 18th June 2019.</p>	Portfolio	£m	Previous Decisions		Corporate	0.000	Social Services	0.240	Education & Youth	0.014	Streetscene & Transportation	0.240	Planning & Environment	0.091	Housing & Assets	0.000			Sub Total - Existing	0.585			New Decision*				Education and Youth	0.449			Total Business Plan Efficiencies	1.034		
Portfolio	£m																																		
Previous Decisions																																			
Corporate	0.000																																		
Social Services	0.240																																		
Education & Youth	0.014																																		
Streetscene & Transportation	0.240																																		
Planning & Environment	0.091																																		
Housing & Assets	0.000																																		
Sub Total - Existing	0.585																																		
New Decision*																																			
Education and Youth	0.449																																		
Total Business Plan Efficiencies	1.034																																		
1.30	Corporate Finance Efficiencies - £0.750m																																		
1.31	<p>Employer Pension Contributions – efficiency of £0.500m</p> <p>The finalised 2018/19 outturn position shows a £1.000m underspend of which £0.600m was released to help balance the 2019/20 budget. This is a volatile budget that will need to be carefully monitored throughout the year but based on last year and early indications this year there could be a further variance in the region of £0.500m due to an increase in contributions partly as a result of higher than anticipated pay awards.</p>																																		
1.32	<p>Inflation Review – Reduction of £0.250m</p> <p>A review has been undertaken on the level of inflation required in 2020/21. The current MTFs assumes the same level of provision as 2019/20 (£0.759m including schools) which includes electricity, gas, fuel, water, street lighting, NNDR and a small element of price inflation for software licenses. The review has concluded that there is an efficiency of £0.250m available based on current intelligence.</p>																																		
1.33	<p>Actuarial Review</p> <p>The triennial actuarial review is nearing completion and detailed analysis is being undertaken on various scenarios. Once complete the financial implications will be reported to members and considered as part of the overall budget process.</p>																																		

1.34	<p>Other areas under review Planning Fee Income</p> <p>Welsh Government are in the process of considering the increase of planning fees by 20%. If this is approved this could generate additional income in 2020/21. This is still subject to Ministerial approval so will be kept under review.</p> <p>Single Person Discount A review of Council Tax payers in Flintshire who claim single occupancy discount will be undertaken later in the year which is projected to bring in additional income in 2020/21.</p>
1.35	<p>Total Portfolio Business Plans and Corporate Finance Options – £1.784m.</p>
1.36	<p>National Funding</p> <p>The work of the Councils own Cross Party Working Group complements the WLGA strategy aimed at ensuring adequate funding for Local Authorities in Wales, specifically calling for Welsh Government to fund Councils for:</p> <ol style="list-style-type: none"> 1) All workforce related costs such as pay and pensions, much of which is outside of the Council's control 2) Appropriate levels of investment to fund high needs high cost services to reflect increasing complexity of care and support needs 3) New responsibilities – all new legislative duties such as Additional Learner Needs <p>It is essential that adequate funding is provided by Welsh Government from the additional funding announced in the UK Spending Review. In the absence of this additional funding the Council will be at significant risk of not being able to set a safe and legal balanced budget.</p>
1.37	<p>Local Taxation and Income</p> <p>The level of Council Tax increase will be modelled on a range of different scenarios as part of ongoing strategy with consideration of Welsh Government assumptions once known. If Council Tax were to increase in line with current assumptions of 6.5%, that would yield an additional £5.4m net of the impact on the Council Tax reduction scheme.</p> <p>The Council aims is to keep any increase in Council Tax to a maximum of 5% which would yield an additional £4.3m, however this would need to be subject to a much improved settlement from Welsh Government.</p> <p>The Council is continuing to review its current fees and charges with the aim to reach full cost recovery for as many services as possible. A number of opportunities for new income generating activities are being considered which may provide additional income in the future. These will be reported and included as efficiencies once approved.</p>

1.38	<p>Organisational Change</p> <p>Further options to be considered include the second phase of Alternative Delivery Models (ADM) and Digital Strategy as two main programmes of work for the medium term where no immediate yield is being relied upon for 2020/21.</p>
1.39	<p>Timeline</p> <p>It has recently been announced that the draft Welsh Budget will be considered on 19 November which means that the Provisional Settlement for Local Government will be available around the 26 November. The Final Welsh Government Budget is expected to be approved on 4 February 2020 resulting in a final position for Local Government being made available on 11 February.</p>

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

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT		
3.01	In the absence of adequate funding being provided by Welsh Government there is a significant risk that the Council will not be able to meet its statutory obligation to set a balanced budget for 2020/21.		
3.02	The Welsh Government Finance Sub Group are considering changes in the distribution of funding which could lead to a reduction in the level of funding in the region of £0.700m for the Council although details of this are not yet confirmed.		
3.03	The on-going risk of reductions in specific grant funding remains though at this stage there is no firm intelligence on possible reductions for 2020/21.		
3.04	<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</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
Long-term	Negative – the absence of longer term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service		

	demands and new legislation will provide a positive and sustainable position for the Council in the longer term
Prevention	As above
Integration	Neutral
Collaboration	Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts
Involvement	Communication with Members, residents and other stakeholders throughout the budget process
Well-being Goals Impact	
Prosperous Wales	Longer term funding settlements from Welsh Government that provide additional funding for Indexation, Service demands and new legislation will provide sustainability and support a strong economy that encourage business investment in the region
Resilient Wales	Continuation of services to support communities and encourage social cohesion will have a positive impact
Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact
More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities
Cohesive Wales	Appropriate level of funding will support services working alongside Health and other partners
Vibrant Wales	Support for communities to promote Flintshire as an area
Globally responsible Wales	Neutral

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

5.00	APPENDICES
5.01	None

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

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

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

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.



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 14 th November 2019
Report Subject	Medium Term Financial Strategy: Council Fund Revenue Budget 2020/21 – Corporate Services/Corporate Financing
Cabinet Member	Cabinet Member for Finance
Report Author	Chief Executive and Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

This report sets out the current financial forecast (considered by Cabinet in October) and the projected 'gap' in the Council's budget funding requirement for 2020/21. The full gap ahead of the budget solutions outlined in this report, and ahead of the Welsh Government Budget for 2020/21, stands at £16.2m.

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

The report provides an update on the national position and the Council's strategy to achieve a safe and balanced budget for 2020/21. Welsh Local Government requires a much-improved funding Settlement, and Flintshire is dependent on a significant uplift in our annual Revenue Support Grant (RSG) contribution if we are to be in a position to set a safe and legal balanced budget.

This report presents all of the proposed budget efficiencies, and the costs pressures to be included in the budget for 2020/21. The report highlights the specific efficiencies and cost pressures for Corporate Services and Corporate Finance for consideration by this Committee as part of its portfolio responsibilities. This is an interim budget closure report pending the completion of ongoing work on corporate finance options and resolution of the Welsh Government budget.

The report includes the following tables:

- Table 1: Updated Financial Forecast 2020/21
- Table 2: Portfolio Business Plan Efficiencies
- Table 3: Corporate Pressures

RECOMMENDATIONS

1	That the Committee reviews and endorses the Corporate Services and Corporate Finance efficiency proposals for 2020/21.
2	That the Committee reviews and endorses the Corporate Services and Corporate Finance cost pressures recommended for inclusion in the budget for 2020/21.

REPORT DETAILS

1.00	EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY FORECAST 2020/21																				
1.01	<p>The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.</p> <p>In April the financial forecast for 2020/21 based on known issues at that time, and excluding national funding scenarios showed a potential budget gap of £13.3m for 2020/21.</p>																				
1.02	<p>The Financial Forecast</p> <p>Over the summer, the forecast has been revised to take into account (1) changes to the pressures included in the April forecast and (2) new pressures which were not previously known or calculated. The impact of the changes has been to increase the budget gap by £2.854m to £16.174m.</p>																				
1.03	The revised forecast for 2020/21 is shown in Table 1 below.																				
1.04	<p>Table 1: Financial Forecast 2020/21</p> <table border="1"> <thead> <tr> <th>Cost Pressure Group</th> <th>20/21</th> </tr> <tr> <th></th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Pay Inflation</td> <td>5.456</td> </tr> <tr> <td>Non-pay Inflation</td> <td>0.759</td> </tr> <tr> <td>Social Care Pressures</td> <td>5.574</td> </tr> <tr> <td>Education Pressures (non-pay)</td> <td>0.788</td> </tr> <tr> <td>Other Service Pressures</td> <td>1.376</td> </tr> <tr> <td>Repayment of Reserve from 2019/20</td> <td>2.221</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>16.174</td> </tr> </tbody> </table>	Cost Pressure Group	20/21		£m	Pay Inflation	5.456	Non-pay Inflation	0.759	Social Care Pressures	5.574	Education Pressures (non-pay)	0.788	Other Service Pressures	1.376	Repayment of Reserve from 2019/20	2.221			Total	16.174
Cost Pressure Group	20/21																				
	£m																				
Pay Inflation	5.456																				
Non-pay Inflation	0.759																				
Social Care Pressures	5.574																				
Education Pressures (non-pay)	0.788																				
Other Service Pressures	1.376																				
Repayment of Reserve from 2019/20	2.221																				
Total	16.174																				
1.05	<p>The solutions available for 2020/21 can be divided into four groups:-</p> <ul style="list-style-type: none"> - National Funding - Portfolio Business Plans and Corporate Finance - Local Taxation and Income - Organisational Change 																				

1.06	<p>National Funding</p> <p>In early September, the UK Government delivered the outcome of its one-year spending review and set out its spending plans for 2020/21. The announcement advised of an increase of £593m for the Welsh Government budget above the 2019/20 baseline which represents a 2.3% increase.</p>																								
1.07	<p>Analysis undertaken by the Welsh Local Government Association (WLGA) has identified that the amount of cost pressures facing Councils across Wales in 2020/21 totals £254m - rising to around £739m by 2022/23. It is essential that these cost pressures are met in full by Welsh Government from the additional funding announced through the UK Spending Review for Welsh Local Government to be sustainable.</p>																								
1.08	<p>Portfolio Business Plan Efficiencies and Income</p> <p>Portfolio Business Plan efficiencies were shared at an internal Member Workshop in July. The total efficiencies for 2020/21 amount to £1.034m (of which £0.270m comes from income) as summarised in below.</p> <p>Table 2. Portfolio Business Plan Efficiencies</p> <table border="1" data-bbox="320 936 1385 1659"> <thead> <tr> <th data-bbox="320 936 1193 976">Portfolio</th> <th data-bbox="1193 936 1385 976">£m</th> </tr> </thead> <tbody> <tr> <td colspan="2" data-bbox="320 1010 1385 1050">Previous Decisions</td> </tr> <tr> <td data-bbox="320 1084 1193 1124">Corporate</td> <td data-bbox="1193 1084 1385 1124">0.000</td> </tr> <tr> <td data-bbox="320 1124 1193 1164">Social Services</td> <td data-bbox="1193 1124 1385 1164">0.240</td> </tr> <tr> <td data-bbox="320 1164 1193 1205">Education & Youth</td> <td data-bbox="1193 1164 1385 1205">0.014</td> </tr> <tr> <td data-bbox="320 1205 1193 1245">Streetscene & Transportation</td> <td data-bbox="1193 1205 1385 1245">0.240</td> </tr> <tr> <td data-bbox="320 1245 1193 1285">Planning & Environment</td> <td data-bbox="1193 1245 1385 1285">0.091</td> </tr> <tr> <td data-bbox="320 1285 1193 1326">Housing & Assets</td> <td data-bbox="1193 1285 1385 1326">0.000</td> </tr> <tr> <td data-bbox="320 1359 1193 1400">Sub Total - Existing</td> <td data-bbox="1193 1359 1385 1400">0.585</td> </tr> <tr> <td colspan="2" data-bbox="320 1433 1385 1473">New Decision*</td> </tr> <tr> <td data-bbox="320 1507 1193 1547">Education and Youth</td> <td data-bbox="1193 1507 1385 1547">0.449</td> </tr> <tr> <td data-bbox="320 1581 1193 1621">Total Business Plan Efficiencies</td> <td data-bbox="1193 1581 1385 1621">1.034</td> </tr> </tbody> </table> <p>*The efficiency under “New Decision” refers to income from the review of Post 16 transport which was approved at Cabinet on 18th June 2019.</p> <p>Portfolio Business Plans and Corporate Finance (1.13) efficiencies – Total £1.784m</p>	Portfolio	£m	Previous Decisions		Corporate	0.000	Social Services	0.240	Education & Youth	0.014	Streetscene & Transportation	0.240	Planning & Environment	0.091	Housing & Assets	0.000	Sub Total - Existing	0.585	New Decision*		Education and Youth	0.449	Total Business Plan Efficiencies	1.034
Portfolio	£m																								
Previous Decisions																									
Corporate	0.000																								
Social Services	0.240																								
Education & Youth	0.014																								
Streetscene & Transportation	0.240																								
Planning & Environment	0.091																								
Housing & Assets	0.000																								
Sub Total - Existing	0.585																								
New Decision*																									
Education and Youth	0.449																								
Total Business Plan Efficiencies	1.034																								
1.09	<p>Local Taxation and Income</p> <p>The level of Council Tax increase will be modelled on a range of different scenarios as part of ongoing strategy with consideration of Welsh Government assumptions once known. If Council Tax were to increase in</p>																								

line with current assumptions of 6.5%, that would yield an additional £5.4m net of the impact on the Council Tax reduction scheme.

The Council aims is to keep any increase in Council Tax to a maximum of 5% - a level which would yield an additional £4.3m (having made a deduction for an increase in the Council Tax Reduction Scheme - Council Tax Benefits). However, containing Council Tax at the level would require a much improved Settlement from Welsh Government.

The Council is continuing to review its current fees and charges with the aim to reach full cost recovery for as many services as possible. A number of opportunities for new income generating activities are being considered which may provide additional income in the future. These will be reported and included once approved.

1.10

Organisational Change

Further options to be considered include the second phase of Alternative Delivery Models (ADM) and Digital Strategy as two main programmes of work for the medium term. No immediate yield can be relied upon for the 2020/21 financial year.

1.11

Specific Portfolio Pressures

Table 3. Corporate Pressures

Corporate Finance Pressures

Pressure	£m
1) Minimum Revenue Provision (MRP)	0.300
2) Further Borrowing costs for Capital Programme	0.039
Total	0.339

Corporate Service Pressures

Pressure	£m
3) Pension Officer Post	0.040
4) Foster Carers Discount Scheme	0.092
5) Enforcement Officer	0.041
6) Growth Deal Contribution	0.050
7) Unachieved Efficiency for Income	0.100
8) Unachieved Efficiency Workforce costs	0.100
9) Citrix Licencing	0.126
Total	0.549

1. Annual increase required to meet the cost of the change to the Minimum Revenue Provision (MRP) policy in March 2018.
2. Additional revenue cost associated with borrowing for new capital schemes approved by Cabinet in September 2019.

	<ol style="list-style-type: none"> 3. Additional post to work within employment services as a direct interface between payroll and pension providers due to additional employer responsibilities. 4. Costs of new Council Tax Discount Scheme for Local Authority Foster carers which is to be implemented from April 2020. This will aid the retention and growth in the number of local authority Foster Carers, and reduce the need to rely on private agency foster places. 5. Increase in Enforcement Agent Resource as a result of Welsh Government regulation changes to the withdrawal of committal as a recovery tool which, in turn, has increased the risks of an increase in Council Tax debt due to non-recovery. 6. Annual contribution to the North Wales Economic Ambition Board (NWEAB) as a share of the delivery costs for agreed investment projects. 7. Outstanding amount of target remaining to achieve additional income in 20/21 from the increase in fees and charges. 8. Outstanding balance of efficiency from 2019/20 for further workforce cost reduction efficiencies (from a review of eligibility for Essential Car Users, a reduction in mileage budgets, and from the introduction of a salary sacrifice scheme for Additional Voluntary Contributions (AVC's). 9. The pressure is due to a 6% increase in the Citrix software licencing costs from 2020/21.
1.12	<p>Inflation</p> <p>The current forecast includes projections for increases in inflation:</p> <ul style="list-style-type: none"> • Pay – includes an increase of 2% on current budgets together with the incremental impact of the new pay model; • Price inflation – included on a critical service need only basis with £0.025m set aside for specific pressures relating to increases in software licences; • Fuel –includes an increase of 3% on current budgets to reflect recent increases and current forecasts; • Energy – includes increases in energy which range with 9% for gas and 8% for electricity; and • Water and NNDR include increases at 4.5% and 3% respectively.
1.13	<p>Corporate Finance Efficiencies</p> <p>Employer Pension Contributions – efficiency of £0.500m</p> <p>The final outturn 2018/19 showed a £1m underspend in this area of which £0.600m was released to help balance the 2019/20 budget. This is a variable budget that will continue to be carefully monitored throughout the year but based on last year and early indications this year there is a further efficiency of £0.500m.</p>

1.14	<p>Inflation Review – Reduction of £0.250m</p> <p>A review has been undertaken on the level of inflation required in 2020/21. The initial MTFS assumed the same level of provision as 2019/20 (£0.759m including schools) which includes electricity, gas, fuel, water, street lighting, NNDR and price inflation for software licenses. The review has concluded that there is an efficiency of £0.250m available based on current intelligence.</p>
1.15	<p>Other Areas under review</p> <p>Actuarial Review - Clwyd Pension Fund</p> <p>The triennial actuarial review is nearing completion and detailed analysis is being undertaken on various scenarios. Once complete the financial implications will be reported to members and considered as part of the overall budget process. A ‘dividend’ is expected due to the high performance of the Clwyd Pension Fund over the past three years. As an employer we should be in a position to reduce our planned Fund deficit contributions due to the marked improvement in the funded-ness of the Fund.</p> <p>Single Person Discount</p> <p>A review of Council Tax payers in Flintshire who claim single occupancy discount will be undertaken later in the year. This is projected to bring in additional income during 2020/21.</p>
1.16	<p>Budget Summary, Process and Timeline</p>
1.17	<p>In summary a combination of corporate and portfolio efficiencies and income, the income derived from an acceptable level of Council Tax increase, and the ‘dividend’ from the actuarial review of the Clwyd Pensions Fund could generate a significant contribution to the forecast budget gap of £8.0-8.5M. The only remaining options to add to this contribution, dependent on the outcome of the Welsh Government budget would be (1) further review of the Clwyd Pension Fund employer contributions in liaison with the Fund Actuary (2) sharing of schools cost pressures with schools themselves and (3) a higher level of Council Tax than the working assumption.</p>
1.18	<p>Service portfolio pressures and efficiencies are being presented to the set of Overview and Scrutiny Committee throughout November and December for review prior to Council receiving stage one of the annual budget on 10 December.</p>
1.19	<p>The Provisional Settlement for Local Government in Wales is expected on 26 November 2019. The Final Settlement is expected later than in previous years in February 2020. The finalisation and announcement of national budgets might be subject to delay due to the delay in the completion of the UK Government budget and the interceding of a short-notice General Election.</p>

1.20	Completion of our budget setting process will be a role for Council at its meetings in January-March.
------	---

2.00	RESOURCE IMPLICATIONS
-------------	------------------------------

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

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
-------------	--

3.01	In the absence of adequate funding being provided by Welsh Government there is a significant risk that the Council will not be able to meet its statutory obligation to set a balanced budget for 2020/21.
------	--

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

Well-being Goals Impact	
Prosperous Wales	Longer term funding settlements from Welsh Government that provide additional funding for Indexation, service demands and new legislation will aid sustainability and support a strong economy that encourage business investment in the region
Resilient Wales	Continuation of services to support communities and encourage social cohesion will have a positive impact
Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact
More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities
Cohesive Wales	Appropriate level of funding will support services working alongside partners
Vibrant Wales	As Healthier and Cohesive Wales above
Globally responsible Wales	Neutral

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Consultation with Group Leaders, Overview and Scrutiny Committees, external partners, external advisors and representative bodies, local schools, the workforce and trade unions is continuous.

5.00	APPENDICES
5.01	Appendix 1 - Summary of Pressures Appendix 2 - Summary of Efficiencies

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

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

8.00	GLOSSARY OF TERMS
8.01	<p>Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <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>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.</p> <p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Welsh Local Government Association: the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.</p> <p>Financial Year: the period of 12 months commencing on 1 April.</p>

This page is intentionally left blank

SUMMARY OF PRESSURES		Description
£m		
Pay / Workforce		
NJC Pay Award Estimate (Including Schools)	2.912	Pay inflation estimated at 2% for NJC employees plus incremental progression
Aura/Newydd Additional Pay Inflation	0.091	A contribution to pay indexation to contribute to the developing pay and reward policies of both organisations
Teacher Pay Award Estimate	2.413	Inflation based on pay award of 2.75% which has been confirmed
Pension Officer Post	0.040	Additional post to work within employment services as direct contact for pensions
Total - Pay / Workforce	5.456	
Inflationary Pressures - Non Pay		
Inflation - Non Pay	0.759	Inflation for Energy, Fuel, Water and NNDR
Total - Inflationary Pressures - Non Pay	0.759	
Social Services Pressures		
Social Care Commissioning	1.643	Estimated inflationary increase for the Councils care providers
Out of County Placements	2.500	Pressure to reflect the increase in the number and complexity of placements
Transition to Adulthood	0.656	Pressure for the cost of care packages for clients moving into adulthood
Marleyfield and Holywell Extra Care Revenue Costs	0.492	Additional revenue funding to support additional clients
Social Services Specific Grant	0.283	Shortfall between estimated grant and actual grant received in 2019/20
Total - Social Services Pressures	5.574	
Education & Youth Pressures		
Additional Learning Needs (ALN) - Senior Learning Advisor Exclusions	0.072	Additional capacity to address the increase in exclusions from schools
Additional Learning Needs Education Tribunal Act (ALNET)	0.015	Pressure from ALN reform in 2020/21
ALN 1:1 Support - Schools Delegated Budget	0.400	Additional resource to for 1:1 support as a result of implementation of ALN
Demography	0.230	Pressure resulting from demographic change in 2020/21
Youth Justice	0.071	Additional capacity to address effective school focused youth work
Total - Education & Youth Pressures	0.788	
Other Pressures		
MRP - Existing	0.300	Annual increase to fund the cost of the change to MRP policy in March 2018
Further borrowing costs for Capital Programme	0.039	Additional revenue costs associated with new 21st C School programme
Transportation	0.700	Pressure relating to school transport due to increase in numbers of pupils and routes
Parking & Enforcement	0.178	Lower than anticipated income from car park charges
Empty Properties	0.070	Revenue costs of an officer previously funded by capital
Rent Shortfall Pressure	0.140	Shortfall in rental income following disposal of properties
One off efficiencies dropping out (19/20)	0.030	Efficiencies included in 2019/20 budget that were one off only
Temporary Accommodation	0.040	Previous years efficiency no longer achievable
Review of Financial Assessments	0.030	Remainder of previous years efficiency no longer achievable
Foster Cares Discount Scheme	0.092	Cost of implementation of scheme to provide more benefits to local foster carers
Enforcement Officer	0.041	Additional post due to withdrawal of committal as a recovery tool by WG
Growth Deal Contribution	0.050	Annual contribution to the North Wales Regional Growth deal
Unachieved Efficiency for Income	0.100	Remainder of income target estimated at 2020/21
Unachieved Efficiency for Workforce Costs	0.100	Remainder of £0.250m efficiency for workforce cost reduction
Citrix Licencing	0.126	Increase in Citrix licencing costs in 2020/21
One Off Pressures dropping out (19/20)		
Local Development Plan Pressure	(0.172)	
North Wales Regional Waste Partnership	(0.425)	
Work Opportunities Pressure	(0.063)	
Total - Other Pressures	1.376	The budget for 2019/20 included a number of one off pressures that will drop out in 2020/21.
Repayment of Reserve from 19/20 budget	2.221	Reserves utilised in 2019/20 budget which are one off only
TOTAL	16.174	

This page is intentionally left blank

PORTFOLIO BUSINESS PLAN EFFICIENCIES AND INCOME

Portfolio	£m
Existing	
Corporate	0.000
Social Services	0.240
Education & Youth	0.014
Streetscene & Transportation	0.240
Planning & Environment	0.091
Housing & Assets	0.000
SUB TOTAL - EXISTING	0.585
New Decisions	
Education & Youth	0.449
TOTAL - EXISTING & NEW	1.034

SOCIAL SERVICES EFFICIENCIES

Efficiency Title	Description	£m
------------------	-------------	----

Existing

SOCIAL SERVICES		
Regional Collaboration - Wrexham CBC	Reduced posts	0.030
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
TOTAL - SOCIAL SERVICES		0.240

EDUCATION & YOUTH EFFICIENCIES

Efficiency Title	Description	£m
------------------	-------------	----

Existing

EDUCATION & YOUTH		
Integrated Youth Provision	General reduction in variable cost spend across cost centres to achieve a 3% efficiency.	0.014

SUB TOTAL - EDUCATION & YOUTH		0.014
--	--	--------------

New Decisions

Other		
Discretionary Transport Review	Introduction of charging for Post 16 Transport	0.449

TOTAL - EDUCATION & YOUTH		0.463
--------------------------------------	--	--------------

STREETSCENE & TRANSPORTATION EFFICIENCIES

Efficiency Title	Description	£m
------------------	-------------	----

Existing

STREETSCENE & TRANSPORTATION		
Fleet Services	Income from external works	0.010
Waste Services	Garden Waste Charges - anticipated increase in volume	0.030
Waste Services	NWRWTP Gate Fee Benefit	0.200
TOTAL - STREETSCENE & TRANSPORTATION		0.240

PLANNING & ENVIRONMENT EFFICIENCIES

Efficiency Title	Description	£m
------------------	-------------	----

Existing

PLANNING & ENVIRONMENT		
Countryside & Conservation / Wepre Park	Charges and additional tree income	0.010
Development Management	Increased Planning Fee income	0.015
Minerals & Waste Shared Service	Adoption of new SLA with partners	0.005
Review of Pest Control Service, Trading Standards Investigations and Community Safety	Service review including options for ADM	0.035
Countryside & Conservation / Wepre Park	Review of Spending	0.017
Portfolio Admin Supplies & Services Review	Review of spending	0.005
Regeneration - Business Development, Housing Regeneration & Strategy and Markets	Review of spending, sevice review	0.004
TOTAL - PLANNING & ENVIRONMENT		0.091

This page is intentionally left blank



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 14 th November 2019
Report Subject	Capital Programme 2020/21 – 2022/23
Cabinet Member	Cabinet Member for Finance
Report Author	Chief Executive Chief Officer (Housing and Assets) Corporate Finance Manager
Report Type	Strategic

EXECUTIVE SUMMARY

This report presents the proposed Capital Programme for the period 2020/21 – 2022/23.

The Council's Capital Programme covers investment in assets for the long term to enable the delivery of high quality and value for money public services. Assets include buildings (such as schools and care homes), infrastructure (such as highways, IT networks, and waste transfer stations) and assets not owned by the Council (such as works to improve and adapt private sector homes). The proposed capital investments outlined within this report are closely aligned to portfolio service business plans and the Council Plan.

The Council has limited capital resources from Welsh Government to support Council priorities, needs and liabilities. However, it has the powers to fund Capital schemes by borrowing - this is temporary and ultimately the cost and repayment of any borrowing is charged to the Council's revenue budget. Schemes funded by borrowing are carefully considered due to the long-term impacts on the Council's revenue budget.

The report divides the Council Fund Capital Programme into three sections:-

1. Statutory / Regulatory - allocations to cover regulatory and statutory works
2. Retained Assets - allocations to fund infrastructure works necessary to ensure service and business continuity

3. Investment - allocations to fund works necessary to remodel services to deliver efficiencies outlined in Portfolio business plans and invest in services as outlined in the Council Plan.

Historically, much of the Council's programme has been funded from capital receipts and grants. The Council's ability to generate significant capital receipts is challenging as the assets the Council has available for disposal diminish. Wherever possible every opportunity to identify assets for sale and other sources of funding such as specific grants and revenue contributions will be explored. However, the Council will need to use prudential borrowing to finance more of the programme going forward. In particular, the 21st Century Schools Band B programme, and other schemes included within the investment programme will need to be funded through prudential borrowing.

The Capital Strategy and the Asset Management Plan, which supports the current and emerging longer term Council priorities have been updated and are presented separately on the agenda.

The information in this report refers to the Council Fund (CF) programme only, not the housing programme which is funded from the Housing Revenue Account (HRA) and which is reported separately on this agenda.

RECOMMENDATIONS

1	To consider and support the allocations and schemes in Table 3 (paragraph 1.09) for the Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2020/21 - 2022/23.
2	To consider and support the schemes included in Table 4 (paragraph 1.26) for the Investment section of the Council Fund Capital Programme 2020/21 - 2022/23.
3	To note that the shortfall in funding of schemes in 2020/21 and 2021/22 in Table 5 (paragraph 1.36) at this point in the approval process allows flexibility. Options including a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of schemes will be considered during 2020/21, and included in future Capital Programme reports.
4	To consider and support the schemes included in Table 6 (paragraph 1.42) for the specifically funded section of the Council Fund Capital Programme which will be funded in part through borrowing.
5	To consider the report and feedback any comments for Cabinet to consider before the Capital Programme 2020/21 – 2022/23 report is considered by Council.

REPORT DETAILS

1.00	EXPLAINING THE CAPITAL PROGRAMME 2020/21 – 2022/23
1.01	<p>The Council's Capital Programme encompasses investing significant resources in assets for the long term to enable the delivery of high quality, value for money public services. Assets include buildings (such as schools and care homes), infrastructure (such as highways, IT networks, and waste transfer stations), and assets not owned by the Council (such as works to improve and adapt private sector homes). The proposed capital investments outlined within this report are closely aligned to portfolio service business plans and the Council Plan.</p> <p>The Council has limited capital resources from Welsh Government (WG) to support Council priorities, needs and liabilities; however, it has the powers to fund Capital schemes by borrowing, but this is temporary and ultimately the cost and repayment of any borrowing is charged to the Council's revenue budget. Schemes funded by borrowing are carefully considered due to the long term impacts on the Council's revenue budget.</p> <p>The first half of this report covers parts of the Capital Programme where the Council invests in local infrastructure, facilities and assets, which will be funded from general capital resources (General Capital Grant, Unhypothecated Supported Borrowing and Capital Receipts). Regional programmes such as the Growth Deal for North Wales which will draw on national funds, and the Housing Revenue Account (HRA) Capital Programme which is separate and includes the Welsh Housing Quality Standard (WHQS) work programme and Social Housing and Regeneration Programme (SHARP), supplement the Council funded Capital Programme.</p> <p>The second half of the report covers parts of the Capital Programme which includes specific grants as far as information is available at the time of writing, and borrowing. This includes the 21st Century Schools Programme, delivered in partnership between the Council and WG and loans to NEW Homes the Council's subsidiary to build new affordable homes.</p>
1.02	<p>General Capital Programme 2019/20 – 2021/22 Update</p> <p>The Council's Capital Strategy divides the Capital Programme into three parts as follows.</p> <ol style="list-style-type: none"><li data-bbox="392 1653 1412 1839">1. Statutory / Regulatory section – to cover regulatory and statutory works. Examples include providing support to improve and adapt private sector homes (Disabled Facilities Grants), adaptations to schools for children with disabilities and any works required to keep buildings open by meeting Health and Safety requirements.<li data-bbox="392 1877 1412 2056">2. Retained Assets section – to ensure service and business continuity. This includes schemes that enhance and improve retained assets and infrastructure to deliver services and meets significant need identified by service plans or through condition surveys etc.

3. **Investment section** – to fund costs incurred when remodelling and investing in services. This includes new schemes arising from Portfolio business plans, the Council Plan, other relevant and emerging plans, and other strategies or emerging Council priorities approved through a selection process based on the provision of a business case.

1.03 Table 1 below summarises the updated Council funded Capital Programme for 2019/20 – 2021/22 as reported at Month 6 2019/20:

Table 1

ESTIMATED FUNDING 2019/20 - 2021/22				
	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m
Funding				
Un-hypothecated Supported Borrowing (USB) ¹	4.094	4.094	4.094	12.282
General Capital Grant (GCG) ¹	2.492	2.492	2.492	7.476
Additional General Capital Grant (GCG) ²	1.383	0.922	0.000	2.305
Capital Receipts Available	2.722	0.000	0.000	2.722
Surplus B/Fwd	1.606	0.000	0.000	1.606
Total Funding	12.297	7.508	6.586	26.391
Expenditure				
Total Capital Programme 2019/20 - 2021/22	13.799	8.415	4.900	27.114
	13.799	8.415	4.900	27.114
Surplus / (Shortfall)	(1.502)	(0.907)	1.686	(0.723)
1 As per 19/20 Final Settlements				
2 As per WG November 2018				

1.04 Table 1 shows the current position on the Capital Programme 2019/20 – 2021/22 as reported at Month 6 to Cabinet and Corporate Resources Overview and Scrutiny Committee an overall shortfall in funding of £0.723m, with a shortfall in 2019/20 of £1.502m.

When the budget was set in February 2019, the shortfall in funding of schemes in 2019/20, 2020/21 and surplus in 2021/22 at that point in the approval process the position was kept flexible and this was explained in the report to Council at that time. Options included a combination of future capital receipts, alternative grants, prudential borrowing or scheme phasing over several years which would be considered during 2019/20.

1.05 The Council is currently awaiting confirmation around the award of funding from various grants ranging from £0.648m to £2.258m. Should the Council be successful in receiving these grants this would replace the core funding currently allocated in the programme and reduce the deficit.

	Given the current position in setting the Capital Programme for the next 3 years 2020/21 – 2022/23 careful consideration has been given to new schemes proposed for inclusion as should other sources of funding not materialise the Council will need to use prudential borrowing to finance the remainder of the programme going forward.																																													
1.06	<p>Projected General Funding Available 2020/21 - 2022/23</p> <p>Table 2 below shows the general capital funding currently projected to be available to fund the Capital Programme over the next 3 years (2020/21 - 2022/23).</p> <p>Table 2</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="5" style="text-align: center;">ESTIMATED AVAILABLE FUNDING 2020/21 - 2022/23</th> </tr> <tr> <th style="width: 60%;"></th> <th style="text-align: center;">2020/21</th> <th style="text-align: center;">2021/22</th> <th style="text-align: center;">2022/23</th> <th style="text-align: center;">Total</th> </tr> <tr> <th></th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td colspan="5">Funding (Excluding Specific Funding)</td> </tr> <tr> <td>Un-hypothecated Supported Borrowing (USB) ¹</td> <td style="text-align: center;">4.094</td> <td style="text-align: center;">4.094</td> <td style="text-align: center;">4.094</td> <td style="text-align: center;">12.282</td> </tr> <tr> <td>General Capital Grant (GCG) ¹</td> <td style="text-align: center;">2.492</td> <td style="text-align: center;">2.492</td> <td style="text-align: center;">2.492</td> <td style="text-align: center;">7.476</td> </tr> <tr> <td>Additional General Capital Grant (GCG) ²</td> <td style="text-align: center;">0.922</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.922</td> </tr> <tr> <td>Capital Receipts Available</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">7.508</td> <td style="text-align: center;">6.586</td> <td style="text-align: center;">6.586</td> <td style="text-align: center;">20.680</td> </tr> </tbody> </table> <p>¹ As per 19/20 Final Settlement ² As per WG November 2018</p>	ESTIMATED AVAILABLE FUNDING 2020/21 - 2022/23						2020/21	2021/22	2022/23	Total		£m	£m	£m	£m	Funding (Excluding Specific Funding)					Un-hypothecated Supported Borrowing (USB) ¹	4.094	4.094	4.094	12.282	General Capital Grant (GCG) ¹	2.492	2.492	2.492	7.476	Additional General Capital Grant (GCG) ²	0.922	0.000	0.000	0.922	Capital Receipts Available	0.000	0.000	0.000	0.000	Total	7.508	6.586	6.586	20.680
ESTIMATED AVAILABLE FUNDING 2020/21 - 2022/23																																														
	2020/21	2021/22	2022/23	Total																																										
	£m	£m	£m	£m																																										
Funding (Excluding Specific Funding)																																														
Un-hypothecated Supported Borrowing (USB) ¹	4.094	4.094	4.094	12.282																																										
General Capital Grant (GCG) ¹	2.492	2.492	2.492	7.476																																										
Additional General Capital Grant (GCG) ²	0.922	0.000	0.000	0.922																																										
Capital Receipts Available	0.000	0.000	0.000	0.000																																										
Total	7.508	6.586	6.586	20.680																																										
1.07	<p>Table 2 above assumes that the Un-hypothecated Supported Borrowing allocation and the General Capital Grant received from WG in the years 2020/21 to 2022/23 remains the same as included in the information provided in the 2019/20 final Financial Settlement for Welsh local government. The 2020/21 Provisional Settlement for Welsh local government is due to be announced in late November.</p> <p>The table includes the additional General Capital Grant agreed by WG in the 2019/20 Financial Settlement.</p>																																													
1.08	The figures in Table 2 relate to the Council Fund (CF) only with the HRA Capital Programme being reported separately on this agenda.																																													
	General Capital Programme 2020/21 – 2022/23																																													
1.09	<p>Statutory / Regulatory and Retained Asset Allocations – 2020/21 – 2022/23</p> <p>Table 3 shows the proposed allocations for the period 2020/21 - 2022/23 for the Statutory / Regulatory and Retained Asset sections of the Capital Programme.</p>																																													

Table 3

PROPOSED ALLOCATIONS 2020/21 - 2022/23				
	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m
Statutory / Regulatory Section				
Equalities Act - Individual pupils	0.250	0.250	0.250	0.750
Disabled Facilities Grants	1.700	1.700	1.700	5.100
School building works	0.100	0.100	0.100	0.300
Corporate property works	0.300	0.300	0.300	0.900
Health and Safety	0.050	0.000	0.000	0.050
Total Statutory / Regulatory	2.400	2.350	2.350	7.100
Retained Assets Section				
School building works	1.400	1.400	1.400	4.200
Corporate property works	0.300	0.300	0.300	0.900
Highways asset management plan	0.600	0.600	0.600	1.800
Playareas	0.200	0.200	0.200	0.600
Synthetic sports pitches	0.272	0.000	0.000	0.272
ICT - Cyber Security	0.145	0.000	0.000	0.145
ICT - Equipment at Datacentres	0.180	0.000	0.170	0.350
ICT - Storage Technologies	0.600	0.000	0.000	0.600
ICT - Server Technology	0.030	0.200	0.210	0.440
ICT - Laptop / PC Replacements	0.221	0.222	0.279	0.722
Works to the Greenfield Valley Reservoirs	0.038	0.038	0.038	0.114
Bridges in Wepre Park	0.040	0.040	0.000	0.080
Cemetery Extension	0.000	0.265	0.000	0.265
Traffic Management & Car Park Improvements	0.380	0.000	0.000	0.380
Target Hardening	0.050	0.000	0.000	0.050
Community Asset Transfers	0.100	0.000	0.000	0.100
'Headroom'	0.350	0.350	0.350	1.050
Total Retained Assets Section	4.906	3.615	3.547	12.068

1.10 The information in Table 3 in relation to the new and previously approved schemes is explained in more detail in paragraphs 1.11 to 1.25 below.

1.11 Equalities Act – Individual pupils

An annual allocation to adapt and modify schools for children who have disabilities to support and create increasingly inclusive school environments. These works help the Council to meet its obligations under disability legislation, and reduce the potential costs and disruption associated with transporting pupils to alternative sites.

No changes are proposed for 2020/21 to 2022/23.

1.12	<p><u>Disabled Facilities Grants (DFG)</u></p> <p>An annual allocation to improve and adapt private sector homes comprising:</p> <ul style="list-style-type: none"> • Disabled Facilities Grants – adaptations enabling residents to continue to live independently in their own homes • Partnership working with Care and Repair to support vulnerable residents • Funding for empty property and home improvement loans. <p>No changes are proposed for 2020/21 to 2022/23.</p>
1.13	<p><u>School building work</u></p> <p>An annual allocation to fund the most urgent property works required at schools split across the regulatory / statutory and retained assets sections of the Capital Programme.</p> <p>A programme of toilet upgrades in both primary and secondary schools to ensure compliance with Education (School Premises) Regulations 1999 and Department for Education and Skills document "Toilets in Schools". There is currently a backlog of such works estimated to be in the region of £1.5m which is often reflected as a Health and Safety issue in Estyn inspections of schools. £0.100m per annum.</p> <p>Works to upgrade ventilation systems at school kitchens which are failing building regulations and gas safety legislation and are at risk of closure. £0.200m per annum.</p> <p>Fire Inspection Works at schools which are the responsibility of the Local Authority and have been identified during statutory fire risk assessments. £0.200m per annum.</p> <p>No changes are proposed for 2020/21 to 2022/23.</p>
1.14	<p><u>Corporate property works</u></p> <p>An annual allocation to fund the most urgent property works required at non-school premises split across the regulatory / statutory and retained assets sections of the Capital Programme, including managing risks from legionella, fire safety, asbestos, accessibility and health and safety.</p> <p>No changes are proposed for 2020/21 to 2022/23.</p>
1.15	<p><u>Health and Safety</u></p> <p>The Corporate Health and Safety capital budget has been spent during 2018/19 and therefore requires replenishment in 2020/21 for urgent emerging issues across the County - £0.050m.</p>

1.16	<p><u>Highways Asset Management Plan (HAMP)</u></p> <p>An annual allocation of £0.600m to fund the HAMP which includes resurfacing of the classified Highway Network, replacement programme for street lighting columns and structural maintenance.</p> <p>Whilst the Council has a statutory duty to maintain the Highways Network in a safe condition for travel, how the Council does this is not defined. WG set targets for road condition indices, and at present Flintshire is performing better than the target set as a result of significant additional investment from WG in recent years (£0.959m in 2018/19 and £0.954m in 2019/20).</p> <p>See paragraph 1.56 for more detail in regard to the position on the potential development of the HAMP, but no changes are proposed for 2020/21 to 2022/23 at this stage.</p>
1.17	<p><u>Play areas and Synthetic sports pitches</u></p> <p>An annual allocation of £0.200m to fund the most urgent requirements to replace play equipment that has reached the end of its useful life at play areas, as well as upgrades to play areas.</p> <p>The scheme was originally allocated funding for 3 years which ends in 2020/21, however the programme needs to be continued based on the condition of play sites and their equipment up to 2022/23. This will be delivered by Aura as the Council's management partner.</p> <p>Condition surveys are undertaken of all synthetic sports pitches. The pitch at Elfed High School, Buckley will require resurfacing in 2020/21.</p>
1.18	<p><u>IT Infrastructure</u></p> <p>Various schemes required to maintain service and business continuity;</p> <ul style="list-style-type: none"> • ICT Cyber Security - Replacement of equipment including Firewalls and e-mail scanning technology which protect the Council's IT systems from Cyber Attack and allows the Council to maintain its public sector network accreditation (a requirement for interaction with the Department of Work and Pensions for Housing Benefit). <p>No changes are proposed for 2020/21 – 2022/23.</p> <ul style="list-style-type: none"> • ICT Equipment at Datacentres - Replacement of equipment including High Volume Air Conditioning units, batteries that ensure the power supply to data centres is not interrupted, back up tape technologies, equipment that monitors the conditions in the datacentres and alerts if there are issues and networking equipment to the datacentres. Additions have been made to replace equipment in 2022/23 that has reached the end of its useable life. • ICT Storage Technologies - Increase storage capacity to cope with increasing demand of the organisation, whilst also investing in complimentary technologies to SharePoint software to ensure data is

	<p>stored in the most efficient way and is compliant with General Data Protection Regulation.</p> <p>No changes are proposed for 2020/21 – 2022/23.</p> <ul style="list-style-type: none"> ICT Server Technologies (including Citrix and Business Systems) - £0.410m proposed in the programme for the provision of replacement server technologies to ensure adequate resources to provide the capacity required for the delivery of existing IT Business systems and services used across the whole of the Council. Funding is required over two years, 2021/22 (£0.200m) and 2022/23 (£0.210m). <p>The operating lives of server technology was extended from 3 to 5 years to maximise the length from investments. Reliable IT server hardware is key to enabling IT infrastructure that supports the delivery of IT business systems that can cope with the demands of an organisation highly reliant on IT systems to deliver effective and efficient services.</p> <ul style="list-style-type: none"> ICT - Laptop / PC Replacements - The project will deliver a programme of device replacement based on the “just in time” principle of replacement to ensure the Council maximises the useable life of its laptop estate. It will ensure that the devices used by members of staff are fit for purpose and can deliver the required level of service, and can support the latest operating systems and security software. <p>The absence of a replacement budget for replacement devices will result in devices that perform poorly and will not be able to accommodate the operating system and security software require to ensure the required level of performance. The inability to operate up to date security software poses a significant cyber security risk.</p> <p>Capital funding is required over a five year programme, with the majority of spend in 2020/21, 2021/22 and 2022/23.</p>
1.19	<p><u>Works to the Greenfield Valley Reservoirs</u></p> <p>The Reservoirs Act 1975 allocates responsibility for reservoir safety and maintenance to Flintshire County Council as ‘undertaker’ to the series reservoirs located within Greenfield Valley Park.</p> <p>In recent years the annual inspections have identified works required across all six of the reservoirs within the park. There is increased public safety risk from failure to manage impounding raised reservoirs of water. The condition of the reservoirs infrastructure is likely to deteriorate further and the associated costs to remedy increase.</p> <p>Unlike Flood Alleviation schemes, Welsh Government Flood Defence Grant in Aid (FDGiA) is not available to fund works on reservoirs as this is considered to be a duty on the Council as a statutory ‘undertaker’.</p>

1.20	<p><u>Bridges in Wepre Park</u></p> <p>The three main bridges over Wepre Brook at Wepre Country Park are in a very poor condition. They were installed in the 1980's when Wepre Country Park was created, and they have now exceeded their life expectancy. Despite regular maintenance, the bridges are now no longer economical to repair and are a safety risk.</p> <p>This funding will replace the two worst bridges as they exhibit significant structural problems. The timber supports of the bridges have deteriorated, making the bridges unstable. The Ranger Team have undertaken temporary repairs, however, a long-term sustainable solution is required to make these bridges safe. The third bridge is a different construction and the supports are in a satisfactory condition, however the wooden treads are of poor quality and need replacing. The Countryside staff will work with volunteers to install the new bridge tread boards.</p> <p>£0.080m of capital funding is required and following construction, no maintenance would be envisaged for at least 20 to 25 years. At that point if the hardwood needs to be replaced the work can be completed by the Rangers due to the longevity of the steel frame. This would reduce pressure on Wepre's revenue budget and potential liability.</p>
1.21	<p><u>Cemetery Extensions</u></p> <p>A number of Council owned cemeteries will approach capacity in the medium term. A programme of cemetery extensions is required to extend / create new cemeteries to ensure residents can be buried in their locality.</p> <p>Local Churchyard provision throughout the county is also extremely limited, if available at all, again meaning that residents may not be able to be buried in their locality. Once the Churchyards reach their existing minimal capacity there will be an increased demand for burials within Flintshire Cemeteries impacting on remaining capacity levels.</p> <p>New scheme included in 2021/22.</p>
1.22	<p><u>Traffic Management & Car Park Improvements at Elfed High School & Leisure Centre Buckley</u></p> <p>This proposed scheme is to improve traffic management and car parking at the school and leisure centre. Existing grassed verges will be utilised to provide more staff car parking, the taxi drop off area will be reviewed, a new one way system with dedicated drop off zones and safe pedestrian access will be developed along with fencing and hand rails to segregate pupils from vehicles.</p> <p>New scheme included in 2020/21.</p>
1.23	<p><u>Target Hardening</u></p> <p>The Target Hardening budget requires replenishment in 2020/21 to prevent unauthorised use of land or buildings within the County - £0.050m.</p>

1.24	<p><u>Community Asset Transfers</u></p> <p>Capital funding has previously been granted to community groups to ‘pump prime’ Community Asset Transfers (CATs). £0.100m allocation proposed to fund any emerging issues in relation to assets that may require urgent repair which remain the liability of the Council and enable the buildings to remain open.</p>																																																																																					
1.25	<p><u>Funding ‘Headroom’</u></p> <p>‘Headroom’ has been built in to the Capital Programme to enable the programme to be more flexible so that funding can be allocated to small schemes as they present in year either as a result of opportunities or unforeseen circumstances (£0.350m per annum). An example would be the need to complete further highways works as a result of an exceptionally severe winter over and above any planned works funded from the annual allocation.</p> <p>It is proposed to increase the allocation by £0.100m to £0.350m for 2020/21 to 2022/23 to give more resilience to the Capital Programme.</p>																																																																																					
1.26	<p>Investment Section of the Capital Programme 2020/21 – 2022/23</p> <p>Table 4 below shows the proposed schemes for the period 2020/21 - 2022/23 for the Investment section of the Capital Programme. Details are provided in paragraphs 1.27 to 1.35.</p> <p><u>Table 4</u></p> <table border="1" data-bbox="352 1151 1398 2092"> <thead> <tr> <th colspan="5" style="text-align: center;">PROPOSED INVESTMENT SCHEMES 2020/21 - 2022/23</th> </tr> <tr> <th></th> <th style="text-align: center;">2020/21 £m</th> <th style="text-align: center;">2021/22 £m</th> <th style="text-align: center;">2022/23 £m</th> <th style="text-align: center;">Total £m</th> </tr> </thead> <tbody> <tr> <td colspan="5">Investment Section</td> </tr> <tr> <td colspan="5"><u>Previously Approved</u></td> </tr> <tr> <td>Castell Alun High School - Hope</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.207</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.207</td> </tr> <tr> <td>Marleyfield Residential Home - Buckley</td> <td style="text-align: right;">0.725</td> <td style="text-align: right;">0.656</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">1.381</td> </tr> <tr> <td>Theatr Clwyd Redevelopment</td> <td style="text-align: right;">0.500</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.500</td> </tr> <tr> <td></td> <td style="text-align: right;">1.225</td> <td style="text-align: right;">0.863</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">2.088</td> </tr> <tr> <td colspan="5"><u>New Schemes for Approval</u></td> </tr> <tr> <td>Flintshire Food Enterprise</td> <td style="text-align: right;">0.050</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.050</td> </tr> <tr> <td>Historic Building Conservation</td> <td style="text-align: right;">0.050</td> <td style="text-align: right;">0.050</td> <td style="text-align: right;">0.050</td> <td style="text-align: right;">0.150</td> </tr> <tr> <td>Foster carers home adaptations</td> <td style="text-align: right;">0.060</td> <td style="text-align: right;">0.060</td> <td style="text-align: right;">0.060</td> <td style="text-align: right;">0.180</td> </tr> <tr> <td>Improvements to Standard Yard Waste Transfer Station</td> <td style="text-align: right;">1.230</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">1.230</td> </tr> <tr> <td>Joint Archive Facility, FCC and DCC</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.245</td> <td style="text-align: right;">2.783</td> <td style="text-align: right;">3.028</td> </tr> <tr> <td>Solar PV at Flint Landfill and Crumps Yard Connah's Quay</td> <td style="text-align: right;">2.950</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">2.950</td> </tr> <tr> <td></td> <td style="text-align: right;">4.340</td> <td style="text-align: right;">0.355</td> <td style="text-align: right;">2.893</td> <td style="text-align: right;">7.588</td> </tr> <tr> <td>Total Investment Section</td> <td style="text-align: right;">5.565</td> <td style="text-align: right;">1.218</td> <td style="text-align: right;">2.893</td> <td style="text-align: right;">9.676</td> </tr> </tbody> </table>	PROPOSED INVESTMENT SCHEMES 2020/21 - 2022/23						2020/21 £m	2021/22 £m	2022/23 £m	Total £m	Investment Section					<u>Previously Approved</u>					Castell Alun High School - Hope	0.000	0.207	0.000	0.207	Marleyfield Residential Home - Buckley	0.725	0.656	0.000	1.381	Theatr Clwyd Redevelopment	0.500	0.000	0.000	0.500		1.225	0.863	0.000	2.088	<u>New Schemes for Approval</u>					Flintshire Food Enterprise	0.050	0.000	0.000	0.050	Historic Building Conservation	0.050	0.050	0.050	0.150	Foster carers home adaptations	0.060	0.060	0.060	0.180	Improvements to Standard Yard Waste Transfer Station	1.230	0.000	0.000	1.230	Joint Archive Facility, FCC and DCC	0.000	0.245	2.783	3.028	Solar PV at Flint Landfill and Crumps Yard Connah's Quay	2.950	0.000	0.000	2.950		4.340	0.355	2.893	7.588	Total Investment Section	5.565	1.218	2.893	9.676
PROPOSED INVESTMENT SCHEMES 2020/21 - 2022/23																																																																																						
	2020/21 £m	2021/22 £m	2022/23 £m	Total £m																																																																																		
Investment Section																																																																																						
<u>Previously Approved</u>																																																																																						
Castell Alun High School - Hope	0.000	0.207	0.000	0.207																																																																																		
Marleyfield Residential Home - Buckley	0.725	0.656	0.000	1.381																																																																																		
Theatr Clwyd Redevelopment	0.500	0.000	0.000	0.500																																																																																		
	1.225	0.863	0.000	2.088																																																																																		
<u>New Schemes for Approval</u>																																																																																						
Flintshire Food Enterprise	0.050	0.000	0.000	0.050																																																																																		
Historic Building Conservation	0.050	0.050	0.050	0.150																																																																																		
Foster carers home adaptations	0.060	0.060	0.060	0.180																																																																																		
Improvements to Standard Yard Waste Transfer Station	1.230	0.000	0.000	1.230																																																																																		
Joint Archive Facility, FCC and DCC	0.000	0.245	2.783	3.028																																																																																		
Solar PV at Flint Landfill and Crumps Yard Connah's Quay	2.950	0.000	0.000	2.950																																																																																		
	4.340	0.355	2.893	7.588																																																																																		
Total Investment Section	5.565	1.218	2.893	9.676																																																																																		

1.27	<p><u>Castell Alun High School - Hope</u></p> <p>This scheme brings the school building up to current standards providing facilities that are fit for purpose and suitable for delivering the future curriculum, helping reduce the risk of a poor Estyn inspection. The school is being extended with the provision of a new two storey Art and Design Technology block and remodelled in other areas. This will remove the need for mobile classrooms currently on site which are nearing the end of their economic working life (and will need replacing at significant cost), help increase capacity to meet current and future demand and create specialist teaching accommodation.</p>
1.28	<p><u>Extension to Residential Care Home, Marleyfield – Buckley</u></p> <p>Following a comprehensive review of the residential care market in Flintshire the Council approved a capital scheme to extend Marleyfield House in Buckley by an additional 32 beds to bring total provision up to 64 beds. The new facility is being developed through the joint Integrated Care Fund (ICF) budget arrangement with Betsi Cadwaladr University Health Board (BCUHB) to provide additional services, beds and multidisciplinary support in a community setting. This provides permanent residential beds, as well as beds which prevent hospital admissions, expedites hospital discharges and allows appropriate assessment to reduce care packages to support people in the long term.</p> <p>The Council is working with WG as the scheme is partly funded by ICF grant, which has gained formal approval. Along with the ICF grant, the Council is seeking additional funding for the scheme from the Innovation Housing Programme (IHP).</p> <p>The scheme is currently at pre-construction stage and is due to go to planning committee in November 2019. The contract for the scheme is expected to be signed in the final quarter of 2019/20 for works to commence on construction in 2020/21, with the scheme's target completion date being Spring 2021.</p> <p>There is a revenue pressure being developed associated with this project which will result in the year the facility becomes operational. This pressure would have occurred in any case as demand grows and residential beds from the private sector would need to be paid for in any case.</p>
1.29	<p><u>Theatr Clwyd Redevelopment</u></p> <p>The Theatr Clwyd building is nearing the end of its life and needs updating to ensure it is safe for public and employment use. Funding from the Arts Council of Wales of £1.02m with previously agreed match funding of £0.330m from the Council has delivered detailed design development and planning has been submitted.</p> <p>Cost certainty is still being reviewed as the scheme detail is worked up with contractors. The scope has been reduced in line with agreed key business plan objectives and will be a £35m+ project.</p>

	<p>The Arts Council of Wales remain committed with a further £5m ring fenced for the scheme and the Council have previously agreed another £1m of support (split across 2019/20 and 2020/21). Discussions with Welsh Government remain positive. A formal application has been made to WG to fund the substantive cost of the Theatr refurbishment project as a project of national significance, and a decision is awaited. As soon as clarity has been offered from Welsh Government all partners will need to make a decision on next steps. There may be a need to consider low and sustainable levels of long term borrowing to ensure the scheme is delivered but options will need to be outlined for revenue when Welsh Government confirm their level of support.</p> <p>Current financial commitments from Council will be carried forward. Should the project not go ahead then the Council's share of the design development costs cannot be capitalised and would be a charge to the Council's revenue account.</p>
1.30	<p><u>Flintshire Food Enterprise</u></p> <p>The Council with partners Clwyd Alun Housing and Can Cook have been exploring a number of options to develop a longer term and sustainable solution to food poverty.</p> <p>The proposed model of delivery is for a new social enterprise business, with the three partners, having equal rights for the management and delivery of the operation. The mission of the company will be to “connect everyone with good fresh food”. Food would be prepared in Flintshire through a number of hub locations with a main food preparation hub in the Shotton area.</p> <p>Flintshire County Council will invest a total of £0.150m, of which £0.100m will be invested in Year 1 (2019/20) with an investment of £0.050m required in Year 2 (2020/21).</p> <p>The costs and benefits of the scheme are:</p> <p>Direct Costs:</p> <ul style="list-style-type: none"> • Capital investment £0.150m over 2 years. • No revenue costs are required. <p>Direct Benefits:</p> <ul style="list-style-type: none"> • Production of good fresh meals using surplus vegetables purchased at reduced rates; • A provider for catering in housing associations; nurseries and workplaces which will generate a surplus which will then be redistributed to establish free/subsidised meal supply for vulnerable groups. • To supply meals as an alternative to a “meals on wheels” model. This will directly compete with commercial sellers in this area, but will be very different in that the “community hubs” established will directly benefit from the number of meals ordered, this can then be utilised by the “hub” for a community purpose.

	<p>Indirect Benefits:</p> <ul style="list-style-type: none"> • Wider links with other Council services, for example 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
1.31	<p><u>Historic Building Conservation</u></p> <p>Proposed annual allocation of £0.050m in 2020/21 – 2022/23 for historic building conservation.</p> <p>This proposed annual allocation which grants funding to the owners of historical buildings on a match funding basis to preserve buildings in need of capital works across the County for future generations.</p> <p>Direct Costs:</p> <ul style="list-style-type: none"> • £0.050m per annum is utilised from the Council’s capital programme budget. <p>Direct Benefits:</p> <ul style="list-style-type: none"> • Encourages listed building owners to seek advice and guidance in relation to the repair of their listed buildings. • Provides a simple incentive for the owners to seek advice on the right process for repair as well as providing the means to prompt them to invest in essential repairs to their buildings, hence improving and enhancing the long term conservation status of the buildings. • Supports the policy intentions within the Local Built Heritage Strategy and allow the team to work more on a proactive basis, rather than as is more the case at present, a reactive service. • Potential to attract funding from other sources (e.g. Cadw) which would further enhance the remit of the service and the ability to reach as many listed buildings as possible that are in need of repair. It would also facilitate the opportunity to carry out repairs at an earlier stage, which may be less of an impact on the original fabric of the listed building, thereby reducing scope for more complex and costly repairs if left to a later stage of deterioration. • Provides the opportunity for the service to step in in exceptional circumstances to secure the structure of a building to prevent imminent damage or collapse, and place a charge on the building that is recoverable on resale. • There has been no funding available in the Built Conservation Budget for 10 years or more, and the number of listed buildings at risk on the Council’s register is as high as ever. The funding will help reduce the number of buildings on the risk register. <p>Indirect Benefits:</p> <ul style="list-style-type: none"> • Lessened the need to take negative enforcement action where unauthorised works are found, or neglect of a building has taken

	<p>place. This allows a more proactive dialogue to take place between the Council and owners.</p> <ul style="list-style-type: none"> • Reduction in officer time spent on enforcement matters relating to historic buildings.
1.32	<p><u>Adaptations to Foster Carers' Homes</u></p> <p>Proposed annual allocation of £0.060m in 2020/21 – 2022/23 for adaptations to foster carers homes.</p> <p>This will enable foster carers to carry out adaptations or improvements to their homes to provide a suitable environment to support a child. This will help the increase placements across the County and reduce the annual burden on the Out of County revenue budget.</p> <p>Payments made to foster carers will subject to 'clawback' should they cease being a foster carer within a set period of time.</p> <p>Direct Costs:</p> <ul style="list-style-type: none"> • £0.060m per annum is utilised from the Council's capital programme budget. Capital funding will be used for individual projects costing over £0.020m. Funding for projects below £0.020m will be sought from other funding streams including the Integrated Care Fund (ICF), and other grant opportunities. Funding for projects under £20,000 would be the responsibility of Social Services. • No direct revenue or human resource implications for the approved revenue budget/workforce structures or roles for this service for the current financial year. Any grant applied for will have its own business case considering the individual circumstance and context and may have an impact on future revenue budgets. <p>Direct Benefits:</p> <ul style="list-style-type: none"> • Increase the range and choice of available placements for children who require a home outside of their birth family, locally. • Enable skilled and able foster carers to extend the number of places they are able to offer, or to maintain existing placements as circumstances or needs change. • Seek best value for money from the range of placements available by using them in the most efficient and effective way. • Any placements made are first and foremost in the best interests of the children. • Secure stability or permanence for a children. <p>Indirect Benefits:</p> <ul style="list-style-type: none"> • Enables the Council to seek better value for money in comparison to alternative out of county or high cost placement options. • Offers the Councils more cost effective options for placements for children in its care as well as having a robust and transparent process for doing so.

1.33	<p><u>Improvements to Standard Yard Waste Transfer Station</u></p> <p>Infrastructure improvements, renewal and upgrade of large plant, equipment and welfare facilities at Standard Yard Waste Transfer Station (WTS) in Buckley to accommodate growth in recycling rates and an increase in resilience and processing capacity for future waste streams. Investment of £1.230m required in 2020/21.</p> <p>The total costs of the scheme are estimated to be in the region of £2.5 - £3m. The remaining funds are being applied for from WG grants and a £1.2m interest free invest to save loan from WG to deliver the scheme. The loan will be repaid over a 10 year period from savings made which are estimated to be £0.213 per annum, which after repaying the loan will be reduced to £0.93m. The loan funding for the scheme is included in the specific and borrowing section of the report, Table 6 below.</p> <p>Direct Benefits:</p> <ul style="list-style-type: none"> • Proposals are part of the Council’s Plan under the theme ‘Green Council’ for sustainable development and environmental management, which has a sub-priority of affordable and sustainable collection and treatment services for recyclable, compostable and residual waste. The scheme will increase the rates and quality of recyclable and compostable waste whilst reducing residual waste. • The proposed improvements would ensure that the site, plant and equipment are more efficient and cost effective to operate, and it would enable the service to increase its resilience and capacity for processing more recyclable materials on site, which in turn would ensure that the recovery and rates of recyclable, re-usable and compostable waste are maximised, and reduce landfilled waste. • Renewal and upgrade of plant and equipment to increase productivity and reduce downtime. • Improved welfare facilities for operatives – increased job satisfaction, value of employees, which contributes to their well-being. • Separate access for hauliers from the processing operations, to reduce downtime when haulage companies collect baled materials and increase productivity for processing operators. • Reduced revenue costs for repairs and maintenance at Standard Yard WTS, increased capacity and resilience resulting in increased productivity and reduced downtime plus increased rates and quality of recyclable and compostable waste whilst reducing residual waste, thereby reducing costs.
1.34	<p><u>Joint Archive Facility, Flintshire and Denbighshire Councils</u></p> <p>The proposed scheme recognises and responds to the need and demand of the two councils archive services. Both services occupy old buildings, unfit for purpose. They lack suitable public spaces and appropriate storage, are too full to accept new collections and are listed buildings lacking scope for adaptation, requiring expensive maintenance. The proposal is to construct a new building adjacent to Theatr Clwyd, Mold, to house both the physical archives and the new service operations.</p>

Direct Costs:

Estimated cost of delivering this project	£16.651m
Funding Streams	
National Lottery Heritage Fund (NLHF) (70%)	£11.588m
Flintshire County Council (18%) over a 4 year period between 2021/22 – 2024/25. Majority of spend in 2022/2023 & 2023/2024.	£ 3.028m
Denbighshire County Council (12%)	£ 2.035m

It has been assumed that borrowing will be required to fund this project. The estimated revenue costs associated with borrowing £3.028m over 50 years (@ 3.5%) totals £8.327m. In year 1 revenue debt costs are estimated to be £0.142m, rising to £0.200m in year 50, with an average of £0.167m over 50 years.

Direct Benefits:

- Sustainable and improved archive service for Denbighshire and Flintshire via the creation of a single shared service.
- The construction of a new purpose built Passivhaus building adjacent to Theatr Clwyd, Mold, to house both the physical archives and the new service operations. Provide a sustainable archive repository for the region for the foreseeable future from the perspective of storage space and building maintenance and management.
- An associated 3-year activity plan which will deliver a revolutionary and radical archive offer to the public.
- The overall revenue impact is an estimated saving of £11,647 per annum once the new building is open (2023/24) with a potential further revenue savings once the joint service is running.

Indirect Benefits:

- Share knowledge and skills between the workforce of both Councils
- Sphere of health, education and wellbeing (connectivity, involvement, identity) can be achieved.
- The transferrable skills our volunteers will develop will contribute to increasing their employability.
- Deliver the long-term development of a resilient, relevant service: inspiring communities in North East Wales and enacting the Wellbeing of Future Generations Act; securing historic collections, diversifying audiences, volunteers and depositors.
- Cost avoidance of £10,000 per annum additional revenue storage costs, and in excess of £0.718m to address the need for environmental management equipment, compliant storage areas and upgrading public facilities and access.

1.35

Solar PV at Flint Landfill and Crumps Yard Connah's Quay

The Council has been investing in renewable energy systems for many years. Many schools, offices, leisure centres etc. have building scale renewable energy including solar PV, solar thermal, wind and biomass heating systems. The Council has completed the installation of 2 ground mounted solar PV systems on former landfill sites in Buckley, which have a

	<p>combined output of 1 MW. In order to achieve the goals set within the Carbon Management Plan and the Renewable Energy Action Plan further investment in large scale renewable energy is needed.</p> <p>This business case is for the development of ground mounted solar PV at Crumps Yard, Connah’s Quay and Flint Landfill. This would potentially generate 3.4MW of electricity per annum. A detailed report explaining the scheme will be presented at Environment Overview and Scrutiny Committee and Cabinet for full review of the business case in December.</p> <p>Direct Costs:</p> <ul style="list-style-type: none"> • The scheme cost to build, and it is assumed that borrowing will be required to finance the project, is between £2.8m and £3.1m. <p>Direct Benefits:</p> <ul style="list-style-type: none"> • Combined net project income over 35 years is estimated to be between £0.750m and £1.25m or between £0.030m and £0.367m in real terms. • Meeting the priorities and objectives set within the Council Plan under the ‘Green Council’ theme • Contributing towards the achievement of Welsh Government targets and obligations under the Climate Change Act, Wellbeing of Future Generations Act and Environment Act. • Future proofing for the requirement to decarbonise by 2030 from Welsh Government • Generated income can also be used to hedge against energy price increases <p>Indirect Benefits</p> <ul style="list-style-type: none"> • Protecting frontline services by providing a long term income stream. • Supporting wider regional priorities such as the regional growth bid. • Being a community leader and developing a reputation as a Council who is forward looking, innovative, and invests in the future • Facilitating further innovation around storage technologies, electric vehicle charging etc. • Supporting economic growth and job creation through the initial construction and then the long term maintenance of systems as well as providing the energy infrastructure to sustain businesses and economic growth. • Renewable energy systems are also capital assets which can provide capital receipts on sale/transfer • Developing new ways of working and partnerships e.g. joint ventures, energy service companies. • Improving the ecology and biodiversity of sites following best practice, e.g. wildflower meadows on solar farms etc.
1.36	<p>Summary (Generally funded) Capital Programme 2020/21 – 2022/23</p> <p>Table 5 below summarises the generally funded Capital Programme and available funding.</p>

Table 5

SUMMARY (GENERALLY FUNDED) CAPITAL PROGRAMME 2020/21 - 2022/23				
	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m
Statutory / Regulatory Section	2.400	2.350	2.350	7.100
Retained Assets Section	4.906	3.615	3.547	12.068
Investment Section	5.565	1.218	2.893	9.676
Total (All Sections)	12.871	7.183	8.790	28.844
Estimated available general funding ¹	7.508	6.586	6.586	20.680
Total	7.508	6.586	6.586	20.680
Surplus / (Shortfall) - no borrowing	(5.363)	(0.597)	(2.204)	(8.164)
Schemes requiring funding by borrowing:				
Joint Archive Facility, FCC and DCC	0.000	0.245	2.783	3.028
Solar PV at Flint Landfill and Crumps Yard Connah's Quay	2.950	0.000	0.000	2.950
Total	2.950	0.245	2.783	5.978
Surplus / (Shortfall) - with borrowing	(2.413)	(0.352)	0.579	(2.186)
¹ As per 19/20 Final Settlement				

1.37

Table 5 shows that before any Prudential Borrowing is considered there is an overall shortfall in projected funding of £8.164m over the 3 year period, with an estimated shortfall of £5.363m in 2020/21.

This is in addition to the £1.502m current estimated shortfall for 2019/20 carried forward as reported in 1.03 above.

Given the size of the shortfall, in particular in 2020/21, it is recommended that the new large investment schemes being proposed are approved funded from borrowing with the associated costs of borrowing included as revenue pressures within the Medium Term Financial Strategy (MTFS). Table 5 above shows which schemes would be funded from borrowing.

1.38

Table 5 shows that after prudential borrowing is considered there is an overall shortfall in projected funding of £2.186m over the 3 year period, with an estimated shortfall of £2.413m in 2020/21.

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 programme has been funded from capital receipts. However, the Council's ability to generate significant

capital receipts is getting harder and is almost exhausted. Although the Council will wherever possible seek to identify assets for sale (as appropriate) to fund the Capital Programme.

The current projection is for capital receipts in the region of £2.9m over the period, with £2.1m in 2019/20. There is risk relating to these 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 can be made for these receipts in funding the deficit above.

Options to fund the shortfall include a combination of future capital receipts, alternative grants, and scheme phasing as the expenditure profile of large complex projects such as those included in the investment section of the programme could change. Every effort will be made to ensure that other sources of funding are utilised to fund the programme.

Ultimately should other sources of funding not materialise the Council will need to use prudential borrowing to finance the shortfall. This could be short term during 2020/21 and 2021/22 as there is a potential surplus in 2022/23 of £0.579m, or if necessary long term to fund the overall shortfall.

1.39

Specific Grants and Borrowing

21st Century Schools Band B and Childcare grants

WG has approved the Council's in principle submission for 21st Century Schools Band B. The programme is to be funded from specific grant from WG at an agreed intervention rate, with the Council's contribution to be funded by prudential borrowing. The WG intervention rate for funding the 21st Century Band B programme has increased from 50% to 65% for schools and 75% for Pupil Referral Units (PRUs).

A revised programme is currently being submitted to Welsh Government for their consideration as reported elsewhere on this agenda. The total estimated cost of the revised programme is £103m. Each of the projects is subject to individual approval to ensure that each meets the Council's continuing priorities and is affordable in the context of the Council's MTFS.

During 2018/19 and 2019/20 Cabinet has approved three 21st Century Band B schemes and one other scheme for inclusion within the Capital Programme, those at Connah's Quay High School, Queensferry CP/Plas Derwen PRU, Ysgol Croes atti, Shotton and Brynford CP school. The respective estimated costs of these four schemes are outlined in the table below:

Band B	Total Cost	WG funded	Council funded
	£m	£m	£m
Connah's Quay HS	4.300	2.795	1.505
Queensferry CP / Plas Derwen PRU	8.000	5.700	2.300
Ysgol Croes atti, Shotton	1.125	0.863	0.262
Brynford CP School	1.540	0.500	1.040
Total	14.965	9.858	5.107

The Connah's Quay High School scheme commenced in 2018/19, and is anticipated to be complete during 2021/22. Queensferry CP/Plas Derwen PRU will commence in 2019/20 and is anticipated to be complete in 2022/23. Croes atti and Brynford will commence in 2019/20 and are anticipated to be complete in 2020/21, WG funding includes 21st century schools and childcare grant funding.

The benefits and costs of the school improvement programme scheme are:

Direct Benefits

- Enabling 50%-75% external investment in schools
- Reduction in backlog maintenance costs (£0.014m Queensferry CP, £0.901m Connah's Quay High School)
- Reduction in fixed costs associated with buildings and leadership focuses investment on learners
- Reduction in split site arrangements in provision of PRU to improve efficiency, and reduce risk by increasing options to improve pupil outcomes
- For Connah's Quay High School, increases capacity to meet target for pupil numbers
- For Connah's Quay High School, improves car parking issues, reducing associated risks
- For Ysgol Croes Atti, this supports the Council's Welsh Education Strategic Plan (WESP) and enables continued support and potential growth for Welsh Medium provision.
- For Brynford CP, investment in to capital expenditure to bring the building up to Building Bulletin standards to deliver high quality services efficiently having long term implications for future revenue budgets.

Direct Costs

- Part of bigger development programme in two bands, Band A £64.2m and Band B
- Estimated revenue borrowing costs associated (interest and minimum revenue provision) with each scheme are as follows:

Band B	Year 1	Year 50	Average over 50 years
	£m	£m	£m
Connah's Quay HS	0.063	0.092	0.075
Queensferry CP / Plas Derwen PRU	0.096	0.141	0.115
Ysgol Croes atti, Shotton	0.011	0.016	0.013
Brynford CP School	0.043	0.063	0.052
Total	0.213	0.312	0.255

Indirect Benefits

- Improving learner outcomes by ensuring that school buildings are effective in creating the conditions for learners to succeed.

	<ul style="list-style-type: none"> • Alignment with the Council’s School Modernisation Strategy to ensure schools are fit for purpose • A more secure school estate • A school estate with reduced vandalism • Upgrading ICT provision and enabling new methods of curriculum delivery • Provision of appropriate capacity of school network
1.40	<p>SHARP – Loans to NEW Homes for Affordable Homes</p> <p>The first capital loan of £7.53m made to the Council’s wholly owned subsidiary, North East Wales Homes (NEW Homes) to build affordable homes on The Walks site in Flint as part of the Council’s Strategic Housing and Regeneration Programme (SHARP) was drawn down over 2016/17 – 2018/19, and it is now in the repayment phase. Cabinet approved an additional loan to NEW Homes up to a maximum of £10m for inclusion within the Capital Programme, to fund new affordable housing schemes in 2018/19. A further £20m has been approved by Cabinet during 2019/20.</p> <p>The loans are classed under accounting regulations as capital expenditure and therefore included within the Capital Programme. The Council funds the schemes by borrowing, which is fully repaid from loan repayments made by NEW Homes. Work has begun on the schemes, and funds will be drawn down from the Council as they progress.</p> <p>The building of council houses for social rents forms part of the HRA activities and will be included within the HRA Capital Programme.</p>
1.41	<p>Mockingbird Family Model</p> <p>The aim of the project is to transform the Fostering Service to meet the placement needs of looked after children and avoid the escalating costs of external care provision.</p> <p>The Mockingbird Family Model (MFM) replicates an extended family and groups foster carers of 6-10 fostering households supported by a central foster carer (Hub Home Carer).</p> <p>The number of looked after children has been increasing year on year with greater demand for suitable placements for our children and young people. Overall demand is not being met from in-house provision and reliance is being placed on the use of independent fostering agencies and residential placements which are costly.</p> <p>Children and young people who are provided consistent and stable placements have better outcomes than those who move from placement to placement. Each change of placement, often further away from a child’s home, brings a greater sense of detachment and loss and it is common for children’s emotional investment in subsequent placements to reduce, perpetuating the cycle of placement breakdown and disconnection. The MFM creates an ‘extended family’ around our children and young people, promoting their sense of belonging.</p>

A detailed business plan has been submitted to Welsh Government for an 'Innovate to Save' interest free loan. The intention is to set up the new service gradually over 3 years funded from the interest free loan totalling £1.150m. The loan will be repaid from savings made in years 4 to 7 which are estimated to be £0.530 per annum, which after repaying the loan will be reduced to £0.243m. The project costs are revenue costs, and therefore ordinarily cannot be funded by loans or borrowing. The Welsh Government's 'Innovate to Save' programme requires the revenue costs to be treated as capital, and the only way to achieve this is to gain a Capitalisation Direction from WG Ministers as each year of the project passes. An indication will be given by WG officials if the Capitalisation Direction will be granted when the business plan is approved.

1.42 Details of schemes specifically funded by specific grant and borrowing is shown in Table 6 below:

Table 6

SPECIFICALLY FUNDED SCHEMES 2020/21 - 2022/23				
	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m
Specifically Funded Schemes				
21st Century Schools - Band B	7.764	2.825	0.000	10.589
SHARP - Loans to NEW Homes for Affordable Homes	20.000	0.000	0.000	20.000
Standard Waste Transfer Station	1.200	0.000	0.000	1.200
Mockingbird Family Model	0.462	0.304	0.384	1.150
Total Schemes	29.426	3.129	0.384	32.939
Funding				
Specific Capital Grants	4.491	1.805	0.000	6.296
Unsupported (Prudential) Borrowing	23.274	1.020	0.000	24.294
Invest to Save Loan	1.200	0.000	0.000	1.200
Innovate to Save Loan	0.462	0.304	0.384	1.150
Total Schemes	29.426	3.129	0.384	32.939

1.43 At the time of setting the budget the details of many capital grants have not been released by WG and so are not included in Table 6 above. As details become available they will be reported to Members via the quarterly 2020/21 Capital Programme monitoring reports.

1.44 All of the schemes proposed for inclusion within the Capital Programme invest in assets and / or reconfigure models of service provision. They are pivotal to support the delivery of the Council's strategic priorities outlined in portfolio business plans and the Council Plan.

1.45 **Summary Total Council Fund Capital Programme 2020/21 - 2022/23**

Table 7 summarises the total proposals for the 2020/21 - 2022/23 Capital Programme.

Table 7

SUMMARY CAPITAL PROGRAMME 2020/21 - 2022/23				
	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m
Expenditure				
Statutory / Regulatory Section	2.400	2.350	2.350	7.100
Retained Assets Section	4.906	3.615	3.547	12.068
Investment Section	5.565	1.218	2.893	9.676
Specific Section	29.426	3.129	0.384	32.939
Total Programme (All Sections)	42.297	10.312	9.174	61.783
Funding				
General Funding ¹	7.508	6.586	6.586	20.680
Grant Funding	4.491	1.805	0.000	6.296
Unsupported (Prudential) Borrowing	26.224	1.265	2.783	30.272
Invest to Save Loan	1.200	0.000	0.000	1.200
Innovate to Save Loan	0.462	0.304	0.384	1.150
Total Projected Funding	39.884	9.960	9.753	59.597
Surplus / (Shortfall)	(2.412)	(0.352)	0.579	(2.185)
1 As per 19/20 Final Settlement				

Potential future schemes

1.46 All capital schemes need to be considered in the context of the position of the Council's MTFS. All schemes which require prudential borrowing to fund them add revenue pressures in the form of interest charges and charges to the Minimum Revenue Provision (MRP).

1.47 **21st Century Schools Band B**

Paragraph 1.39 includes details of projects from the overall submission to WG for 21st Century Schools Band B.

The 21st Century Schools Band B programme is due to end by 2024/25. As each of the remaining schemes is proposed for approval, a decision will need to be made taking into account its affordability in the context of the position on the MTFS. The Flintshire funding element of the remaining 21st Century Schools Band B programme will need to be funded from prudential borrowing.

	<p>It is a complex investment programme over a long period of time and will always require a degree of flexibility around the size of projects, funding and time scales.</p>
1.48	<p>Growth Deal</p> <p>Cabinet adopted the <i>Growth Vision for the Economy of North Wales</i> in September 2016. The vision set out a collective and strategic ambition for North Wales for infrastructure development, skills and employment, and business growth. The cabinets of the five partner councils in the region similarly adopted the strategy at that time.</p> <p>Cabinet was then advised in a further report in February 2017 that North Wales had been formally invited to open negotiations for a Growth Deal with both the UK and Welsh Governments: - for additional resources and powers to pursue the priorities set out in the <i>Growth Vision</i>. A number of City Deals and regional Growth Deals have been adopted across the UK.</p> <p>In June 2018 Cabinet and Council adopted a Governance Agreement for the planning and development phase of a Growth Deal. The Governance Agreement empowers and regulates the regional partnership between the six local authorities, the two universities, the two further education colleges and the North Wales Mersey Dee Business Council. The partnership operates through a joint committee called the North Wales Economic Ambition Board. All partners have similarly adopted the Governance Agreement.</p> <p>Heads of Terms are being finalised with Governments and it is anticipated that capital allocations will be drawn down in the final quarter of the 2020/21 financial year. A <i>Proposition Document</i>, which sets out the priority programmes of activity for the region and for which national funding is being sought through the Growth Deal, and has been approved by the North Wales Economic Ambition Board. The Growth Deal will fund selected programmes and projects from within the <i>Proposition Document</i>; ones that meet shared governmental objectives for economic growth. The document constitutes the regional bid which will lead to a deal.</p> <p>There is likely to be borrowing required in the future, the associated costs of which will need to be serviced. Until the detail of the final Growth Deal, to be negotiated with the Governments, and the capital grant payment arrangements to finance the Deal, the regional partners will not know the number and the combined cost of the approved projects. The combined cost of the approved projects, and how they are to be phased over a period of years, will have a bearing on the contributions to the borrowing costs each partner might be expected to make.</p>
1.49	<p>Croes Atti, Flint Residential Care Home Review / Expansion</p> <p>The care sector in Flintshire is working within an increasingly challenging environment as a result of a range of factors, including the complexity of need, an ageing population, rising costs, increasing expectations and regulation and difficulties with recruitment and retention of high quality staff. As a result of these pressures there is limited resilience and</p>

	<p>Flintshire is particularly challenged with only a small number of independent providers who are part of a reducing and fragile market. As a Council we are taking a positive approach to rebalancing the care home provision, taking a lead as a local authority to develop care homes that value older people and provide good quality support that would place the Council in a good position for the future.</p> <p>Croes Atti is a single storey 31 bed care home purpose built for older people, which was refurbished in 2005. The 31 bedrooms are small and less than 12 square metres which makes it increasingly difficult to support people with complex physical care needs and there are only 3 bedrooms with an en-suite facility. The living and day time spaces are well used and whilst we have a number of assisted bathing / shower rooms they are not all DDA compliant. The existing accommodation does not meet new RISCA regulations in relation to bedrooms and living space and any capital investing into refurbishment or new build must take into account of the new regulatory requirements. The care home is popular locally, is always at capacity and often with a waiting list for support. The home is regulated by the Care Inspectorate Wales (CIW) and achieves good inspection reports. A feasibility report in relation to options for increasing capacity at Croes Atti to 55 beds have been undertaken, the options for a refurbishment and new build on the current site are being considered.</p>
1.50	<p>Llys Gwenffrwd, Holywell Care Home Review</p> <p>Llys Gwenffrwd is a 31 bed three storey care home built in the 1970s which was refurbished in early 2000. There are challenges associated with the current building as it is built on a sloping site, as a result there are a number of levels requiring the need for ramps to access many areas both inside and outside. It includes the provision of a single undersized lift to reach the three stories which does not meet DDA requirements and there are a number of living and day spaces which are some distance from the bedroom areas. Outside space is difficult to access because of the site levels and parking can be difficult. The Holywell locality has the fewest number of care home placements available and would benefit from a new build facility on a different more accessible site which requires further consideration.</p>
1.51	<p>Children’s in-house Residential Care Home</p> <p>Work is underway to develop the business case for an in house Residential Care Home for Children. The facility will provide short term assessment and support to children and young people with a view to supporting them to return to their family/carers where appropriate. The provision would form part of our strategy to reduce reliance on Residential care. Options are being considered to support the procurement of an appropriate building which include seeking capital funding from Welsh Government, leasing a property from a Registered Social Landlord or make a direct purchase using our capital.</p>
1.52	<p>Specialist Autism Facility</p> <p>The possibility of developing a specialist facility to provide services for children and young people with Autism is being explored. The Council</p>

	<p>currently funds a number of out of county placements in neighbouring counties, in both maintained and independent settings. There is an increasing need for these placements and there has been a notable increase in the costs of the provision in recent years; costs associated with transport are also increasing given the distances to the provision. A piece of work has been commissioned to look at the viability of developing in-house provision utilising existing assets, and reallocating the revenue budget currently funding out of county placements for Autism.</p>
1.53	<p>Moderate Learning Difficulties (MLD)</p> <p>The Council currently has a gap in its provision for secondary aged pupils with Moderate Learning Difficulties (MLD). Mainstream schools are funded to offer support for the majority of pupils with special educational needs and Ysgol Maes Hyfryd meets the needs for pupils with profound and complex needs. There is a small group of pupils for whom neither setting is able to meet their needs appropriately. The possibility of developing a joint provision between Flint High School and Ysgol Maes Hyfryd is being explored to meet the needs of this particular cohort thus reducing the need to commission out of county placements.</p>
1.54	<p>County Hall Campus</p> <p>The redevelopment of the County Hall campus site needs to be progressed through the formulation of a comprehensive and visionary masterplan which addresses the future needs to the Council and other public sector partners; linking this with an integrated approach around the Courts, and theatre together with a wider site development. This work is complex but phase one has already commenced with the demolition of phases 3 and 4 of County Hall. The site has huge potential being framed within a mature semi-rural landscape; work on a comprehensive plan will need to commence in 2020/21.</p>
1.55	<p>Review of Industrial Estate</p> <p>The Councils industrial estates are widely dispersed throughout the County and provide much needed accommodation and commercial space to many local businesses. They bring into the Council revenue through rental income but are also of an age where they are now likely to require investment. This creates an opportunity to review the mix, size and type of units and consider the future direction. Work will therefore need to be undertaken to review, on a site by site basis each site and come up with a detailed strategy which considers each sites viability, whether to invest or dispose or seek an alternative use.</p>
1.56	<p>Highways Asset Management Plan</p> <p>The core Capital Programme includes £0.600m per annum for the HAMP. In 2019/20, as in previous years, this has been supplemented by additional WG grant. It has been estimated that the investment required to maintain current network performance is £2.7m per annum, an increase of £2.1m per annum. Welsh Government announced additional Public Highways Refurbishment Grant 2018-21 to Flintshire of £0.959m in 2018/19, and in 2019/20, with funding for 2020/21 to be confirmed in due course.</p>

1.57	<p>Digital Strategy</p> <p>A planned programme of projects required to increase the number and range of services available digitally are under consideration. The projects have an impact across a range of services, rather than in a single specific service e.g. web payment portal that will be used for all payments to the council. These will be used to enhance the ability of customers to interact with the Council on line.</p> <p>The capital costs of purchasing new software will be calculated on a project by project basis at the time each project is ready to proceed in order to accurately capture not only the technical requirements for the software but also the costs prevailing at the time.</p> <p>The range of cross cutting projects under consideration include:</p> <ul style="list-style-type: none"> • software that can automate answering simple telephone calls or email enquiries (so called "chat bots") • a generic web booking system to allow customer to make appointments for services on line • integration of webchat and email into the Customer Relationship Manager application • a generic facility for customers to upload and store commonly needed documents e.g. proof of entitlement to benefits • software to link information held in separate databases so that we can update them all at once in a single contact with the customer.
------	---

2.00	RESOURCE IMPLICATIONS
2.01	Financial consequences for capital resources are as set out within the report.
2.02	<p>As previously stated there are revenue consequences of borrowing in interest costs and revenue provision for debt repayment which will bear on the MTFS as new pressures.</p> <p>Assuming the shortfall is as estimated (£2.186m), and that the asset life of schemes is 50 years the pressures on the revenue budget are shown in the table below. The pressures for school building works have been built into the current MTFS. Pressures for the shortfall in Council Funding and the Joint Archive Facility will be built into future MTFS calculations as necessary.</p>

	Pressure in Year 1	Pressure in Year 50	Average Annual Pressure
	£m	£m	£m
Shortfall in Council Funding (£2.186m)	0.102	0.144	0.120
Joint Archive Facility	0.142	0.200	0.167
Connah's Quay HS	0.063	0.092	0.075
Quensferry CP / Plas Derwen	0.096	0.141	0.115
Ysgol Croes atti, Shotton	0.011	0.016	0.013
Brynford CP	0.043	0.063	0.052
Total	0.457	0.656	0.542

The table does not include the two schemes where the income generated as a result will cover the associated revenue borrowing costs; Solar PV at Flint Landfill and Crumps Yard Connah's Quay and SHARP – Loans to NEW Homes for Affordable Homes. The table does not include the Mockingbird Family Model as the loan will be repaid from revenue savings generated as a result.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	Any decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications. As it seeks approval for its Capital Programme, the Council is required to produce indicators assessing the affordability, prudence and sustainability of the capital plans. These are called the Prudential Indicators and are included in the Capital Strategy report.	
3.02	Ways of Working (Sustainable Development) Principles Impact	
	Long-term	<p>Joint Archive Facility – The development a new facility will provide a sustainable archive repository for the region along with providing annual revenue savings once the service is running.</p> <p>Affordable Housing – The building of affordable housing supports local residents in their housing needs which helps reduce homelessness and pressures on Council Fund Housing budgets.</p> <p>Theatr Clwyd – The Theatr Clwyd building is nearing the end of its life. Investment in the building will allow long term sustainability which will support the local economy.</p>
	Prevention	Works to be completed on the reservoirs at Greenfield Valley to ensure there is no

		<p>increased risk to public safety and that reservoir maintenance is carried out before further deteriorating.</p> <p>Investment in bridges at Wepre Park to reduce safety risk to the public and to ensure that there is a long-term sustainable solution to maintenance to allow visitors access to the park.</p> <p>With a number of Council owned cemeteries approaching capacity in the medium term, a programme of cemetery extensions is being put together, before sites reach full capacity, to ensure residents can be buried in their locality.</p>
	Integration	<p>The investment on the Highway Network is required to enable maintenance of good transportation infrastructure to support the local economy and public transport links for commuters. This includes school pupils attending schools where the Council is also investing in order to improve the quality of education being delivered. Investment in IT infrastructure supports the Council to deliver these changes along with school digital connectivity and broadband improvements.</p>
	Collaboration	<p>The Joint Archiving Facility identifies collaboration between both Flintshire County Council and Denbighshire County Council to meet the need and demand of the two local Councils archive services. This will allow a sustainable and improved service via the creation of a single shared service and it will improve knowledge and skill sharing between both.</p> <p>The Council partners with Clwyd Alun Housing and Can Cook to deliver a new social enterprise business to “connect everyone with good fresh food”. Food would be prepared in Flintshire through a number of hub locations, with a main food preparation hub in the Shotton area.</p>
	Involvement	<p>The Joint Archive Facility will deliver a revolutionary and radical archive offer to the public, which will deliver long-term development of a resilient, relevant service, inspiring communities in North</p>

	East Wales. The facility will secure historic collections, diversify audiences, volunteers and depositors.
Well-being Goals Impact	
Prosperous Wales	Investment in schools will improve learner outcomes by ensuring that school buildings are effective in creating the conditions for learners to succeed which develops a skilled and well-educated population in the economy.
Resilient Wales	Investment in Solar PV farms in the County will contribute towards becoming a low carbon society along with supporting economic growth and job creation through the initial construction and long term maintenance.
Healthier Wales	<p>The Flintshire Food Enterprise will work to ensure everyone can have access to good fresh food and develop a transition programme to work with vulnerable groups i.e. homeless families. This will also be used as a catalyst to tackle loneliness and isolation in the community.</p> <p>The Council is investing to extend the residential care home, Marleyfield House to provide additional services, beds and multidisciplinary support in a community setting. This provides permanent residential beds, as well as beds which prevent hospital admissions, expedites hospital discharges and allows appropriate assessment to reduce care packages to support people in the long term.</p>
More equal Wales	<p>The Council will continue to support the building of affordable homes across the County as part of the Council's Strategic Housing and Regeneration Programme (SHARP) and building of council houses for social rents which form part of the HRA activities.</p> <p>Upgrading ICT provision in schools and thus enabling new methods of curriculum delivery to all pupils across the County.</p>
Cohesive Wales	Allocation to the Highways Network includes resurfacing, street lighting

		<p>improvements and structural maintenance which allows residents in the County to travel in safe conditions.</p> <p>Investment in foster care home adaptations will help to provide security and stability for children in a safe environment.</p>
	Vibrant Wales	<p>Investment in Welsh Medium schools that supports the Council's Welsh Education Strategic Plan (WESP) and enables continued support and potential growth for Welsh Medium provision.</p> <p>Investment in historic building conservation to ensure the Council promotes and protects the heritage within the County and preserves it for future generations.</p>
	Globally responsible Wales	<p>Construction of Solar PV farms will increase the investment in renewable energy systems the Council uses to help achieve the goals set within the Carbon Management Plan and the Renewable Energy Action Plan.</p> <p>Development of the waste transfer station to accommodate the growth in recycling rates, achieved through the Council educating the public around the importance of recycling. This will help to ensure statutory recycling targets are achieved, along with an increased resilience and processing capacity, for future waste streams.</p>
	<p>The impacts above include a range across several of the schemes the Council are looking at investing in over the next three years. The main body of the report breaks down the benefit for each scheme separately.</p>	

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	<p>Any comments from Corporate Resources Overview and Scrutiny Committee on the proposed Capital Programme will be referred back to the November 2019 meeting of the Cabinet for consideration before the final Capital Programme for 2020/21-2022/23 is considered and approved by County Council in December 2019.</p>

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Business Case forms completed by Portfolios

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Liz Thomas, Strategic Finance Manager Telephone: 01352 702289 E-mail: liz.thomas@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Asset Management Plan - A plan maintained by an authority of the condition and suitability of its assets, updated regularly and utilised to assess future capital needs</p> <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 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 Receipt - Receipts (in excess of £10,000) from the disposal of an asset</p> <p>Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the Capital Programme</p> <p>Capital Strategy - A corporate document providing clear strategic guidance about an authority's objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives. May be combined with the Asset Management Plan (AMP) to form a single document</p> <p>Council Fund - The fund to which all the Council's revenue and capital expenditure is charged</p> <p>Disposal - The decommissioning or transfer of an asset to another party</p>

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.

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

Prudential Indicators - Required by the **Prudential Code**, these take the form of limits, estimates or actual figures used to support the local decision making process for capital investment

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.



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 14 th November 2019
Report Subject	Capital Strategy including Prudential Indicators 2020/21 to 2022/23
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

This report updates the Council's Capital Strategy and seeks the Committee's recommendation to Cabinet.

The report explains the need for the Strategy, its key aims, and the content of each of its sections.

Under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code), authorities are required to set a range of Prudential Indicators (PI's). The Capital Strategy includes details of the Council's Prudential Indicators for 2020/21 – 2022/23.

RECOMMENDATIONS

1	To consider and recommend the Capital Strategy to Cabinet.
2	To consider and recommend to Cabinet:- <ul style="list-style-type: none"> • The Prudential Indicators for 2020/21 - 2022/23 as detailed within Tables 1, and 4 – 7 inclusive of the Capital Strategy. • Delegated authority for the Corporate Finance Manager to effect movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt (Table 6 of the Capital Strategy).

REPORT DETAILS

1.00	CAPITAL STRATEGY 2020 – 2023
1.01	The Chartered Institute of Public Finance and Accountancy’s Treasury Management in the Public Services: Code of Practice 2017 Edition (the Code), requires that the Council has in place a Capital Strategy (the Strategy). The guidance to the Code defines the specific requirements of the Strategy. This report updates the Strategy for Council’s consideration.
1.02	The key aims of the Strategy are to explain the ways in which the capital programme is developed and funded, the potential impact it has on the Council’s Medium Term Financial Strategy (MTFS) and the way in which it relates to the Council’s Treasury Management Strategy. The Strategy is an overarching document and refers to other documents such as the Capital Programme, the Treasury Management Strategy and the Minimum Revenue Provision Policy. The Strategy is split into a number of sections as described below. The Strategy is enclosed as Appendix 1.
1.03	<p>Capital Expenditure</p> <p>This section defines Capital Expenditure and that there is some limited local discretion in the definition as reflected in the Council’s accounting policies.</p>
1.04	<p>Resources</p> <p>This section explains the way in which the Capital Programme is funded. The Council has a number of funding sources but these sources are limited and in some cases, particularly capital receipts, diminishing. Some of those sources, particularly prudential borrowing, add pressure to the Council’s MTFS.</p>
1.05	<p>Prioritisation of Capital Expenditure</p> <p>This section explains the way in which the Capital Programme is divided into three sections and how decisions are made as to which schemes to include in each section in each year.</p>
1.06	<p>Governance</p> <p>This section explains the governance arrangements in place in the development and monitoring of the capital programme.</p>
1.07	<p>Capital Expenditure Plans</p> <p>This section refers to the Council’s capital expenditure plans as agreed in its capital programme. It covers:</p> <ul style="list-style-type: none"> • Capital expenditure plans • The way in which those plans are expected to be financed • Minimum Revenue Provision • Estimates of the Capital Financing Requirement, a measure of unfinanced expenditure.

1.08	<p>Treasury Management</p> <p>This section covers the way in which the Strategy relates to the Council's treasury management activity. It covers:</p> <ul style="list-style-type: none"> • The Council's Borrowing Strategy • The relationship between the Council's debt portfolio and its Capital Financing Requirement • The Authorised Limit and Operational Debt Limits for borrowing, ensuring the limits on the Council's exposure to debt are set • The Council's Investment Strategy • Treasury Management governance.
1.09	<p>Commercial activities</p> <p>This section reports that the Council has limited commercial activity, having a limited portfolio of investment properties (agricultural properties and industrial units).</p>
1.10	<p>Liabilities</p> <p>This section explains the liabilities which the Council has, in particular the deficit on its pension fund, and links with the Council's Statement of Accounts.</p>
1.11	<p>Revenue budget implications</p> <p>This section shows the impact of the capital financing costs on the revenue stream of the Council's budget.</p>
1.12	<p>Knowledge and skills</p> <p>This section details the skills of officers involved in developing and managing the capital programme and treasury management activity, and explains that the Council makes use of external advisers to assist with this activity.</p>
1.13	<p>Prudential Indicators</p> <p>The Council is required by the Code to develop and monitor Prudential Indicators. These are contained within the various sections of the Strategy, and are indicated as such.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Financial consequences for capital resources are as set out within the report and appendix.
2.02	Financial consequences for revenue resources are as set out within the report and appendix.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT								
3.01	Decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications. The purpose of the Capital Strategy includes setting a clear framework within which such decisions can be made mitigating the risks involved.								
3.02	Ways of Working (Sustainable Development) Principles Impact								
	<table border="1"> <tr><td>Long-term</td></tr> <tr><td>Prevention</td></tr> <tr><td>Integration</td></tr> <tr><td>Collaboration</td></tr> <tr><td>Involvement</td></tr> </table>	Long-term	Prevention	Integration	Collaboration	Involvement	The impacts upon sustainable development principles of the Capital Programme which influences the Capital Strategy are listed in the Capital Programme 2020/21 – 2022/23 report included elsewhere on this agenda.		
Long-term									
Prevention									
Integration									
Collaboration									
Involvement									
3.03	Well-being Goals Impact								
	<table border="1"> <tr><td>Prosperous Wales</td></tr> <tr><td>Resilient Wales</td></tr> <tr><td>Healthier Wales</td></tr> <tr><td>More equal Wales</td></tr> <tr><td>Cohesive Wales</td></tr> <tr><td>Vibrant Wales</td></tr> <tr><td>Globally responsible Wales</td></tr> </table>	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales	The impacts upon the well-being goals of the Capital Programme which influences the Capital Strategy are listed in the Capital Programme 2020/21 – 2022/23 report included elsewhere on this agenda.
Prosperous Wales									
Resilient Wales									
Healthier Wales									
More equal Wales									
Cohesive Wales									
Vibrant Wales									
Globally responsible Wales									

4.00	CONSULTATIONS REQUIRED / CARRIED OUT	
4.01	Any comments from Corporate Resources Overview and Scrutiny Committee on the proposed Capital Strategy will be referred back to the November 2019 meeting of the Cabinet for consideration before the final Capital Strategy for 2020-2023 is considered and approved by County Council in December 2019.	

5.00	APPENDICES	
5.01	Appendix 1 – Capital Strategy	

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS	
6.01	None	

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Liz Thomas – Strategic Finance Manager</p> <p>Telephone: 01352 702289</p> <p>E-mail: liz.thomas@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<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 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 Receipt - Receipts (in excess of £10,000) from the disposal of an asset.</p> <p>Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the Capital Programme.</p> <p>Capital Strategy - A corporate document providing clear strategic guidance about an authority’s objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives.</p> <p>Council Fund - The fund to which all the Council’s revenue and capital expenditure is charged.</p> <p>Disposal - The decommissioning or transfer of an asset to another party.</p> <p>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.</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> <p>Prudential Indicators - Required by the Prudential Code, these take the form of limits, estimates or actual figures used to support the local decision making process for capital investment.</p> <p>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.</p>

This page is intentionally left blank

CAPITAL STRATEGY

2020/21 TO 2022/23

CONTENTS

1	INTRODUCTION
2	CAPITAL EXPENDITURE
3	RESOURCES
4	PRIORITISATION OF CAPITAL EXPENDITURE
5	GOVERNANCE
6	TREASURY MANAGEMENT
7	COMMERCIAL ACTIVITIES
8	LIABILITIES
9	REVENUE BUDGET IMPLICATIONS
10	KNOWLEDGE AND SKILLS

1. INTRODUCTION

The creation and approval of a capital strategy is now a requirement of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code).

The code requires the Council to set Prudential Indicators in relation to its capital programme. This document includes those Prudential Indicators and these are included in tables 1, 4 - 7 clearly marked as such.

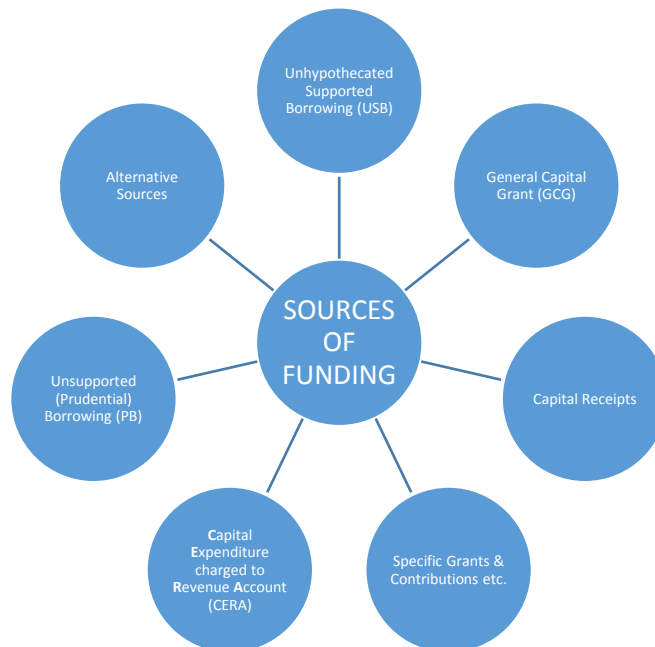
This document updates the capital strategy approved by Council in February 2019. It gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.

2. CAPITAL EXPENDITURE

Capital expenditure occurs when the Council spends money on assets, such as property or vehicles, which will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, as assets costing below £20k are not capitalised and are charged to revenue in year. Details of the Council's policy on capitalisation may be found in the Accounting Policy section of the Council's Statement of Accounts.

3. RESOURCES

The sources of funding available to the Council are described below:



Unhypotheated Supported Borrowing (USB), commonly referred to as Supported Borrowing

Each year Welsh Government provides councils with a Supported Borrowing capital allocation. Councils can then borrow to fund capital expenditure up to that annual allocation, and Welsh

Government will include funding to cover the revenue costs associated with that level of borrowing in future years within the Revenue Support Grant. The Council decides how this funding is spent.

General Capital Grant (GCG)

This is the annual capital grant from Welsh Government. The Council decides how this funding is spent.

Supported borrowing and general capital grant will be used to fund capital schemes which:

- invest in, or maintain the life of, existing assets which will be retained for future service delivery
- are statutory / regulatory in nature

The Housing Revenue Account (HRA) equivalent is known as the Major Repairs Allowance (MRA).

Capital Receipts

These are funds raised from the sale of council assets, usually, but not restricted to, land and buildings. Other examples include repayments of loans for capital purposes and release of restrictive covenants.

Capital finance regulations dictate that capital receipts can only be used to fund capital expenditure or repay debt. In the past regulations required a proportion of all receipts be set aside to repay debt, but this was removed some time ago for the Council Fund and was removed for the HRA with the introduction of self-financing. The Council's policy is to use capital receipts to fund capital expenditure rather than voluntarily set aside to repay debt. The Council sets a Minimum Revenue Provision policy each year which sets out our prudent methods for repayment of debt.

The current policy of pooling all capital receipts to allocate to capital schemes in accordance with the Council's strategic aims and priorities will continue. Capital receipts will not be ring-fenced to fund schemes in the same service or geographical areas (with the exception of the HRA). Capital receipts represent a finite funding source based on a planned approach to asset disposals in support of the Council's priorities. They will be used to fund new capital investment schemes.

Generation of capital receipts depends on our ability to identify assets that are surplus to requirements, and to sell them at an appropriate time which will be subject to local economic factors. In recent years this has been challenging, and will continue to be so. Careful and prudent planning around the timing of capital receipts is needed to ensure schemes funded by capital receipts don't begin until we have received the receipt.

Capital receipts will be generated by continuing with our agricultural disposal policy, our policy to reduce the number of assets that we have and the forthcoming review of the commercial estate.

Our assets are also supporting the Strategic Housing and Regeneration Programme (SHARP) in innovative ways. We have identified surplus Council owned sites which will be used to develop new housing. This input will need to continue throughout the life of the programme. The impact of this on the generation of capital receipts will need to be carefully mapped and reflected within the wider Capital Programme.

Specific Grants and Contributions etc.

Specific Grants

These are grant allocations received from a range of sponsoring bodies including Welsh Government, Lottery, etc. for associated specific programmes and projects with limited local discretion on how the funding is spent. Often the terms and conditions of such funding will require unused funding to be returned, and can require the Council to match fund. In times where capital resources are declining the Council will seek to maximise such funding streams, subject to the initiative/scheme reflecting both the third party's agenda and the Council's priorities.

Specific Contributions

These are contributions from developers towards the provision of public assets or facilities. Sometimes these are to mitigate the impact of their development on communities and often referred to as section 106 contributions. Contributions are earmarked for specific purposes in planning agreements and often relate to infrastructure projects including play areas, open spaces, and schools, but also includes affordable housing. Developers also contribute to highways infrastructure developments through section 38 and 278 agreements.

Specific Capital Loans

Increasingly as Welsh Government's funding comes under pressure, capital funding that was previously issued as a specific capital grant is converted into a repayable loan, Examples include the Home Improvement Loans fund, and Vibrant and Viable Places funding. Grant funding will always be preferable to loan funding as it does not require repayment, however loan funding does have benefits. Its use to date has been to provide recyclable loan funding for regeneration purposes. The benefit is that rather than being used to fund a single project, the funding can be recycled and used to fund a number of projects over the term of the loan.

Capital Loans are also available, and have been used, from other sources such as Salix in relation to energy saving projects.

As with grants the Council will seek to maximise such developments that are in line with its priorities, whilst carefully considering the additional administrative burden in issuing and collecting loans, and the risk it carries from loan defaults.

Local Government Borrowing Initiative (LGBI)

In recent years as Welsh Government funding has been under pressure, schemes that would have been funded by capital grant have been funded by LGBI. Welsh Government provides the revenue support for borrowing costs incurred by the Council in borrowing to fund capital schemes (the difference with supported borrowing being that it's for a specific purpose aligned to Welsh Government priorities). LGBI has recently been used for highways maintenance and used to part fund the Welsh Government element of the 21st Century Schools programme – 'Band A'.

Capital Expenditure charged to Revenue Account (CERA)

Capital expenditure can be funded via a direct contribution from revenue funding (note capital financing regulations mean it is not possible to use capital funding to fund revenue expenditure). This method of funding is extensively used by the HRA and will continue to be in the future. Its use for Council Fund activity is generally quite limited as this would add pressure to the revenue budget as forecast in the Medium Term Financial Strategy.

Unsupported Prudential Borrowing (commonly referred to as Prudential Borrowing)

The Prudential Code for Capital Finance in Local Authorities supports local authorities in determining their programmes for capital investment in assets (we are required by regulation to follow its

requirements). The Prudential Code gives Councils discretion to undertake borrowing to fund capital projects with the full cost of borrowing funded from future council revenue resources subject to the Council demonstrating, within a clear framework, that the capital investment plans are affordable, prudent and sustainable. A range of prudential indicators must be produced and approved demonstrating the impact of the programme. The option for funding additional capital developments is one which is funded from within existing revenue budgets or from generating additional and ongoing income streams, there is no support from any external funding and is a major constraint on its use as any scheme funded by prudential borrowing will add to the forecast budget deficit in the MTFS.

To date limited use has been made of the option following cautious and prudent consideration of long term impacts. This approach will continue to be used with schemes that have a clear financial benefit such as 'invest to save', 'spend to earn', and those that generate returns over and above the costs of debt. The focus will be to fund schemes that are the Council's priorities, attract third party funding and generate revenue benefits in future financial years in the form of revenue savings, income generation or increasing Council Tax yield. In addition, prudential borrowing will be used to fund the Council element of 21st Century Schools – 'Band B' and the HRA SHARP and Welsh Housing Quality Standard (WHQS) schemes.

Alternative Sources

There are a number of other alternative sources of capital funding which the Council could make use of, depending on circumstances and cost:-

- Finance Leases - Leases that transfers substantially (to the lessee) all the risks and rewards of ownership of an asset, even though ownership may not be transferred. This method was used for the equipment at Deeside Leisure Centre and the Jade Jones Pavilion, Flint.
- Public Private Partnerships (PPPs) - This is a broad term for various arrangements in which the Council has a longer and more intensive relationship with a private sector supplier than it does under a traditional contract. It includes:-
 - PFI contracts;
 - Local Asset Backed Vehicles (LABVs);
 - Strategic partnering;
 - Sale and Lease back;
 - Joint Ventures; and
 - Deferred Purchase

To date the Council has made very limited use of alternative funding options listed above. In future all options along with any new initiatives will be explored and used carefully. Capital schemes funded from alternative sources are likely to increase the Council's debt liability therefore use will be restricted and considered in the same way as prudential borrowing.

4. PRIORITISATION OF CAPITAL EXPENDITURE

The purpose of the Capital Programme is to optimise the Council's use of capital resources by allocation to those areas identified as representing the strategic priorities of the Council. The Programme is split into 3 sections;

- Statutory / Regulatory Programme consisting of an annual allocation to fund schemes of a statutory / regulatory nature. Examples include providing financial support to repair, improve and adapt private sector homes, and adapting schools for disabled children. Service areas will be required to submit plans for approval before the start of each financial year.
- Retained Asset Programme consisting of an annual allocation to fund schemes that maintain, improve or lengthen the economic life of the assets that we retain to use in delivering services where there is already a significant amount of capital work needed, identified by service plans / condition surveys etc. Service areas identified are; schools, highways, and corporate office accommodation. Service areas are required to submit plans for approval before the start of each financial year.
- Investment Programme consisting of allocations to fund new schemes arising from Portfolio Business Plans. Such schemes will be necessary to achieve revenue efficiencies included within Portfolio Business Plans and the MTFS and our strategic priorities as included in the Council Plan. Approval of such schemes will be through the submission of a full business case identifying the source of capital funding and the assets lifetime costs going forward.

Funding of schemes will be allocated as shown below:

Statutory / Regulatory Programme	Retained Asset Programme	Investment Programme	
General Capital Grant	Supported Borrowing	Capital Receipts	Debt and Alternative Sources of Funding

Capital Programmes will be set every year covering a timeframe of the next 3 financial years on a rolling basis, reflecting that capital schemes don't match financial years and span more than 1 financial year. Schemes starting in that first financial year will be approved along with any costs and funding required in the subsequent 2 financial years. Schemes starting later than the first financial year will be given indicative support to enable services to plan, but will ultimately require formal approval through the process of approving the subsequent years' capital programme.

Sufficient headroom will be built into the Capital Programme to facilitate more flexibility thus allowing smaller schemes to be presented, considered and approved by Cabinet in year. Such schemes arise in year due to, for example grants that require an element of match funding or unforeseen events such as regulatory works etc.

The development of the capital programme will be considered in the context of its impact on the Council's MTFS and in particular the added pressure the capital programme may bring to the revenue budget.

5. GOVERNANCE

Planning for the Capital Programme is determined in parallel with service and revenue budget planning process within the framework of the MTFS.

New investment capital schemes will be rigorously appraised through submission of full business cases which will include schemes funded by grants or contributions from 3rd parties. Large schemes which are programmes in their own right will be subject to gateway reviews at stages during the programme, for example 21st Century Schools and SHARP. This ensures that the evidence and the case for change when the scheme was initially approved is still valid, and that lessons learned from early stages can be applied to future stages.

Those portfolios with core allocations will submit annual plans for assessment and challenge by the Capital and Assets Programme Board to ensure compliance with the Capital Strategy and the Asset Management Plan.

The Capital Programme where possible will be set for each coming financial year before the annual budget, and will include indicative figures spanning the same time frame as the MTF5.

Monitoring of the annual Capital Programme will be undertaken at a Portfolio level by the Capital Team within Technical Accounting, with progress updates given to the Capital and Assets Programme Board. Reporting to Members will take place quarterly to Cabinet and Corporate Resources Overview and Scrutiny Committee including:

- New schemes or additions to existing schemes
- Removal of or reductions to schemes
- Slippage on schemes, and impact on future years capital programme
- Funding virements between schemes
- Other necessary revisions to the scheme

The Capital and Assets Programme Board will develop processes for monitoring the outcomes of capital schemes and measures to monitor the performance of assets.

Capital expenditure plans

The Council's planned capital expenditure for the period 2019/20 to 2022/23 is summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Council Fund	42.297	10.312	9.174
Housing Revenue Account	30.464	20.923	25.482
Total	72.761	31.235	34.656

The Council's Capital Programme is due to be approved by Council in December 2019, and details can be found on the Council's website.

The Council is planning a number of significant investments during the period of this strategy. In particular, it is investing substantially in its schools in conjunction with Welsh Government through the 21st Century Schools programme; is extending its residential care home at Marleyfield in Buckley; is making infrastructure improvements at Standard Yard Waste Transfer Station (WTS) in Buckley to accommodate growth in recycling rates and an increase in resilience and processing

capacity for future waste streams; and has plans, in conjunction with its partners, to redevelop Theatr Clwyd. More detail is available in the Capital Programme 2020/21 – 2022/23 report.

The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately. The Council has plans to invest significantly in housing assets over the period of the strategy, including the building of an estimated 208 new homes as part of the Strategic Housing and Regeneration Programme (SHARP), as well as bringing its stock into line with the Wales Quality Housing Standard.

In addition, part of SHARP is to build new homes for rent at intermediate rent levels (between social housing rents and market rents). This is achieved by making capital loans to the Council's wholly owned subsidiary, North East Wales Homes (NEW Homes) to build affordable homes.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing etc.). The planned financing of the above expenditure is as follows, broken down into the sources detailed above in 'Resources':

Table 2: Capital Financing in £ millions

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Council Fund			
<u>External Sources</u>			
USB	4.094	4.094	4.094
GCG	3.414	2.492	2.492
Specific Grants/Contrib's/Loans	6.153	2.109	0.384
<u>Own Resources</u>			
Capital Receipts	0.000	0.000	0.000
CERA	0.000	0.000	0.000
<u>Debt</u>			
Prudential Borrowing	28.636	1.617	2.204
Sub Total - Council Fund	42.297	10.312	9.174

Housing Revenue Account			
<u>External Sources</u>			
MRA	5.065	5.065	5.065
Specific Grants/Contrib's/Loans	0.275	0.000	0.000
<u>Own Resources</u>			
Capital Receipts	1.227	0.000	0.000
CERA	13.953	8.208	8.473
Othe contns	0.000	0.000	0.000
<u>Debt</u>			
Prudential Borrowing	9.944	7.650	11.944
Sub Total - HRA	30.464	20.923	25.482
TOTAL	72.761	31.235	34.656

Debt is only a temporary source of finance, as any loans or leases must be repaid. Local Authorities are required each year under Regulations, to set aside some of their revenue resources as provision for the repayment of debt. The annual charge to the revenue account for repaying debt is known as the Minimum Revenue Provision (MRP). Planned MRP is as follows:

Table 3: Minimum Revenue Provision in £ millions

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Council Fund	4.456	4.682	4.786
Housing Revenue Account	2.711	2.896	2.999

Local Authorities are required to set a policy for MRP each financial year. The Council's sets its annual MRP policy in February each year and is available on its website.

Alternatively, capital receipts may be used to repay debt by applying capital receipts to the Capital Financing Requirement (CFR).

The Council's cumulative outstanding amount of capital expenditure financed by debt is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and any capital receipts used to repay debt. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Council Fund	233.145	242.802	248.529
Housing Revenue Account	144.850	149.953	158.954
Total	377.995	392.755	407.483

6. TREASURY MANAGEMENT

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs as they fall due, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

Due mainly to decisions taken in the past, the Council currently (30th September 2019) has £290m long term borrowing at an average interest rate of 4.57%, and £19m short term borrowing at an average interest rate at 0.76%. It also had £19.5m treasury investments at an average interest rate of 0.69%.

Borrowing strategy: The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 3.0% to 3.5%).

Projected levels of the Council's total outstanding debt (which comprises borrowing and leases) are shown below, compared with the capital financing requirement (see above).

Table 5: Prudential Indicator: Gross Debt & the Capital Financing Requirement in £ millions

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Debt (Incl Leases)	355.000	373.655	389.993
Capital Financing Requirement	377.995	392.755	407.483

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from Table 5, the Council expects to comply with this in the medium term.

Affordable borrowing limit: The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with

statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 6: Prudential Indicators: Authorised Limit & Operational Boundary for external debt in £m

	2020/21 Limit	2021/22 Limit	2022/23 Limit
Authorised Limit - Borrowing	395	410	415
Authorised Limit - Other long term liabilities	35	35	35
Authorised Limit - Total External Debt	430	445	450
Operational Boundary - Borrowing	375	390	405
Operational Boundary - Other long term liabilities	20	20	20
Operational Boundary - Total External Debt	395	410	425

Investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council’s policy on treasury investments is to prioritise security and liquidity over yield that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Corporate Finance Manager and the Treasury Management team, who must act in line with the Treasury Management Strategy approved annually by the Council in February. Quarterly reports on treasury management activity are presented to the Audit Committee. The Audit Committee is responsible for scrutinising treasury management decisions.

The Council sets a Treasury Management Policy Statement, an annual Treasury Management Strategy and Treasury Management Schedules and Practices which contain further details on the Council’s borrowing strategy, investment strategy and treasury management governance which are available on its website.

7. COMMERCIAL ACTIVITIES

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.

8. LIABILITIES

In addition to debt of £290m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £408m). It has also set aside £1m to cover the risks associated with the aftercare of former landfill sites, and £2.7m as a provision against bad debts.

The Council is also at risk of having to pay for any additional works necessary at landfill sites, payments in respect of historic insurance, abuse and housing disrepair claims, costs involved in some employment tribunal cases, and has given pension guarantees on behalf of various alternative service delivery models. The Council has not set aside any funds because of a lack of certainty in estimating the size and timing of these liabilities.

Governance: Decisions on incurring new discretionary liabilities are taken by Chief Officers in consultation with the Corporate Finance Manager. The risk of liabilities crystallising and requiring payment is monitored by corporate finance and reported as required to Cabinet.

Further details on liabilities and guarantees are in the contingent liability section in note 33 of the Council's 2018/19 Statement of Accounts available on its website.

9. REVENUE BUDGET IMPLICATIONS

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Revenue Support Grant, Council Tax and business rates (NNDR) for the Council Fund, and the HRA equivalent is the amount to be met from WG grants and rent payers.

Table 7: Prudential Indicator: Proportion of Financing Costs to Net Revenue Stream

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Council Fund	4.68%	4.75%	4.79%
HRA	24.33%	25.37%	25.84%

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Corporate Finance Manager is satisfied that the proposed capital programme is prudent, affordable and sustainable because the impact of the existing capital programme on the MTFs has been considered, and the revenue implications of future capital schemes are included when considering the approval of the capital budget.

Other revenue implications of capital expenditure are included in business cases and are factored into the MTFS.

10. KNOWLEDGE AND SKILLS

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Corporate Finance Manager is a qualified accountant with significant experience. The Council pays for junior staff to study towards relevant professional qualifications, including CIPFA and AAT.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 November 2019
Report Subject	Capital Strategy and Asset Management Plan 2020 – 2026
Portfolio Holder	Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Housing and Assets)
Strategic / Operational	Strategic

EXECUTIVE SUMMARY

This report introduces the refreshed Corporate Asset Management Plan 2020 - 2026, which sets the Council's medium term strategy for managing its assets and moving towards an optimal portfolio of assets.

The report explains the need for the Plan, its purpose, objectives, key aims, and content.

RECOMMENDATIONS

1	Members support the Asset Management Plan 2020 – 2026 so that it can be adopted as the principal document for managing the Council's corporate property and land resource assets.
---	---

REPORT DETAILS

1.00	EXPLAINING THE ASSET MANAGEMENT PLAN 2019 - 2026
	Introduction
1.01	The Council's assets, primarily land and property, are a significant and valued resource with a value of circa £762m (2018/19 Statement of Accounts). Over the last three years in excess of £7m of capital receipts have been generated through the sale and disposal of surplus land and property.
1.02	There is a need for a comprehensive and structured strategy which sets out the Council's framework for asset management planning. The objective of strategy is to set out the optimal asset portfolio the Council requires in the medium term to deliver its corporate objectives, the services it is responsible for providing, the statutory functions it is responsible for fulfilling, efficiently and taking into account overall value for money.
1.03	<p>The key aims of the Strategy are to provide a framework for:</p> <ul style="list-style-type: none"> • Managing the Council's assets to ensure that the right asset is in the right place to support Council priorities and enable efficient service delivery. • Identifying surplus assets and those where retention provides no economic benefit and seeking to dispose of such assets as appropriate. • Critically challenging our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services now and into the future. • Understanding the Council's future requirements and current asset base to map out a strategy for delivery. This will inform and link in with the development of the Council's Capital Programme. • A more dynamic approach to Asset Management Planning, adapting as requirements change and services adapt to ongoing demands. This refreshed strategy will capture the current position and will include an action plan which will link closely with the Capital Programme.
1.04	The document, which is in final draft for Members approval is structured into a number of sections which are briefly explained below.
1.05	<p>The key facts.</p> <p>Section explains the types of assets the Council has, how many and asset condition information.</p>
1.06	<p>The bigger picture</p> <p>Section explains how asset management planning fits in with national strategic context, regional strategic context and the local strategic context.</p>

	Including how the Strategy ties in with the Council Plan, Portfolio Business Plans, the Capital Programme, and the Medium Term Financial Strategy.
1.07	<p>Where we want to be</p> <p>Section explains what the Council's optimal portfolio of assets is. It seeks to identify what we want our capital resources to deliver over the medium term.</p> <p>This high level strategic document makes reference to the more detailed asset management plans developed within portfolios for example; Schools modernisation, Highways Asset Management Plan, Housing Asset Management Plan, Corporate Property, Industrial Estate, Agricultural Estate and the Digital Strategy.</p>
1.08	<p>The Challenges</p> <p>Section explains the challenges that we face in delivering the optimal portfolio of assets identified, and how we plan to overcome those challenges.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Implications for assets and financial implications as set out within the report. Other resource implications include Officer time in delivering the Strategy and associated capital programme which is not considered to be a significant change.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT								
3.01	Decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications. The purpose of the Capital Strategy and Asset Management Plan is to set a clear framework within which such decisions can be made mitigating the risks involved.								
3.02	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td>Positive in that it supports the delivery of modernised and efficient assets.</td> </tr> <tr> <td>Prevention</td> <td>Creates sustainable and energy efficient assets</td> </tr> <tr> <td>Integration</td> <td>Integrates developments within local communities to create and support the sustainable and resilient communities agenda</td> </tr> <tr> <td>Collaboration</td> <td>Positive in that it supports other public sector and community based organisations</td> </tr> </table>	Long-term	Positive in that it supports the delivery of modernised and efficient assets.	Prevention	Creates sustainable and energy efficient assets	Integration	Integrates developments within local communities to create and support the sustainable and resilient communities agenda	Collaboration	Positive in that it supports other public sector and community based organisations
Long-term	Positive in that it supports the delivery of modernised and efficient assets.								
Prevention	Creates sustainable and energy efficient assets								
Integration	Integrates developments within local communities to create and support the sustainable and resilient communities agenda								
Collaboration	Positive in that it supports other public sector and community based organisations								

		deliver services through shared space.
	Involvement	Through the engagement and consultation with our communities in our assets their development and the role they play within our communities.
Well-being Goals Impact		
	Prosperous Wales	Contributing to the wealth and prosperity of Wales through the programmes of work attached to the capital programme developing the skills to deliver locally.
	Resilient Wales	Creating a skills base within the construction industry and wider to develop increased resilience.
	Healthier Wales	Quality accommodation and facilities to support a healthier Wales.
	More equal Wales	Provision of spaces and environments that respond positively to equality and gender.
	Cohesive Wales	The transfer of assets to our communities to create resilience and develop knowledge and skills in the management of such assets.
	Vibrant Wales	Activity which stimulates the local economy and builds upon and adds to the Welsh economy.
	Globally responsible Wales	The development of carbon neutral environments and decarbonisation of our existing estate where practicable.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	None required. Consultations undertaken include the Assets Programme Board and the Chief Officer Team, both supported the proposals and principles.
4.02	The strategy and covering report was shared with Corporate Resource Overview and Scrutiny Committee for comment, observations and general support.

5.00	APPENDICES
5.01	Appendix 1 – Draft Asset Management Plan 2020 – 2026.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Neal Cockerton, Chief Officer Housing and Assets Telephone: 01352 703169 E-mail: neal.cockerton@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Asset Management Plan - A plan maintained by an authority of the condition and suitability of its assets, updated regularly and utilised to assess future capital needs</p> <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 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 Receipt - Receipts (in excess of £10,000) from the disposal of an asset</p> <p>Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the Capital Programme</p> <p>Capital Strategy - A corporate document providing clear strategic guidance about an authority’s objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives. May be combined with the Asset Management Plan (AMP) to form a single document</p> <p>Disposal - The decommissioning or transfer of an asset to another party</p> <p>Financing - The process of allocating resources to meet the cost of capital expenditure, which can be done on a project, asset or whole programme basis. This contrasts with making the invoice payments relating to capital expenditure, which should be managed within the authority’s overall treasury management policy</p> <p>Non-current Asset - A resource controlled (but not necessarily owned) by</p>

	an authority, from which economic benefits or service potential are expected to flow to the authority for more than 12 months
--	---

	Whole Life Costs - The costs of acquiring or creating an asset, operating it, maintaining it over its useful life and finally any costs of disposal (i.e. the total cost of ownership)
--	---

CORPORATE ASSET MANAGEMENT PLAN

2020 TO 2026

CONTENTS

Foreword

1. Introduction

2. Asset Management Planning in Flintshire – the key facts

3. How asset management planning fits – the bigger picture

4. Where we want to be

5. Delivering our Asset Management Plan

6. The challenges we face

Appendices

Making it happen – the Action Plan (to follow)

The council's assets are vital to the effective delivery of our priorities and services. The provision of the right asset in the right place at the right time is a fundamental principle of effective asset management planning.

The unprecedented and sustained financial constraints, which all Local Authorities and other public sector partners are experiencing means that we have to be ever more efficient and innovative in the use of our resources. This involves developing a culture of innovation and co-operation. We have made significant progress already and the benefits of sharing assets and working in partnership are clear to see, through an ongoing and rationalised estate, to mobile working. In doing this have continued to protect front line services and maintain service delivery to our customers whilst using fewer buildings but use those that remain far more efficiently.

This document sets out an integrated plan for the future management of the Council's assets. It facilitates a seamless interface between business planning within the Council and the management of our assets and capital resources and contributes to the Capital Strategy. This will ensure that the provision of resources and future investment are prioritised correctly. It is a key document which run alongside and supports the Council's Medium Term Financial Strategy (MTFS) and Capital Strategy and will provide the framework for ensuring the effective and affordable management of our assets.

Technological advances continue to accelerate and the landscape of customer services is constantly changing and being reinvented, this provides opportunities and challenges within our property and land estates requiring us to constantly review the basis for holding assets in the locations they are in, seeking new opportunities to partner with other public sector organisations and to increase the pace, scale, ambition and the way we deliver services both now and in the future.

Like many organisations we are constantly reinventing ourselves and our assets create a platform for launching and delivering our modernized services. In considering this we must also reflect on the Future Generations and the young customers of today, our assets must also modernize to keep pace with an agenda that requires us to use significantly less energy, recycle more, be easily accessible and create environments which are flexible and sustainable. Like many organisations we are on a journey and our assets facilitate and support our services in the delivery of high quality customer outcomes.

Cllr Billy Mullins

Cabinet Member

INTRODUCTION

Key aims and Principles

The Council's Asset Management Plan is a fundamental component in the effective delivery of our corporate priorities and strategies. The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of high quality public services.

The unprecedented financial constraints, which all Local Authorities and other public sector partners continue to experience means that we have to be ever more efficient in the use of our scarce resources. This involves developing a culture of innovation and co-operation.

We have made significant progress already and we have demonstrated that a reduction in the running costs of our assets and the provision of enhanced customer service is achievable and we will continue to develop this approach. Ultimately our overarching aim is to use fewer buildings but use these far more efficiently and in partnership where possible.

This document sets out an integrated plan for the future management of the Council's assets and its capital programme. It facilitates a seamless interface between business planning within the Council and the management of our assets and capital resources. This will ensure that the provision of resources and future investment are prioritised and targeted into areas of greatest need or where our assets will bring the greatest benefit to our communities and citizens. It is a key document which runs alongside the Council Plan and Plan and Medium Term Financial Strategy (MTFS) and provides the framework for ensuring the effective and affordable management of our assets.

Key Aims

- Provide a clear context within which proposals for capital expenditure are evaluated to ensure all capital investment is targeted to deliver the Council's priorities as set out in the Council Plan.
- Sets out how the Council identifies and prioritises capital requirements and proposals arising from various strategies including Council Plan, Portfolio Business Plans, and other corporate strategies and how they will be managed within the limited capital resources available.
- Critically challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services.
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure and of any new investments.
- Use partnerships, both public and private, more effectively to support our overall strategy.
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money.

Principles

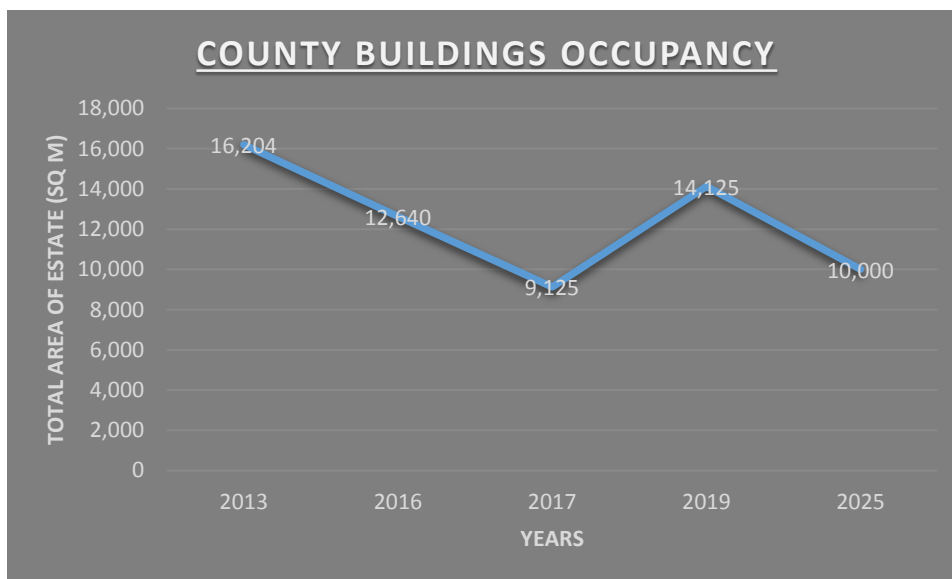
- The basic principle for managing our assets is to ensure that the right asset is in the right place to support Council priorities and enable efficient service delivery. In so doing we will identify and seek to dispose of surplus assets and those where retention provides no economic benefit.
- By understanding our future requirements and our current asset base we can map out a strategy for delivery. This will inform our capital programme for the medium term which is split into three sections; a reduced core programme of schemes that are regulatory / statutory in nature, a retained asset programme to improve or enhance the life of existing assets, and a larger investment programme in schemes linked to the Council's strategic priorities.
-

- Set a capital programme split into three sections; a reduced core programme of schemes that are regulatory / statutory in nature, a retained asset programme to improve or enhance the life of existing assets, and a larger investment programme in schemes linked to the Council's strategic priorities.
- Schemes included in our investment programme will be subject to completion of a business case to include a thorough appraisal of options and sensitivity analysis, with the schemes that generate efficiencies for the MTFS being favoured.
- Whole life analysis and using Net Present Value (NPV) calculations will be applied to schemes in the investment programme linked through to the MTFS.
- With Capital and Revenue resources under pressure innovative and creative solutions to procuring capital assets will be sought.
- Assets surplus to requirements will be disposed of when appropriate in order to generate the maximum capital receipt for the Council.

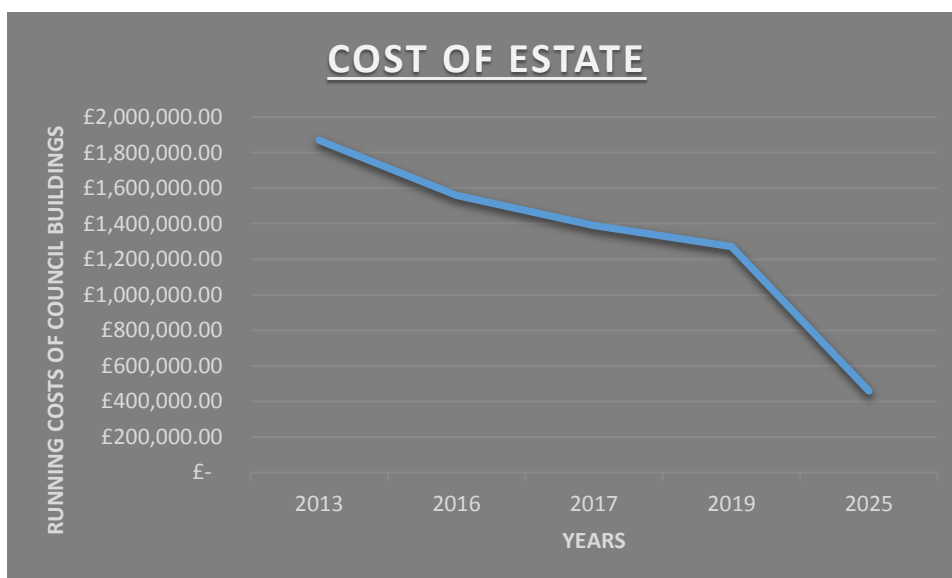
Achievements to date

We have achieved many of the objectives we set out in the previous asset management plan including:

- The long term regeneration of Flint Town Centre by utilising our land and property to facilitate the development of a new Extra Care scheme and Medical Centre.
- The Council has significantly increased the provision of affordable housing. Our SHARP programme has provided 110 extra council houses to date and a further 107 affordable homes through NEW Homes.
- We have progressed our office rationalisation programme and reduced the occupied space in County Hall by 50% and have moved staff to our newly refurbished office in Ewloe.



The reduction in floor space together with the utilisation of more modern and efficient buildings has resulted in significant efficiencies i.e. circa £600,000 savings between 2013 and 2019.



- We will now progress the second phase of our programme which will see the redevelopment of the County Hall campus.
- We have progressed our programme of Community Asset Transfers. Since embarking on the programme 5 years ago we have transferred 13 assets which has resulted in significant revenue savings for the council.
- Flintshire County Council is committed to providing high quality services for adults with a Learning Disability. To support service transformation in this area the Council prioritised a significant investment of £4 million to build a new learning disability community hub providing training, day service and work opportunities. The centre, named *Hwb Cyfle* (Hub for Opportunities) has delivered a sustainable and efficient building and replaces an ageing adult day centre which, out-dated in design and layout, was making it difficult to support the needs of clients with quality services. This flagship facility provides the highest quality environment for day care support and activities. The 'Hwb' specialises in social care services for vulnerable adults and aims to provide improved health and well-being for people supported, helping them to achieve outcomes by developing skills and supporting them to live more independently. It provides a safe, supportive and vibrant space for adults with learning disabilities, offering facilities for creative and interactive activities, including indoor and outdoor sensory spaces and workshops. The centre will also be used as a community hub, providing opportunities for social interaction and community activities. It is located at the heart of the community, with community access out of hours. The development of this former school site will also help to regenerate the local community.
- The Education and Youth Portfolio has progressed the Welsh Government 21st Century Schools Programme as follows:

Primary School Sector

- Provision of a new Welsh medium satellite provision in Shotton (Ysgol Croes Atti Glannau Dyfdrwy) - September 2014
- Construction of new Shotton Primary School (Ysgol Ty Ffynnon) September 2014 - £6.5m
- Construction of new Primary school, Connah's Quay (Cae'r Nant) – September 2012 - £7.5M
- Amalgamations which have reduced the number of schools and governing bodies from 14 infant/juniors to 7 primaries.
- Federation between Ysgol Gronant and Ysgol Treglogan
- Federation between Ysgol y Waun, Gwernaffield and Ysgol Gwernymynydd
- Federation of Nercwys VA and Nannerch VC Schools

The Council has completed its statutory proposal programme of infant and junior amalgamation through the School Organisational Code's legal framework.

School Modernisation Strategy

The Council's Cabinet approved the revised School Modernisation Strategy in January 2015 and approved the next stage of the school Modernisation implementation programme in June 2015.

The following statutory proposals have been undertaken and have been implemented post Cabinet determination:

- Ysgol Maes Edwin – closed 31st August 2016
- Ysgol Llanfynydd – closed 31st August 2016
- Ysgol Mornant, Gwespyr Picton (WM) federation with Ysgol Maes Garmon, Mold.

Flintshire has completed a capital project at Hawarden Village utilising its own capital resources. The Hawarden Village school project linked two school buildings and was completed in 2016.

Secondary Sector

Statutory consultations have been undertaken and determined by the Welsh Minister at the following:

- John Summers High School – Change of age range from 11-18 to 11-16 by 31st August 2016 and closure of 11-16 School by 31st August 2017.
- St David's, Saltney - Change of age range from 11-18 to 11-16 by 31st August 2016.
- Elfed High School Buckley – Change of age range from 11-18 to 11-16 as of 31st August 2015.
- Connah's Quay High School – Change of age range from 11-19 to 11-16 as of 31st August 2016.
- Holywell High School - Change of age range from 11-19 to 11-16 as of 31st August 2016.
- Post 16 provision was also reviewed in Flint Secondary schools, Flint High School & St Richard Gwyn RC. Cabinet, in June 2014 determined not to enter into statutory proposals and allow a collaborative federation of post 16 between the two Secondary schools, which is subject to annual monitoring by the Council.

21st Century Band A (2014-2019)

The Council agreed funding envelope with Welsh Government (WG) for its 21st Century Schools Band A programme of £64.2m and has successfully completed the following construction projects as part of this programme.

- **Deeside 6** in collaboration with Coleg Cambria was completed and operational for the start of the new 2016 academic year.
- **Holywell Learning campus (buildings)** operational at the start of the new academic year 2016, with pupils from the Holywell High School, Ysgol y Fron Junior School and Ysgol Perth y Terfyn Infants school transferring.
- **Connah's Quay High school** - Phase 1 of the Modernisation of the School, completed in December 2018. This project also included the demolition of the former John Summer High school
- **Penyffordd** - A new School Project at Penyffordd will amalgamated the previous split site primary provision onto one site within the village completed in Autumn 2019.

The Council's strategy for the management and maintenance of the highway asset is based on the "Well-Managed Highway Infrastructure" code of practice, which was published by the UK Roads Liaison Group (UKRLG) in October 2016, which was commissioned by the Department for Transport (DfT).

Highway assets that are considered in this process include carriageways, footways, structures, street lighting, traffic management systems and road-markings. The focus is primarily on those elements that are considered to be of high value or risk. These principles are followed as part of the Highway Asset Management Plan (HAMP) and monthly meetings are held to agree strategies for investment in highway asset groups, and ensure improved highway asset management and best value for highways investment is achieved.

Agricultural Estate

Following a review of our Agricultural Estate in 2011 we have continued to dispose of our farms and small holdings in line with our disposal policy as and when they become vacant and have in the past five years generated in excess of £7m in capital receipts from such disposals.

ASSET MANAGEMENT PLANNING IN FLINTSHIRE – THE KEY FACTS

Property Asset Management

Flintshire County Council (FCC) manages a property portfolio of over 530 properties, which consists of two distinct property types:

Operational Properties

Operational properties are those that are used to directly support Council service delivery such as schools, service centres and depots together with those operated by partner organisations such as AURA Leisure and Libraries. There are currently 136 operational property assets.

Non - Operational Properties

Non - Operational Properties are those used to enable the council to support local business space and economic development, indirectly support corporate/community planning objectives and provide the council with a revenue stream.

FCC is committed to managing property assets efficiently and effectively to support the delivery of service and priorities. Property Maintenance Services will compile and monitor the following indicators to assist in the management of the property portfolio.

Property Performance Outcomes:

Outcome		Activity Aims
Compliance		Demonstrating that property assets comply with statutory and regulatory regulations. Ensuring properties are safe and available for use to deliver services by having them regularly inspected.
Condition		Demonstrating that property assets are maintained in satisfactory or better condition to support service delivery.

		Eliminate the backlog of priority work (i.e. in condition categories C and D as defined).
--	--	---

A rolling programme of maintenance has been produced based on initial condition surveys which will be reviewed cyclically every 5 years.

Buildings are categorized according to their condition with priority levels in accordance with the WG performance indicators.

Condition Categories:

A	B	C	D
Good	Satisfactory	Poor	Very Poor

Priority Categories:

Priority 1	Priority 2	Priority 3
Urgent – Prevent closure	Essential – work required in 2 years	Desirable– work required in 5 years

Property Assets Breakdown**Analysis by property type.****Operational Property**

Property Use/Type	Sites	Condition				Priority 1 Urgent	Priority 2 Essential	Priority 3 Desirable	Total Priority 1 - 3
		A	B	C	D				
Behavior Unit	4	2	2	0	0	£1,951	£214,492	£143,595	£360,038
Community Centre / Youth Centre	17	0	12	5	0	£65,905	£370,070	£386,230	£822,205
Libraries (Partnership)	6	0	6	0	0	£62,792	£70,095	£137,397	£270,284
Sports Pavilions	7	0	6	1	0	£0	£70,887	£15,858	£86,745
Leisure Centres & Swimming Baths (Partnership)	4	0	4	0	0	£0	£802,508	£1,037,446	£1,839,954
Primary Schools	64	3	55	6	0	£0	£4,358,616	£5,024,078	£9,382,694
Secondary Schools	11	1	8	2	0	£0	£2,924,971	£4,996,026	£7,920,997
Special (Other) Facilities	5	3	2	0	0	£0	£19,348	£206,926	£226,274
Offices and Admin Buildings	6	0	6	0	0	£17,691	£908,643	£10,317,506	£11,243,840
Depots	1	0	1	0	0	£0	£13,330	£0	£13,330
Theatres	1	0	0	1	0	£326,700	£3,598,706	£4,641,502	£8,566,908
Residential Care Homes	3	2	1	0	0	£16,476	£9,085	£146,300	£171,861
Adult Learning Centre	7	0	2	5	0	£0	£11,176	£397,336	£408,512
Total	136	11	105	20	0	£491,515	£13,371,927	£27,450,200	£41,313,642

Non - Operational Property

Property Use/Type	Number
Industrial	240
Farms	16
Cemeteries	9
Public Conveniences	8
Property Holdings (Other Commercial Leases)	124
Total	397

Summary Asset Data (CAM Status Report) as at Oct 2019

The Council has a diverse range of operational assets as listed in the table below:

Property – Asset Category	Property Type	Number of Properties
Other Land and Buildings	Schools	84
	Caretakers Houses	3
	Miscellaneous Properties	30
	Libraries	6
	Youth Centres	11
	Community Centres	15
	Leisure/Sports Centres	7
	Swimming Baths	3
	Work Opportunity Centres	2
	Day Centres	3
	Public Conveniences	9
	Cemeteries	13
	Civic Amenity Sites	8
	Depots	1
	Council Offices	6
	Miscellaneous Operational	2
	Residential Homes	4
	Markets	1
Educational Establishments	7	
Community Assets	Parks and Open Spaces	5
	Playing Fields Recreational	90
	Play Areas	158
	Amenity Space	45
	Allotments	17
	Ancient Monuments	10
	Bowling Greens/Clubs	21

With regard to our schools the Council has an up to date Asset Management system and data from the system is used to influence decision making on Capital investment in the schools network.

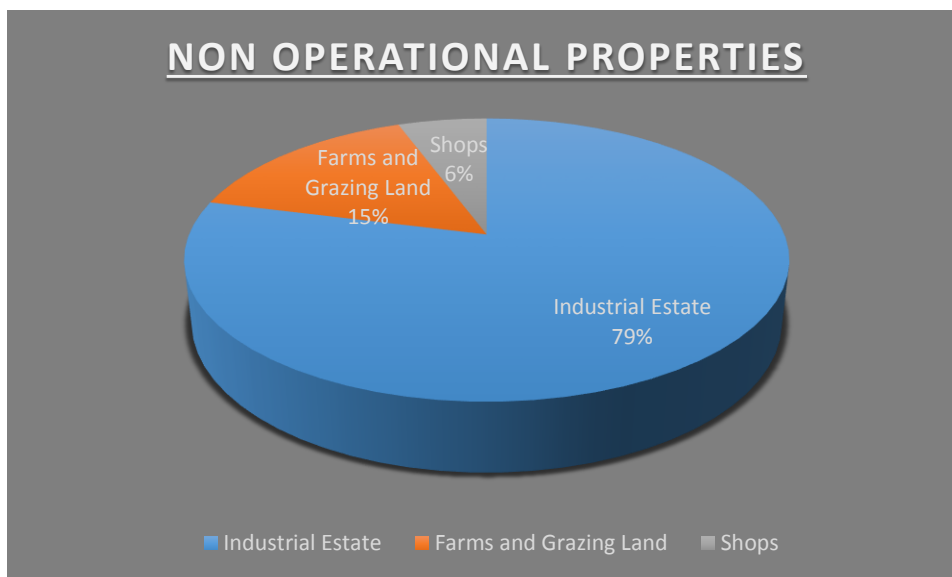
Condition Surveys are undertaken through a framework agreement with the private sector and condition surveys are undertaken by RICS qualified surveyors on a rolling five year cycle. Welsh Government have recently introduced standardised methodology, Flintshire will introduce this into its rolling cycle.

Suitability Surveys have been re-conducted used national guidance for the school estate in autumn 2016 and school data has been updated accordingly.

All information is shared and verified with individual schools.

Non-operational Estate

The Council also holds a significant commercial portfolio as detailed below.



These non-operational properties currently provide an annual income of circa £1.5 million. As already stated we will be undertaking a detailed review of our industrial portfolio and will be deciding on the most economically beneficial future for each of the estates.

ASSETS STRATEGY – THE BIGGER PICTURE

National strategic context

The Welsh Government has set out its programme to drive improvement in the Welsh economy and public services. The Taking Wales Forward 2016-2021 seeks to deliver a Wales which is prosperous secure, healthy and active, ambitious and learning, united and connected. Alongside this programme are well-being objectives which are set out in the Well-being of Future Generations Act 2015.

With particular regard to assets the Welsh Government has established Ystyddau Cymru (formerly National Assets Working Group) which encourages excellence in active management of the Welsh public sector estate by the promotion and facilitation of strategic opportunities across geographical and organizational boundaries.

The impact of Brexit is as yet unknown although services have considered potential impacts and are preparing for these wherever possible.

Financial Context

The ongoing and challenging financial environment continues to create issues for the Council. The revenue budget remains under significant pressure and in the context of the Capital programme its ability to receive capital receipts generated through the disposal of its own land and property assets is constrained as the opportunities to dispose of its own land reduces. This scenario creates issues for the delivery of any programme and requires a case by case review of the programme to determine the availability of its capital resources or whether other funding mechanisms should be actively pursued such as Prudential Borrowing.

Regional strategic context

North Wales Population Assessment

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

Some of the key housing related findings for Flintshire include:

- Maintaining the local council care home provision and exploring the development of intermediate care hub focused on preventative and early intervention work.
- An increase (based on projected need from demographic changes) of a further 178 care home placements by 2020.

North Wales Economic Growth Deal

The six North Wales Local Authorities are working collaboratively on a Growth Deal.

Cabinet adopted the *Growth Vision for the Economy of North Wales* in September 2016. The vision set out a collective and strategic ambition for North Wales for infrastructure development, skills and employment, and business growth. The cabinets of the five partner councils in the region similarly adopted the strategy at that time.

Cabinet was then advised in a further report in February 2017 that North Wales had been formally invited to open negotiations for a Growth Deal with both the UK and Welsh Governments: - for additional resources and powers to pursue the priorities set out in the *Growth Vision*. A number of City Deals and regional Growth Deals have been adopted across the UK.

In June 2018 Cabinet and Council adopted a Governance Agreement for the planning and development phase of a Growth Deal. The Governance Agreement empowers and regulates the regional partnership between the six local authorities, the two universities, the two further education colleges and the North Wales Mersey Dee Business Council. The partnership operates through a joint committee called the North Wales Economic Ambition Board. All partners have similarly adopted the Governance Agreement.

Heads of Terms are being finalised with Governments and it is anticipated that capital allocations will be drawn down in the final quarter of the 2020/21 financial year. A *Proposition Document*, which sets out the priority programmes of activity for the region and for which national funding

is being sought through the Growth Deal, and has been approved by the North Wales Economic Ambition Board. The Growth Deal will fund selected programmes and projects from within the *Proposition Document*; ones that meet shared governmental objectives for economic growth. The document constitutes the regional bid which will lead to a deal.

There is likely to be borrowing required in the future, the associated costs of which will need to be serviced. Until the detail of the final Growth Deal, to be negotiated with the Governments, and the capital grant payment arrangements to finance the Deal, the regional partners will not know the number and the combined cost of the approved projects. The combined cost of the approved projects, and how they are to be phased over a period of years, will have a bearing on the contributions to the borrowing costs each partner might be expected to make.

Regional Capital Projects

Joint Archive Facility, Flintshire and Denbighshire Councils:

This proposed scheme recognises and responds to the need and demand of the two local authorities archive services. Both services occupy old buildings, unfit for purpose. They lack suitable public spaces and appropriate storage, are too full to accept new collections and are listed buildings lacking scope for adaptation, requiring expensive maintenance. The Proposal is to construct a new building adjacent to Theatr Clwyd, Mold, to house both the physical archives and the new service operations.

Local strategic context

Council Plan (2019 – 2023)

Appropriate and Affordable homes: SHARP programme to deliver 500 new Council and affordable homes.

Modern, efficient and adapted homes: Ensuring the supply of quality and affordable housing of all tenures.

Business Sector Growth and Regeneration: A strategic approach to regenerating and supporting town centres.

High Performing Education: School Modernisation Strategy

Sustainable Development and Environmental Management: Maximise energy efficiency within Council assets.

Resilient Communities: Supporting local communities to be resilient and self-supporting.

Effective Resource Management: Maximisation of the Council's assets including County Hall, non-operational estate ensuring that capital funding streams are maximized.

Portfolio Business Plans

Chief Officers as part of business planning at Portfolio level will include medium term capital and asset requirements – this will provide a clear link mapping out and supporting strategic thinking and identifying

specific areas where there will be capital requirements or asset related issues to consider. Including capital and asset implications in Portfolio business plans will involve services giving much earlier consideration to their requirements which can then be considered on a Council wide priority basis, clearly linked to portfolio business plans, the Council plan and other strategic plans over a medium term time frame.

Capital Programme

There is a great deal of overlap between asset planning and capital planning, at both the strategic and the operational level.

Capital planning is about capital investment or expenditure, as distinct from revenue expenditure or running costs. Capital expenditure can be defined as expenditure on assets that will provide a benefit to the organisation beyond the current financial year. This includes expenditure on:

- purchase of new assets
- creation of new assets
- enhancing and/or extending the useful life of existing assets.

The way in which assets are managed on a day-to-day basis can have significant implications for the capital programme. Inadequate levels of routine maintenance and capital investment can increase the cost of reactive maintenance and the capital expenditure that is required in the long run. A good example of this is highways maintenance, where cutting capital budgets tends to result in increased revenue expenditure on filling potholes.

Inadequate levels of routine maintenance and capital investment also reduce the value of capital receipts that can be achieved from the disposal of assets. AMPs should therefore be based on an integrated approach to the day-to-day management of assets and the longer-term plans for those assets based on the asset strategy.

An asset may be in good condition, but no longer suited to the purpose for which it exists. For example, a school built in the Edwardian era might be in good condition, but the thickness of the walls might prevent the functioning of a wireless network, making it an unsuitable environment for the provision of 21st century education.

Medium Term Financial Strategy MTFS

The MTFS forecasts funding levels and resource requirements over the medium term, identifies the gap between the two, and enables specific actions to be identified to balance the budget and manage resources.

Any asset investment plan that results in a capital project will have consequences for the revenue budget, both positive and negative. These may be savings to running costs, schemes that generate income or resultant revenue costs of servicing any borrowing associated with the scheme. It is therefore essential that the capital and revenue budget cycles are aligned to ensure that these revenue implications are properly costed and fed into our MTFS.

Capital and Assets Programme Board

The Capital and Assets Programme Board comprises a group of senior officers from each Chief Officer portfolio who have an interest, proactive approach and enthusiasm around the development and

management of work streams relating to the councils capital programme and wider asset base. The Board will manage and oversee the following activities:-

- Capital Receipt Planning (manage the delivery of capital receipts to maximise resources for the capital programme);
- Capital programme forward planning (to provide a forward look and anticipate likely work items for future capital programmes and to understand the potential revenue implications)
- Principal capital programme management (to ensure key principal programme items run to plan and deliver the Councils Core Programme and other agreed programmes of work – Portfolio Business Planning and Investment Plans);
- Consider reports to Cabinet, Council, or Scrutiny Committees regarding capital programme delivery;
- Capital and Asset Management Strategies (to develop and maintain the strategy ensuring strategic linkage into the MTFS);
- Public sector shared asset planning (develop partnership solutions to strategic asset delivery through shared resources);
- Estate depreciation planning and management (effective management of assets, retention, disposal strategies and plans)
- Section 106 planning agreement strategy and management and any other contributions to capital schemes
- Regeneration and market stimulation (consider proposals for wider regeneration, linkages to SHARP and the contribution the Councils land and property makes to this activity by acting as a catalyst or lever).
- Creative capital funding solutions (regularly explore opportunities for innovative funding solutions which reduce the burden of interest charges and revenue impact);
- Prepare reports for consideration relating to land disposals, acquisitions and lettings;
- Contribute proactively to the delivery of the Councils Community Asset Transfer strategy and where applicable Alternative Delivery Model strategies

Flintshire Local Development Plan (LDP) 2015-2030

Flintshire is in the progress of preparing its LDP and has produced its Preferred Strategy Consultation Document, which sets out the growth ambition for the County and its strategic policy for meeting housing needs through the planning system. The Preferred Strategy identifies a requirement for 7,645 new houses during the plan period 2015 -2030 the plan will have implications for future Capital and Assets requirements e.g. increase in demand for school placements.

ASSET MANAGEMENT PLANNING IN FLINTSHIRE – WHERE WE WANT TO BE

The aim of our long-term corporate Asset Strategy is to move towards an optimal portfolio of assets. To achieve an optimal portfolio of assets we have considered what assets we need to deliver the Council's corporate objectives efficiently. This Asset Strategy directly relates to the Council's purposes: the services we are responsible for providing and the statutory functions we are responsible for fulfilling. It links the assets we require in order to provide services and fulfil our functions.

The optimal portfolio is not simply the assets that the Council would ideally like to have if resources were unlimited, but those assets that best enable corporate objectives to be delivered, taking into account overall value for money.

This high level strategic document makes reference to the more detailed asset management plans developed within portfolios for example; Schools modernisation, Highways Asset Management Plan, Housing Asset Management Plan, Corporate Property, Industrial Estate, Agricultural Estate and the Digital Strategy.

At a high level for the varying categories of assets the strategy includes our plans for:

- purchasing and constructing new assets
 - investing in and replacing existing assets
 - transferring assets to other organisations
 - disposing of assets that are surplus to requirements
-
- Sets out the long term modifications required to the Council's portfolio of assets to deliver efficient services in the future.
 - Links with various other Council strategies including the Council Plan, Portfolio Business Plans and other corporate strategies to identify changes required to the Council's portfolio of assets.
 - In conjunction with the Capital Strategy manage the levels of investment required within the limited capital resources available.
 - Determine what assets are required for service delivery, Corporate Strategy and the Council Plan.
 - Seek to maximise opportunities to generate sustainable income levels whilst reducing the Council's liabilities.
 - Critically challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services..

Key Aims

Following consultation with service areas and consideration of requirements within the context of the capital strategy, the following potential projects have been identified. These schemes contribute directly to identified priorities within the Council Plan.

21st Century Schools Band B

The 21st Century Schools Band B programme is due to end by 2024/25. As each of the remaining schemes is proposed for approval, a decision will need to be made taking into account its affordability in the context of the position on the MTFS. The Flintshire funding element of the remaining 21st Century Schools Band B programme will need to be funded from Prudential Borrowing.

WG has approved the Council's in principle submission for 21st Century Schools Band B. The programme is to be funded from specific grant from WG at an agreed intervention rate, with the Council's contribution to be funded by Prudential Borrowing. The WG intervention rate for funding the 21st Century Band B programme has increased from 50% to 65% for schools and 75% for Pupil Referral Units (PRUs).

A revised submission is currently being made to Welsh Government. The total estimated cost of the programme is £xxm. Each of the projects is subject to individual approval to ensure that each meets the Council's continuing priorities and is affordable in the context of the Council's MTFs.

During 2018/19 and 2019/20 Cabinet has approved three 21st Century Band B schemes and one other scheme for inclusion within the Capital Programme, those at Connah's Quay High School, Queensferry CP/Plas Derwen PRU, Ysgol Croes atti, Shotton and Brynford CP school.

Croes Atti, Flint Residential Care Home Review / Expansion

The care sector in Flintshire is working within an increasingly challenging environment as a result of a range of factors, including the complexity of need, an ageing population, rising costs, increasing expectations and regulation and difficulties with recruitment and retention of high quality staff. As a result of these pressures there is limited resilience and in Flintshire is particularly challenged with only a small number of independent providers who are part of a reducing and fragile market. As a Council we are taking a positive approach to rebalancing the care home provision, taking a lead as a local authority to develop care homes that value older people and provide good quality support that would place the Council in a good position for the future.

Croes Atti is a single storey 31 bed care home purpose built for older people, which was refurbished in 2005. The 31 bedrooms are small and less than 12 square metres which makes it increasingly difficult to support people with complex physical care needs and there are only 3 bedrooms with an en-suite facility. The living and day time spaces are well used and whilst we have a number of assisted bathing / shower rooms they are not all DDA compliant. The existing accommodation does not meet new RISCA regulations in relation to bedrooms and living space and any capital investing into refurbishment or new build must take into account of the new regulatory requirements. The care home is popular locally, is always at capacity and often with a waiting list for support. The home is regulated by the Care Inspectorate Wales (CIW) and achieves good inspection reports. A feasibility report in relation to options for increasing capacity at Croes Atti to 55 beds have been undertaken, the options for a refurbishment and new build on the current site are being considered.

Extension to Residential Care Home, Marleyfield – Buckley

Following a comprehensive review of the residential care market in Flintshire the Council approved a capital scheme to extend Marleyfield House in Buckley by an additional 32 beds to bring total provision up to 64 beds. The new facility is being developed through a the joint Integrated Care Fund (ICF) budget arrangement with BCUHB to provide additional services, beds and multidisciplinary support in a community setting. This provides permanent residential beds, as well as beds which

prevent hospital admissions, expedites hospital discharges and allows appropriate assessment to reduce care packages to support people in the long term.

Llys Gwenffrwd, Holywell Care Home Review

Llys Gwenffrwd is a 31 bed three storey care home built in the 1970s which was refurbished in early 2000. There are challenges associated with the current building as it is built on a sloping site, as a result there are a number of levels requiring the need for ramps to access many areas both inside and outside. It includes the provision of a single undersized lift to reach the three stories which does not meet DDA requirements and there are a number of living and day spaces which are some distance from the bedroom areas. Outside space is difficult to access because of the site levels and parking can be difficult. The Holywell locality has the fewest number of care home placements available and would benefit from a new build facility on a different more accessible site which requires further consideration.

Children's in-house Residential Care Home

Work is underway to develop the business case for an in house Residential Care Home for Children. The facility will provide short term assessment and support to children and young people with a view to supporting them to return to their family/carers where appropriate. The provision would form part of our strategy to reduce reliance on Residential care. Options are being considered to support the procurement of an appropriate building which include seeking capital funding from Welsh Government, leasing a property from an Registered Social Landlord or make a direct purchase using our capital.

Specialist Autism Facility

The possibility of developing a specialist facility to provide services for children and young people with Autism is being explored. The Council currently funds a number of out of county placements in neighbouring counties, in both maintained and independent settings. There is an increasing need for these placements and there has been a notable increase in the costs of the provision in recent years; costs associated with transport are also increasing given the distances to the provision. A piece of work has been commissioned to look at the viability of developing in-house provision utilising existing assets, and reallocating the revenue budget currently funding out of county placements for Autism.

Moderate Learning Difficulties (MLD)

The Council currently has a gap in its provision for secondary aged pupils with Moderate Learning Difficulties (MLD). Mainstream schools are funded to offer support for the majority of pupils with special educational needs and Ysgol Maes Hyfryd meets the needs for pupils with profound and complex needs. There is a small group of pupils for whom neither setting is able to meet their needs appropriately. The possibility of developing a joint provision between Flint High School and Ysgol Maes Hyfryd is being explored to meet the needs of this particular cohort thus reducing the need to commission out of county placements.

The redevelopment of the County Hall campus site needs to be progressed through the formulation of a comprehensive and visionary masterplan which addresses the future needs to the Council and other public sector partners; linking this with an integrated approach around the Courts, and theatre together with a wider site development. This work is complex but phase one has already commenced with the demolition of phases 3 and 4 of County Hall. The site has huge potential being framed within a mature semi-rural landscape; work on a comprehensive plan will need to commence in 2020/21.

Review of Industrial Estate

The Councils industrial estates are widely dispersed throughout the County and provide much needed accommodation and commercial space to many local businesses. They bring into the Council revenue through rental income but are also of an age where they are now likely to require investment. This creates an opportunity to review the mix, size and type of units and consider the future direction. Work will therefore need to be undertaken to review, on a site by site basis each site and come up with a detailed strategy which considers each sites viability, whether to invest or dispose or seek an alternative use.

Highways Asset Management Plan

The core Capital Programme includes £0.600m per annum for the HAMP. In 2019/20, as in previous years, this has been supplemented by additional WG grant. It has been estimated that the investment required to maintain current network performance is £2.7m per annum, an increase of £2.1m per annum. Welsh Government announced additional Public Highways Refurbishment Grant 2018-21 to Flintshire of £0.959m in 2018/19, and in 2019/20, with funding for 2020/21 to be confirmed in due course.

Digital Strategy

A planned programme of projects required to increase the number and range of services available digitally are under consideration. The projects have an impact across a range of services, rather than in a single specific service e.g. web payment portal that will be used for all payments to the council. These will be used to enhance the ability of customers to interact with the Council on line.

The capital costs of purchasing new software will be calculated on a project by project basis at the time each project is ready to proceed in order to accurately capture not only the technical requirements for the software but also the costs prevailing at the time.

The range of cross cutting projects under consideration include:

- software that can automate answering simple telephone calls or email enquiries (so called "chat bots")
- a generic web booking system to allow customer to make appointments for services on line
- integration of webchat and email into the Customer Relationship Manager application

- a generic facility for customers to upload and store commonly needed documents e.g. proof of entitlement to benefits
- software to link information held in separate databases so that we can update them all one a single contact with the customer”

Theatr Clwyd Redevelopment

The Theatr Clwyd building is nearing the end of its life and needs updating to ensure it is safe for public and employment use. Funding from the Arts Council of Wales has been used to complete a feasibility study into the potential for future capital development.

The outcome of the feasibility study indicated that the main two theatres work extremely well and are the right size for audiences, however, the infrastructure supporting the building is in need of replacement and without this the Theatr is not sustainable.

Leisure Centres

Following a recent condition survey jointly commissioned by Aura and the Council it is apparent that the asset base is arguably nearing the end of its useful life. An Options Appraisal will need to be undertaken to determine the future of these facilities.

SHARP Programme

The Council is currently delivering its affordable housing programme. The objective is to deliver 500 new units within a five year timescale. The Council will continue to explore innovative ways of delivering the programme and will seek to maximise capital receipts wherever possible.

ASSET MANAGEMENT PLANNING IN FLINTSHIRE – THE CHALLENGES

- **SHARP programme:**

The Council's ongoing social housing programme is increasing much needed housing provision in Flintshire but has had an impact on the capital receipts that the Council has been able to realise. Priority has been given to the development of social housing on our available land and has therefore reduced the land we sell for private development. This has impacted on the funds available within our capital programme and potentially this will continue.

- **Agricultural Bill** – The Government has recently consulted on a proposed new Agriculture Act. The proposals include preventing local authorities disposing of any farms or smallholdings in their ownership. In accordance with our Farm Disposal Policy we have sold 13 farms and realised £7m+ in the last 5 years. If we were to be prevented from selling any more this would also have an impact on the funds available in the capital programme.
- **Modern Energy Efficiency Standards** – The Government has introduced legislation which prevents commercial properties being let or re-let to the same tenant if their EPC grade is either F or G. This may have implications on the income we receive and may influence our disposal strategy and there may also be investment required to bring the properties up to standard.
- **Funding** - The Council has limited capital resources from Welsh Government (WG) to support Council priorities, needs and liabilities; however, it has the powers to fund Capital schemes by borrowing, but this is temporary and ultimately the cost and repayment of any borrowing is charged to the Council's revenue budget. Schemes funded by borrowing are carefully considered due to the long term impacts on the Council's revenue budget.
- **Economic Impacts** In recent years, much of the Council's programme has been funded from capital receipts. However, the Council's ability to generate significant capital receipts is getting harder and is almost exhausted. Although the Council will wherever possible seek to identify assets for sale (as appropriate) to fund the Capital Programme.
- **Brexit** The impacts and issues flowing from the outcome of Brexit is currently unquantifiable and it is difficult to speculate what impact this may have on the property market.

This page is intentionally left blank



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday, 14 th November 2019
Report Subject	Revenue Budget Monitoring Reports 2019/20 (Month 6) and Capital Programme (Month 6)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2019/20 (Month 6) Report and the Capital Programme 2019/20 (Month 6).

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2019/20 (Month 6) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
2	That the committee considers and comments on the Capital Programme 2019/20 (Month 6) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2019/20 (MONTH 6), CAPITAL PROGRAMME 2019/20 (MONTH 6)
1.01	The Revenue Budget Monitoring 2019/20 (Month 6) report will be presented to Cabinet on Tuesday 19 November 2019. A copy of the report is attached as Appendix A to this report.
1.02	The Capital Programme 2019/20 (Month 6) report will be presented to Cabinet on Tuesday 19 November 2019. A copy of the report is attached as Appendix B to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2019/20 (Month 6), in Appendix B; Capital Programme 2019/20 (Month 6).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None Required.

4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2019/20 (Month 6), in Appendix B; Capital Programme 2019/20 (Month 6).

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2019/20 (Month 6). Appendix B; Capital Programme 2019/20 (Month 6).

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required. Contact Officer: Dave Ledsham, Finance Manager Telephone: 01352 704503 E-mail: dave.ledsham@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<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>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>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>

This page is intentionally left blank



CABINET

Date of Meeting	19 November 2019
Report Subject	Revenue Budget Monitoring 2019/20 (Month 6)
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 6. 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 £2.698m which is a favourable movement of £0.344m from the deficit figure of £3.042m reported at Month 5.
- A projected contingency reserve balance as at 31 March 2020 of £2.171m

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.010m higher than budget which is a positive movement of £0.098m from the deficit figure of £0.108m reported at Month 5
- A projected closing balance as at 31 March 2020 of £1.313m

As reported within the Month 5 Report and to assist with mitigating the overall projected overspend the following measures were introduced at Month 6:-

- 1). All non-essential spend has been 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.

This has resulted in identifying a one-off delay in spend of -£0.530m at Month 6 which has helped to reduce the overall financial overspend position. However, additional demand pressures at Month 6 totalling a net £0.186m have negatively affected the overall position, hence the net overall reduction in variance of £0.344m.

Engagement by Portfolio Budget Holders with Finance Teams has been good so far. However, work will continue into Month 7 and beyond with the same rigour and challenge in an attempt to further improve the position.

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 6 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 £2.698m • A projected contingency reserve balance as at 31 March 2020 of £2.171m <p>To assist with mitigating the overall projected overspend the following measures have been introduced:-</p> <ol style="list-style-type: none"> 1) All non-essential spend is being 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 <p>The outcome of this initial work is shown within the Month 6 Budget Monitoring Report and will continue as part of the robust challenge of the future monthly monitoring position.</p>

1.02	<p>Table 1. Projected Position by Portfolio</p> <p>The table below shows the projected position by portfolio:</p> <table border="1" data-bbox="320 416 1334 1368"> <thead> <tr> <th data-bbox="320 416 772 607">Portfolio/Service Area</th> <th data-bbox="772 416 967 607">Approved Budget £m</th> <th data-bbox="967 416 1161 607">Projected Outturn £m</th> <th data-bbox="1161 416 1334 607">In-Year Over / (Under) spend £m</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 607 772 663">Social Services</td> <td data-bbox="772 607 967 663">65.962</td> <td data-bbox="967 607 1161 663">66.032</td> <td data-bbox="1161 607 1334 663">0.070</td> </tr> <tr> <td data-bbox="320 663 772 719">Out of County Placements</td> <td data-bbox="772 663 967 719">9.033</td> <td data-bbox="967 663 1161 719">11.254</td> <td data-bbox="1161 663 1334 719">2.221</td> </tr> <tr> <td data-bbox="320 719 772 775">Education & Youth</td> <td data-bbox="772 719 967 775">8.519</td> <td data-bbox="967 719 1161 775">8.194</td> <td data-bbox="1161 719 1334 775">(0.325)</td> </tr> <tr> <td data-bbox="320 775 772 831">Schools</td> <td data-bbox="772 775 967 831">91.946</td> <td data-bbox="967 775 1161 831">91.946</td> <td data-bbox="1161 775 1334 831">0.000</td> </tr> <tr> <td data-bbox="320 831 772 887">Streetscene & Transportation</td> <td data-bbox="772 831 967 887">30.335</td> <td data-bbox="967 831 1161 887">31.821</td> <td data-bbox="1161 831 1334 887">1.487</td> </tr> <tr> <td data-bbox="320 887 772 943">Planning & Environment</td> <td data-bbox="772 887 967 943">5.907</td> <td data-bbox="967 887 1161 943">5.931</td> <td data-bbox="1161 887 1334 943">0.024</td> </tr> <tr> <td data-bbox="320 943 772 999">People & Resources</td> <td data-bbox="772 943 967 999">4.451</td> <td data-bbox="967 943 1161 999">4.536</td> <td data-bbox="1161 943 1334 999">0.085</td> </tr> <tr> <td data-bbox="320 999 772 1055">Governance</td> <td data-bbox="772 999 967 1055">9.177</td> <td data-bbox="967 999 1161 1055">9.228</td> <td data-bbox="1161 999 1334 1055">0.051</td> </tr> <tr> <td data-bbox="320 1055 772 1111">Strategic Programmes</td> <td data-bbox="772 1055 967 1111">5.272</td> <td data-bbox="967 1055 1161 1111">5.273</td> <td data-bbox="1161 1055 1334 1111">0.000</td> </tr> <tr> <td data-bbox="320 1111 772 1167">Housing & Assets</td> <td data-bbox="772 1111 967 1167">15.137</td> <td data-bbox="967 1111 1161 1167">14.739</td> <td data-bbox="1161 1111 1334 1167">(0.398)</td> </tr> <tr> <td data-bbox="320 1167 772 1223">Chief Executive</td> <td data-bbox="772 1167 967 1223">2.801</td> <td data-bbox="967 1167 1161 1223">2.660</td> <td data-bbox="1161 1167 1334 1223">(0.141)</td> </tr> <tr> <td data-bbox="320 1223 772 1279">Central & Corporate Finance</td> <td data-bbox="772 1223 967 1279">22.810</td> <td data-bbox="967 1223 1161 1279">22.433</td> <td data-bbox="1161 1223 1334 1279">(0.377)</td> </tr> <tr> <td data-bbox="320 1279 772 1368">Total</td> <td data-bbox="772 1279 967 1368">271.350</td> <td data-bbox="967 1279 1161 1368">274.048</td> <td data-bbox="1161 1279 1334 1368">2.698</td> </tr> </tbody> </table>	Portfolio/Service Area	Approved Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m	Social Services	65.962	66.032	0.070	Out of County Placements	9.033	11.254	2.221	Education & Youth	8.519	8.194	(0.325)	Schools	91.946	91.946	0.000	Streetscene & Transportation	30.335	31.821	1.487	Planning & Environment	5.907	5.931	0.024	People & Resources	4.451	4.536	0.085	Governance	9.177	9.228	0.051	Strategic Programmes	5.272	5.273	0.000	Housing & Assets	15.137	14.739	(0.398)	Chief Executive	2.801	2.660	(0.141)	Central & Corporate Finance	22.810	22.433	(0.377)	Total	271.350	274.048	2.698
Portfolio/Service Area	Approved Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m																																																						
Social Services	65.962	66.032	0.070																																																						
Out of County Placements	9.033	11.254	2.221																																																						
Education & Youth	8.519	8.194	(0.325)																																																						
Schools	91.946	91.946	0.000																																																						
Streetscene & Transportation	30.335	31.821	1.487																																																						
Planning & Environment	5.907	5.931	0.024																																																						
People & Resources	4.451	4.536	0.085																																																						
Governance	9.177	9.228	0.051																																																						
Strategic Programmes	5.272	5.273	0.000																																																						
Housing & Assets	15.137	14.739	(0.398)																																																						
Chief Executive	2.801	2.660	(0.141)																																																						
Central & Corporate Finance	22.810	22.433	(0.377)																																																						
Total	271.350	274.048	2.698																																																						
1.03	<p>The reasons for the favourable movement of £0.344 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.</p>																																																								
1.04	<p>Enhancements to the format of the Revenue Budget monitoring report have been made which aim to highlight the following key information for Members:</p> <ul style="list-style-type: none"> • 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 																																																								
	<p>Major Variances to highlight this Month</p>																																																								
1.05	<p>Out of County Placements</p>																																																								

	<p>At this stage in the financial year, there is a projected overspend of £2.221m for the provision of Out of County Placements.</p> <p>The Council included an additional amount of £1.655m in the 2019/20 budget to reflect the number of clients and care packages at that particular time. However, in the early part of 2019/20 there has been an increase in the number of high cost placements.</p> <p>This has created a projected overspend of £1.655m in Children’s Social Services and a projected overspend of £0.567m 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>
1.06	<p>Street Scene and Transportation</p> <p>Transportation and Logistics - £1.195m Overspend</p> <p>The pressure in school transport costs totalling £1.240m is as a result of several factors:-</p> <ul style="list-style-type: none"> - The effect of non-statutory school transport arrangements and ongoing transport policy anomalies; - An increase in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in-County and for Out of County placements, along with increases in the number of school escorts to accompany SEN pupils and in the number of single occupancy routes; - Transporting enrolment cohort to 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>Work is in hand to try to contain this figure within a cost pressure range which had an estimated ceiling of £0.800m.</p> <p>Service Delivery – £0.129m 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</p>

	<p>and included road foundations being undermined, particularly on roads adjacent to water courses, and road surfaces being lifted by inspection covers, due to the pressure created by the sheer volume of water within the drainage system. The costs include the additional staffing costs towards responding and repairing the highway along with costs of plant and materials. A claim to Welsh Government has been submitted for these additional costs, which is currently awaiting confirmation on eligibility and award of funding.</p> <p>Car Park Income - £0.180m Overspend</p> <p>The pressure is based on the average shortfall in income against monthly projections for each town using the first full ten months of implementation (received in 2018/19) of the increased tariff charges and projected for 2019/20. More recently, a large section of car parking at Flint Retail Park has been closed for development, which will result in a displacement of vehicles into Council car parks providing an increase in car parking income.</p> <p>Other cumulative variances across the portfolio total £0.075m, which includes increased transport provision to Social Services service users of £0.048m.</p> <p>A separate report was presented to Corporate Resources Overview and Scrutiny Committee on the key issues and latest position at the meeting on 19 September.</p>
1.07	<p>Social Services</p> <p>The overall position for Social Services is a projected overspend of £0.070m.</p> <p>There are however some significant variances both adverse and favourable that underpin this position due to overspends within Children's Services and net underspends within Adults Services.</p> <p>All details of variances are provided in Appendix 2 and consideration has been given to further realignment of budgets within the Portfolio to address changes in service delivery.</p> <p><u>Additional Winter Pressures Grant</u> Welsh Government (WG) have confirmed additional funding of £17m across Wales to enable delivery over the 2019/20 winter for Local Health Boards, Local Authorities and the Welsh Ambulance Service to collaborate to deliver action against a small number of key themes to aid resilience across health and social care services over the winter period. Regional Partnership Boards are seen (by WG) as the key vehicle to support integrated planning and delivery and that allocation of the funding will be undertaken by these Boards. More clarity on this funding will be provided in future budget reports once further details emerge of the level of funding that is available and what services this will specifically target and support within the Social Care sector.</p>
1.08	Central & Corporate Finance

	<p>Pension; £0.784m underspend</p> <p>There was a significant underspend on the pension contribution account in 2018/19 with £0.600m contributing towards the 2019/20 budget. Early analysis suggests that there is a further efficiency in year.</p> <p>There are various factors affecting the position including the financial impact of the transfer of various services being less than anticipated and the recovery of a higher level of contribution to the deficit due to the increased pay award. The position is under review as part of the current work on the 2020/21 budget.</p> <p>Income Target; £0.150m 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. It is likely that the position will improve in-year and this will be 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 been included 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. In 2018/19 the level of efficiency achievement was 98% which was an improvement on the 94% achieved during the previous</p>

	<p>year. The Council aims to achieve a 95% rate in 2019/20 as reflected in the MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2019/20 shows that £6.197m or 90% of the efficiencies will be achieved.</p> <p>However when taking into account the decision of Cabinet to re-phase the efficiency from the Aura Subsidy this changes the achievement rate to 91%.</p> <p>The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2020/21 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with the overall impact in relation to any impact for 2020/21 being reviewed as part of the ongoing work on the MTFS.</p>																								
1.13	<p>Income</p> <p>The Council introduced its Income Strategy in late 2017. A target of £0.150m 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 may reduce further.</p>																								
1.15	<p>Schools Pressures</p> <p>In recent years there has been considerable pressure on secondary school budgets. 7 out of 11 secondary schools in Flintshire carried forward deficits into 2019/20 and a summary is provided below. Schools are required to submit a licensed deficit application to the Council and this is reviewed by the Chief Officer, Education & Youth and the Section 151 Officer.</p> <table border="1" data-bbox="400 1570 1238 1924"> <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</p>	School	Deficit Balance brought forward	% of budget	Connah's Quay High School	-34,477	-0.8%	St. Richard Gwyn	-508,276	-16.2%	Ysgol Treffynnon	-646,173	-29.5%	Castell Alun High School	-8,674	-0.2%	Ysgol Maes Garmon	-173,177	-6.7%	Argoed High School	-56,000	-2.2%	St. David's High School	-452,609	-23.9%
School	Deficit Balance brought forward	% of budget																							
Connah's Quay High School	-34,477	-0.8%																							
St. Richard Gwyn	-508,276	-16.2%																							
Ysgol Treffynnon	-646,173	-29.5%																							
Castell Alun High School	-8,674	-0.2%																							
Ysgol Maes Garmon	-173,177	-6.7%																							
Argoed High School	-56,000	-2.2%																							
St. David's High School	-452,609	-23.9%																							

	highlighted by Estyn as a specific recommendation in its recent inspection report.
1.16	<p>Other In-Year Issues</p> <p>Inflation</p> <p>Included within the 2019/20 budget are provision for Non Standard Inflation fuel (£0.034m), Energy (£0.329m) and NDR/Price (£0.204m). As in previous years, these amounts are held centrally until later in the year when actual cost pressures are known. It is currently assumed that all of these allocations will be required in 2019/20 but this will be kept under review throughout the financial year.</p> <p>In previous years, the Council has had to make a payment associated with the Carbon Reduction Scheme. This scheme has now ended and the impact of this is likely to result in higher energy charges for the Council. The funding associated with this has now been added to the central inflation budget and will be allocated according to need</p>
1.17	<p>MTFS Impact</p> <p>An initial projection for the MTFS in April showed a budget gap of £13.3m. This has since been revised following review of the in-year position to take into account the latest intelligence on pay and other pressures which has led to an increase in the budget gap to £16.2m.</p> <p>The most significant increase in the budget gap is due to the rise in demand and complexity of Out of County Placements for which we are currently reporting an overspend of £2.221m within this report.</p> <p>The full Cabinet report on the MTFS can be accessed via the link in 6.01.</p> <p>Further Risks for MTFS</p> <p>Continual review of the in-year position will be undertaken throughout the year with revisions to the forecast considered as we move through the budget process for 2020/21</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>
1.18	<p>Reserves and Balances</p> <p>Un-earmarked Reserves</p> <p>The 2018/19 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2019 (above the base level of £5.769m) of £8.252m.</p> <p>As approved in the 2019/20 budget an amount of £2.221m was utilised as part of the strategy to balance the budget. In addition an amount of</p>

	£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.
1.19	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 £2.171m as detailed in Appendix 4.
1.21	The projected level of school balances are currently being reviewed as part of the first detailed monitoring of the new academic year. At this stage there is the potential for a significant reduction in overall balances. However, in the past schools have benefitted from the notification in-year of external grant funding opportunities. An update will be provided in future monitoring reports.
1.22	Housing Revenue Account The 2018/19 Outturn Report to Cabinet on 16 July 2019 showed an un-earmarked closing balance at the end of 2018/19 of £1.165m and a closing balance of earmarked reserves of £1.056m.
1.23	The 2019/20 budget for the HRA is £36.239m which includes a movement of £0.158m to reserves.
1.24	The monitoring for the HRA is projecting in year expenditure to be £0.010m greater than budget and a closing un-earmarked balance as at 31 March 2020 of £1.313m, which at 3.65% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.25	The budget contribution towards capital expenditure (CERA) is £13.717m.

2.00	RESOURCE IMPLICATIONS
2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first four months and the risks as known.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The Revenue Budget Monitoring Report reflects the three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.09 to 1.17.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None required

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 5 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 Budget 2020/21 http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&MId=4453&Ver=4&LLL=0
7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Dave Ledsham (Strategic Finance Manager) Telephone: 01352 704503 E-mail: dave.ledsham@flintshire.gov.uk
8.00	GLOSSARY OF TERMS These are provided corporately on the Infonet (link) and maintained by the Executive Office
8.01	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. Council Fund: the fund to which all the Council’s revenue expenditure is charged. Financial Year: the period of twelve months commencing on 1 April. 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. Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date. 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>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 6 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	-0.085	Delayed recruitment to cover two maternity leave vacancies £0.018m from non-essential spend review. Delayed social prescribing spend £0.027m from non-essential spend review. Direct payments have reduced by £0.011m. £0.031m reduction in Residential and Nursing care costs due to demand.
Resources & Regulated Services	0.040	External funding income had previously been over estimated.
Minor Variances	0.026	
Adults of Working Age		
Resources & Regulated Services	0.133	Due to an agreed inflationary uplift for a specialist provider and transferring eligible care package costs from Disability Services.
Disability Services	-0.043	Net movement due to a review of eligible care package costs which can be transferred from Childrens Services and care package costs which are able to be reported within Resources and Regulated Services.
Minor Variances	0.008	
Children's Services		
Professional Support	-0.079	A review of Childrens ages within Childrens Disability Service has resulted in £0.050m of Direct Payment care packages transferring to the Adults Disability service. Additional ICF funding has been achieved which is now funding a post.
Minor Variances	0.031	
Safeguarding & Commissioning		
Business Systems & Financial Assessments	-0.053	As a result of the challenge of non-essential spend, costs of £0.050m for software license, support and maintenance can be delayed until 2020/21.
Minor Variances	-0.001	
Total Social Services (excl Out of County)	-0.023	
Out of County		
Children's Services	0.021	
Education & Youth	0.092	Net impact of new placements, less ended placements and a number of rate changes
Total Out of County	0.114	
Education & Youth		
Inclusion & Progression	-0.078	£0.045m in year savings identified through the challenge of non-essential spend
Integrated Youth Provision	-0.085	£0.064m is due to the challenge of non essential spend and the remaining -£0.021m is due to other minor movements
School Improvement Systems	-0.041	In year savings identified as part of the challenge of non-essential spend found in School Improvement and Early Entitlement
Minor Variances	-0.002	
Total Education & Youth	-0.206	
Schools	-0.000	
Streetscene & Transportation		
Transportation	-0.093	Validation of forecasting methodology for School Transport following retendering of high cost services and route review. Further route reviews and retendering programme is currently being undertaken with a view to securing additional efficiencies.
Other Minor Variances	-0.040	
Total Streetscene & Transportation	-0.113	
Planning, Environment & Economy		
Development	-0.023	Vacant Buiding Control Officer post
Minor Variances	-0.007	
Total Planning & Environment	-0.030	
People & Resources		
HR & OD	-0.002	
Corporate Finance	-0.013	
Total People & Resources	-0.015	
Governance		
ICT	0.017	Alterations and Improvements

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Revenues	-0.021	Early indication of a potential surplus on the Council Tax Collection Fund
Minor Variances	0.005	
Total Governance	0.001	
Strategic Programmes		
Public Libraries & Arts, Culture & Events		
Leisure		
Total Strategic Programmes	0.000	
Housing & Assets		
Property Asset And Development	-0.025	-£0.020m is attributable to the challenge of non-essential spend relating to consultancy costs. The remaining -£0.005m is due to other minor variances.
Caretaking & Security	-0.049	All due to the the challenge of non-essential spend and relating to salary savings -£0.034m and R and M of buildings -£0.015m.
Minor Variances	-0.025	
Total Housing & Assets	-0.098	
Chief Executive's	0.012	
Central & Corporate Finance	0.013	
Grand Total	-0.345	

Budget Monitoring Report
Council Fund Variances

MONTH 6 - 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	18.814	18.080	-0.734	-0.649	Residential and Nursing Care is projecting a £0.494m underspend due to fluctuation in demand for residential and nursing care placements as well as increases to capital limits. Staff budgets are underspending within Intake/First Contact and Localities Teams, not all staff are currently top of grade and there are in-year savings due to short term vacancies.	ICF Grant funding is used to fund residential care to reduce the amount of time people spend in hospital. If this funding is fully spent duuring the year sliippage on the residential care budget is requiredto continue minimising hospital stays.
Reablement Services	0.542	0.445	-0.096	-0.120	The service is expected to underspend due to in-year savings from vacancies.	
Resources & Regulated Services	7.018	7.671	0.653	0.613	Council provided residential care is £0.449m overspent due to relief and agency cover. Relief and agency staff are requird to maintain the mandatory level of staff within the residential homes, however the amount of budget to fund this is low and does not contain contingencies for sickness absences. There are also pressures from buildings expenditure such as repairs and maintenance.	
Minor Variances	0.717	0.723	0.006	26.753		
Adults of Working Age						
Resources & Regulated Services	24.170	23.639	-0.531	-0.664	This is due to a combination of a decrease in high cost placements at the end of 2018/19 with the subsequent full year financial impact showing in 2019/20 and inflation provision for care provider fee increases not automatically passing to all providers and in some cases are only considered upon request.	This service area is subject to changes in demand for services. Thee are always a number of potential service users which may require services in the future. Although these service users are known to us at this time the most appropriate care package has not yet been determined and full costs associated for their care cannot yet be estimated and included within this months financial projections. There also remains potential for providers to request increases in their fees and the Council is currently negotiating with some specialist providers over proposed uplifts.
Transition & Disability Services	0.765	0.704	-0.061	-0.073	The service is expected to underspend due to all staff at top of grade and one off in-year vacancy savings.	
Residential Placements	1.241	1.717	0.476	0.476	The overspend is because of the number of residential placements currently funded.	This service is a demand led service and can be volatile.
Professional Support	0.821	0.760	-0.062	-0.076	Salary underspends due to staff not being top of scale and in-year vacancy savings.	
Minor Variances	2.957	2.887	-0.070	-0.009	Minor variances across the portfolio below £0.050m	
Children's Services						

Budget Monitoring Report
Council Fund Variances

MONTH 6 - 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
Family Placement	2.564	2.889	0.325	0.319	The overspend is due to current demands on the service from the number of fostering placements, which in some cases avoid making an Out of County placement. The main pressure areas and payments for foster care, foster agencies and special guardianship payments.	
Family Support	0.371	0.521	0.150	0.136	This is due to the number of court directed contact sessions which require support workers to attend. Sessional workers were historically used, however the need to use sessional workers has increased to a level whereby, under employment regulations, sessional workers are required to be issued fixed term contracts.	Parts of this service are being reviewed with a view to making it more cost efficient.
Legal & Third Party	0.178	0.477	0.299	0.288	Legal costs are overspent due to the number of cases going through the courts and the use of external legal professionals. Direct payments have recently seen an increase in demand.	
Professional Support	5.190	5.262	0.072	0.151	To support adequate levels of child protection the established staffing structure needs to be maintained at the required standard as much as possible. Vacancies are therefore minimised and challenges to recruitment leads to the use of agency staff, this leads to an increase in costs as agency rate isd higher than non-agency staff. The use of agency staff is monitored and kept to a minimum as much as possible but it is not possible to avoid altogether.	
Minor Variances	1.125	1.152	0.027	0.027		
<i>Safeguarding & Commissioning</i>						
Charging Policy income	-2.923	-3.096	-0.174	-0.183	Charging policy income is expected to exceed the budgeted amount due to increases in the non-residential care maximum weekly charge cap and an increase to the base number of service users who contribute to their care.	
Business Support Service	1.235	1.128	-0.107	-0.101	There are a number of short term vacancy savings and some posts currently occupied by staff who are not top of grade.	
Safeguarding Unit	0.923	0.844	-0.079	-0.084	The underspend is due to a number of short term vacancy savings and some posts currently occupied by staff who are not top of grade.	
Management & Support	-1.929	-1.730	0.198	0.193	There is a shortfall from the assumed proportion of grant allocations announced by Welsh Government which were included within the 2019/20 budget. The total shortfall across the three grants is £0.283m, although some of this is partly mitigated by one off refunds from the Regional Collaboration Unit.	
Vacancy Management	-0.080	-0.304	-0.224	-0.224	Short term vacancy avings transferred from across the portfolio.	

Budget Monitoring Report
Council Fund Variances

MONTH 6 - 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	2.262	2.264	0.002	0.068		
Total Social Services (excl Out of County)	65.962	66.032	0.070	0.093		
Out of County						
Children's Services	5.288	6.942	1.655	1.633	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	4.311	0.567	0.474	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	11.254	2.221	2.108		
Education & Youth						
Integrated Youth Provision	1.290	1.208	-0.083	0.002	Underspends across the whole of the service identified through the challenge of non-essential spend	
School Improvement Systems	1.716	1.579	-0.137	-0.097	In year savings identified through the challenge of non-essential spend across School Improvement and Early Entitlement	
Minor Variances	5.513	5.408	-0.104	-0.024	Minor variances across the portfolio below £0.050m	
Total Education & Youth	8.519	8.194	-0.325	-0.119		
Schools	91.946	91.946	-0.000	0.000		
Streetscene & Transportation						

Budget Monitoring Report
Council Fund Variances

MONTH 6 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Service Delivery	8.536	8.665	0.129	0.109	Following the extreme weather event during June 2019, the service has incurred additional revenue pressures from responding and resolving flooding issues across the County. The network damage was widespread and included road foundations being undermined, particularly on roads adjacent to water courses, and road surfaces being lifted by inspection covers, due to the pressure created by the sheer volume of water within the drainage system. The costs include the additional staffing costs towards responding and repairing the highway along with costs of plant and materials. A claim to Welsh Government has recently been notified as unsuccessful and the service is now working to mitigate 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.	
Transportation	8.598	9.793	1.195	1.288	The pressure in school transport costs are as a result of several factors across the service. Effect of non-statutory school transport arrangements and delay in implementing policy on removing historic transport anomalies. Increase in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in County and out of County placements, along with an increase in number of school escorts to accompany SEN pupils and growth in number of single occupancy routes. Transporting enrolment cohort to Connahs Quay High School and placing duplicate vehicles on public bus services as a response to non-eligible pupil displacement. There is also an increase in number of school days in 2019-20. The Transportation service have successfully reviewed high cost routes and re-rendered contracts where a more favourable rate may be secured. The impact of this to date is a reduction in the forecast position from £1.238m variance figure reported last month to £1.195m and work is ongoing to mitigate this further. Increased transport provision to Social Services of £0.048m. The Transportation service are looking to mitigate this pressure through a route optimisation exercise.	The Transportation Service are attempting to mitigate some of the pressure.

Budget Monitoring Report
Council Fund Variances

MONTH 6 - 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
Regulatory Services	4.841	5.021	0.180	0.185	Car Park income. The pressure is based on the average shortfall in income against monthly projections for each town following the first full ten months of implementation (received in 2018/19) of the increased tariff charges. A large section of car parking	Keep car park income closely monitored.
Other Minor Variances	21.737	22.028	0.291	0.311	Minor variances across the portfolio below £0.050m	
Total Streetscene & Transportation	30.335	31.821	1.487	1.599		
Planning, Environment & Economy						
Business	1.583	1.635	0.052	0.065	Extension of two EHO contracts has been agreed due to increasing service pressures and demands	
Access	1.337	1.402	0.065	0.055	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	
Management & Strategy	1.390	1.324	-0.066	-0.057	Vacant posts across the service: Land Drainage and Planning Policy	
Minor Variances	1.598	1.570	-0.028	-0.009		
Total Planning & Environment	5.907	5.931	0.024	0.053		
People & Resources						
HR & OD	2.367	2.444	0.076	0.078	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	Promote the AVSC Scheme and encourage further staff take up.
Corporate Finance	2.083	2.092	0.009	0.023		
Total People & Resources	4.451	4.536	0.085	0.100		
Governance						
Legal Services	0.723	0.895	0.172	0.163	Overspend as a result of employing locums to December, 2019 covering absence to ensure continuing client service delivery in the area of child protection £0.090m. 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 £0.090m. Mitigated by the fee income and commitment challenge within the service £0.017m	Absence monitoring and monitor fee income levels
Revenues	0.197	0.151	-0.046	-0.025	Early indication of a potential surplus on the Council Tax Collection Fund	Continue to monitor collection data

Budget Monitoring Report
Council Fund Variances

MONTH 6 - 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	8.256	8.182	-0.075	-0.087	Minor variances across the portfolio below £0.050m	
Total Governance	9.177	9.228	0.051	0.051		
Strategic Programmes						
Leisure	5.272	5.273	0.000	0.000		
Minor Variances	5.272	5.273	0.000	0.000		
Total Strategic Programmes	5.272	5.273	0.000	0.000		
Housing & Assets						
Caretaking & Security	0.263	0.208	-0.055	-0.006	Savings identified arising from the review and challenge of non-essential spend, of which £0.034m relates to staff cost savings arising 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. The remaining £0.006m of the projected underspend relates to minor savings which had previously been identified and reported.	Continue to review and challenge all non essential spend in future months.
CPM & Design Services	0.673	0.604	-0.069	-0.060	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	11.291	-0.275	-0.273	Projected underspend on the Council Tax Reduction Scheme (CTRS).	
Minor Variances	2.636	2.635	-0.000	0.040		
Total Housing & Assets	15.137	14.739	-0.398	-0.300		
Chief Executive's						
	2.801	2.660	-0.141	-0.153	Vacant Posts	
Central & Corporate Finance						
	22.810	22.433	-0.377	-0.390	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	
Grand Total	271.350	274.048	2.698	3.043		

2019/20 Efficiencies Outturn Tracker (Month 6)

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 reviving 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	(5.7690)	
Total Reserves above base level available for delegation to Cabinet		8.252
Less - amount committed as part of balancing 2019/20 budget		(2.221)
Less - amount approved to operate a Sustainable Drainage System (SuDS) Approving Body (SAB)		(0.062)
Less - amount approved for investment in change		(1.000)
Less - allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less - projected outturn overspend		2.698
Total Contingency Reserve available for use		2.171

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 6 - 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)	(36.006)	0.232	0.273	There is a projected pressure of £0.232m on income. Of this pressure, £0.196m relates to loss of rental income on void properties and £0.048m relates to loss of income on garages which are not tenanted. The remaining (£0.012m) relates to other minor variances.	
Capital Financing - Loan Charges	8.380	8.380				
Estate Management	1.707	1.674	(0.033)	(0.031)	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 (£0.094m). Other minor variances of £0.010m.	
Landlord Service Costs	1.459	1.437	(0.023)	0.013	Minor variances.	
Repairs & Maintenance	8.530	8.469	(0.060)	(0.061)	Saving in respect of DLO salaries of (£0.061m).	Continue to monitor and review.
Management & Support Services	2.442	2.335	(0.107)	(0.089)	It is anticipated that savings of £0.089m will be achieved in Management and Support costs. This will include salary savings of (£0.048m), a reduction in IT expenditure of (£0.042m) and other minor variances of £0.017m.	
Capital Expenditure From Revenue (CERA)	13.717	13.717				
HRA Projects	(0.155)	(0.154)	0.001	0.001	Minor variances.	
Contribution To / (From) Reserves	0.158	0.148	(0.010)	(0.081)	Reduction in contribution to reserves of £0.010m to offset additional expenditure across the HRA.	
Total Housing Revenue Account	0.000	(0.000)	(0.000)	0.026		

This page is intentionally left blank



CABINET

Date of Meeting	Tuesday 19th November 2019
Report Subject	Capital Programme Monitoring 2019/20 (Month 6)
Cabinet Member	Lead 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 6 (September 2019), along with expenditure to date and projected outturn.

The Capital Programme has seen a net increase of £6.948m during the period. This is comprised of:-

- Net increases in the programme of £7.365m (Council Fund (CF) £7.365m, Housing Revenue Account (HRA) £0.000m);
- Carry Forward to 2020/21, approved at Month 4 of (£0.417m) (all CF)

Actual expenditure was £26.247m.

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 4 funding position for the 3 year period ending in 2021/22 was a shortfall of £1.230m. In year receipts received as at Month 6 amount to £0.160m. Savings have been identified from the Disabled Facilities Grant (DFG) budget, (£0.350m) and have been added to the programme, which combine to give a revised projected shortfall in the Capital Programme at Month 6 of £0.723m, 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 1.14.
3	Cabinet are requested to approve the funding of schemes from the current 'headroom' and IT savings identified, as set out in 1.17.
4	Cabinet are requested to approve the use of the Economic Stimulus funding, as set out in 1.18.

REPORT DETAILS

1.00	EXPLAINING THE MONTH 6 CAPITAL PROGRAMME MONITORING POSITION - 2019/20
1.01	Background <p>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 19th February, 2019.</p>
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 <p>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:-</p>

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	0.000	0.000	0.000	(0.125)	0.328
Governance	1.057	0.199	0.000	0.000	0.000	0.001	1.257
Education & Youth	9.943	4.336	0.585	0.200	0.000	3.610	18.674
Social Services	1.001	3.084	6.150	0.000	0.000	0.085	10.320
Planning, Environment & Economy	0.000	0.661	0.247	0.000	0.000	0.552	1.460
Streetscene & Transportation	0.600	1.403	8.337	(0.497)	0.000	1.300	11.143
Strategic Programmes	0.700	0.424	0.027	(0.120)	0.000	1.148	2.179
Housing & Assets	14.200	1.620	0.044	0.000	0.000	0.794	16.658
Council Fund Total	27.751	11.930	15.390	(0.417)	0.000	7.365	62.019
HRA Total	34.208	0.000	0.524	0.000	0.000	0.000	34.732
Programme Total	61.959	11.930	15.914	(0.417)	0.000	7.365	96.751

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 increase in the programme total of £7.365m (CF £7.365m, HRA £0.000m). 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		
Education - General	1.06	3.610
Local Transport Grant	1.07	1.300
Theatr Clwyd	1.08	1.012
NEW Homes	1.09	0.744
Targeted Regeneration Investment	1.10	0.474
Other Aggregate Increases		0.350
		7.490
Decreases		
Other Aggregate Decreases		(0.125)
		(0.125)
Total		7.365
<u>HRA</u>		
Increases		
Other Aggregate Increases		0.000
		0.000
Decreases		
Other Aggregate Decreases		0.000
		0.000
Total		0.000

1.06	<p>Following increased expenditure in the last quarter, the following budgets have been introduced across the Education portfolio:</p> <ul style="list-style-type: none"> • Prudential borrowing and Section 106 monies totalling £2.213m for the new build project at Ysgol Penyffordd following fully claiming Welsh Government (WG) grant monies. • Introduction of WG funding for the infant class size grant at Ysgol Glan Aber, £1.125m. • Additional WG funding and other contributions for works on Voluntary Aided (VA) Schools, £0.190m • Introduction of £0.040m from 'headroom' and other Section 106s monies across Education budgets, £0.042m. <p>Budget re-profiling has been completed to move funding from generic Education budgets to Primary and Secondary School budgets.</p>
1.07	<p>Additional grant funding has been received from WG for the construction of Park and Ride site on Deeside Industrial Park.</p>

1.08	Introduction of grant funding from Arts Council Wales for the development stage of the refurbishment and enhancement of Theatr Clwyd.																																																																																																																		
1.09	Introduction of Section 106 monies as budget to fund expenditure on NEW Homes schemes.																																																																																																																		
1.10	Introduction of Target Regeneration Investment grant funding from WG for the de-pedestrianisation works in Holywell town centre.																																																																																																																		
1.11	<p>Capital Expenditure compared to Budget</p> <p>Expenditure as at Month 6, across the whole of the Capital Programme was £26.247m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 27.13% of the budget has been spent (CF 23.28%, HRA 34.00%). Corresponding figures for Month 6 2018/19 were 36.97% (CF 34.41%, HRA 40.85%).</p>																																																																																																																		
1.12	<p>The table also shows a projected underspend (pending carry forward and other adjustments) of £5.585m on the Council Fund and a break even position on the HRA.</p> <p>Table 3</p> <table border="1"> <thead> <tr> <th>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></th> <th>£m</th> <th>£m</th> <th>%</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>People & Resources</td> <td>0.328</td> <td>0.000</td> <td>0.00</td> <td>0.328</td> <td>0.000</td> </tr> <tr> <td>Governance</td> <td>1.257</td> <td>0.111</td> <td>8.83</td> <td>1.037</td> <td>(0.220)</td> </tr> <tr> <td>Education & Youth</td> <td>18.674</td> <td>6.381</td> <td>34.17</td> <td>13.674</td> <td>(5.000)</td> </tr> <tr> <td>Social Services</td> <td>10.320</td> <td>1.367</td> <td>13.25</td> <td>10.320</td> <td>0.000</td> </tr> <tr> <td>Planning, Environment & Economy</td> <td>1.460</td> <td>0.364</td> <td>24.93</td> <td>1.460</td> <td>0.000</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>11.143</td> <td>2.926</td> <td>26.26</td> <td>11.143</td> <td>0.000</td> </tr> <tr> <td>Strategic Programmes</td> <td>2.179</td> <td>1.124</td> <td>51.58</td> <td>2.164</td> <td>(0.015)</td> </tr> <tr> <td>Housing & Assets</td> <td>16.658</td> <td>2.165</td> <td>13.00</td> <td>16.308</td> <td>(0.350)</td> </tr> <tr> <td>Council Fund Total</td> <td>62.019</td> <td>14.438</td> <td>23.28</td> <td>56.434</td> <td>(5.585)</td> </tr> <tr> <td>Disabled Adaptations</td> <td>1.082</td> <td>0.420</td> <td>38.82</td> <td>1.082</td> <td>0.000</td> </tr> <tr> <td>Energy Schemes</td> <td>0.639</td> <td>0.320</td> <td>50.08</td> <td>0.639</td> <td>0.000</td> </tr> <tr> <td>Major Works</td> <td>1.871</td> <td>1.033</td> <td>55.21</td> <td>1.871</td> <td>0.000</td> </tr> <tr> <td>Accelerated Programmes</td> <td>0.728</td> <td>0.160</td> <td>21.98</td> <td>0.728</td> <td>0.000</td> </tr> <tr> <td>WHQS Improvements</td> <td>18.624</td> <td>7.422</td> <td>39.85</td> <td>18.624</td> <td>0.000</td> </tr> <tr> <td>SHARP Programme</td> <td>11.788</td> <td>2.454</td> <td>20.82</td> <td>11.788</td> <td>0.000</td> </tr> <tr> <td>Housing Revenue Account Total</td> <td>34.732</td> <td>11.809</td> <td>34.00</td> <td>34.732</td> <td>0.000</td> </tr> <tr> <td>Programme Total</td> <td>96.751</td> <td>26.247</td> <td>27.13</td> <td>91.166</td> <td>(5.585)</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	0.328	0.000	0.00	0.328	0.000	Governance	1.257	0.111	8.83	1.037	(0.220)	Education & Youth	18.674	6.381	34.17	13.674	(5.000)	Social Services	10.320	1.367	13.25	10.320	0.000	Planning, Environment & Economy	1.460	0.364	24.93	1.460	0.000	Streetscene & Transportation	11.143	2.926	26.26	11.143	0.000	Strategic Programmes	2.179	1.124	51.58	2.164	(0.015)	Housing & Assets	16.658	2.165	13.00	16.308	(0.350)	Council Fund Total	62.019	14.438	23.28	56.434	(5.585)	Disabled Adaptations	1.082	0.420	38.82	1.082	0.000	Energy Schemes	0.639	0.320	50.08	0.639	0.000	Major Works	1.871	1.033	55.21	1.871	0.000	Accelerated Programmes	0.728	0.160	21.98	0.728	0.000	WHQS Improvements	18.624	7.422	39.85	18.624	0.000	SHARP Programme	11.788	2.454	20.82	11.788	0.000	Housing Revenue Account Total	34.732	11.809	34.00	34.732	0.000	Programme Total	96.751	26.247	27.13	91.166	(5.585)
EXPENDITURE	Revised Budget	Outturn Expenditure	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over																																																																																																														
	£m	£m	%	£m	£m																																																																																																														
People & Resources	0.328	0.000	0.00	0.328	0.000																																																																																																														
Governance	1.257	0.111	8.83	1.037	(0.220)																																																																																																														
Education & Youth	18.674	6.381	34.17	13.674	(5.000)																																																																																																														
Social Services	10.320	1.367	13.25	10.320	0.000																																																																																																														
Planning, Environment & Economy	1.460	0.364	24.93	1.460	0.000																																																																																																														
Streetscene & Transportation	11.143	2.926	26.26	11.143	0.000																																																																																																														
Strategic Programmes	2.179	1.124	51.58	2.164	(0.015)																																																																																																														
Housing & Assets	16.658	2.165	13.00	16.308	(0.350)																																																																																																														
Council Fund Total	62.019	14.438	23.28	56.434	(5.585)																																																																																																														
Disabled Adaptations	1.082	0.420	38.82	1.082	0.000																																																																																																														
Energy Schemes	0.639	0.320	50.08	0.639	0.000																																																																																																														
Major Works	1.871	1.033	55.21	1.871	0.000																																																																																																														
Accelerated Programmes	0.728	0.160	21.98	0.728	0.000																																																																																																														
WHQS Improvements	18.624	7.422	39.85	18.624	0.000																																																																																																														
SHARP Programme	11.788	2.454	20.82	11.788	0.000																																																																																																														
Housing Revenue Account Total	34.732	11.809	34.00	34.732	0.000																																																																																																														
Programme Total	96.751	26.247	27.13	91.166	(5.585)																																																																																																														
1.13	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.																																		
1.14	<p>Carry Forward into 2020/21</p> <p>During the quarter carry forward of £5.115m (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>																																		
1.15	<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" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th rowspan="3" style="text-align: left; vertical-align: middle;">CARRY FORWARD INTO 2020/21</th> <th colspan="2"></th> <th style="text-align: center;">Total</th> </tr> <tr> <th style="text-align: center;">Month 4</th> <th style="text-align: center;">Month 6</th> <th></th> </tr> <tr> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td>Streetscene & Transportation</td> <td style="text-align: center;">0.497</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.497</td> </tr> <tr> <td>Strategic Programmes</td> <td style="text-align: center;">0.120</td> <td style="text-align: center;">0.015</td> <td style="text-align: center;">0.135</td> </tr> <tr> <td>Governance</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.100</td> <td style="text-align: center;">0.100</td> </tr> <tr> <td>Education & Youth</td> <td style="text-align: center;">(0.200)</td> <td style="text-align: center;">5.000</td> <td style="text-align: center;">4.800</td> </tr> <tr> <td>Council Fund</td> <td style="text-align: center;">0.417</td> <td style="text-align: center;">5.115</td> <td style="text-align: center;">5.532</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: center;">0.417</td> <td style="text-align: center;">5.115</td> <td style="text-align: center;">5.532</td> </tr> </tbody> </table>	CARRY FORWARD INTO 2020/21			Total	Month 4	Month 6		£m	£m	£m	Streetscene & Transportation	0.497	0.000	0.497	Strategic Programmes	0.120	0.015	0.135	Governance	0.000	0.100	0.100	Education & Youth	(0.200)	5.000	4.800	Council Fund	0.417	5.115	5.532	TOTAL	0.417	5.115	5.532
CARRY FORWARD INTO 2020/21			Total																																
	Month 4		Month 6																																
	£m	£m	£m																																
Streetscene & Transportation	0.497	0.000	0.497																																
Strategic Programmes	0.120	0.015	0.135																																
Governance	0.000	0.100	0.100																																
Education & Youth	(0.200)	5.000	4.800																																
Council Fund	0.417	5.115	5.532																																
TOTAL	0.417	5.115	5.532																																
1.16	<p>Savings</p> <p>The following savings have been identified in the programme in this quarter.</p> <ul style="list-style-type: none"> • Server Technologies - £0.120m. A budget of £0.120m can be released back into the Capital Programme as the IT service will be moving the Councils email and Skype over to Office 365. The current servers that deliver these systems can last up to the replacement date of 2021/22. The server replacement has been recommended for inclusion in the Capital Programme 2020/21 – 2022/23 report also included on this agenda. It is recommended this is used to support the additional allocations identified in the programme this quarter. • Disabled Facilities Grants (DFG) - £0.350m. A saving has been identified in relation to the DFG budget. The DFG budget is customer driven and subject to change each year, however the service have reviewed the in-year position carefully and the accrued total budget will not be fully utilised. This one-off saving can be released back into the Capital Programme. 																																		
1.17	<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"> • Flintshire Food Enterprise - £0.100m. Following approval at Cabinet on the 24th September 2019, the Council are to invest £0.150m over a two year period, £0.100m in 2019/20 and £0.050m in 2020/21 to deliver a new social enterprise business with Clwyd Alun and Can Cook to develop a longer term and sustainable solution to food poverty. • Flint Library Refurbishment Works - £0.030m. Aura have recently received grant funding of £0.300m from WG for refurbishment works at Flint Library. Total cost of the works are circa £0.350m, leaving the scheme with a £0.050m shortfall. To mitigate this, a £0.020m contribution can be made from existing Libraries and Leisure budgets funded by Aura. A request has been made for the Council to contribute £0.030m for the replacement windows and fascia boards at the site from within the Capital Programme. This will improve the condition of the building which is owned by the Council. • Holywell Leisure Centre (HLC) Structural Works - £0.110m. Following the Community Asset Transfer of HLC, the Council as the Landlord, retain the responsibility of works relating to the structure of the building. HLC have secured grant funding for improvements at the Spa, which has identified works required around asbestos removal, new heating installation and structural repairs. Failure to complete the works could result in closure of the spa facility, resulting in revenue pressures through loss of income and reduction in business to the leisure centre. <p>It is recommended that the saving identified from the Server Technologies in Month 6 of £0.120m, be used to contribute towards the additional allocations discussed above, along with funding from within the current 'headroom' provision.</p> <p>This would leave a remaining balance in 'headroom' of £0.185m.</p>
1.18	<p>Economic Stimulus Funding</p> <p>WG have recently 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>It is recommended that the funding is used for the following schemes:</p> <ul style="list-style-type: none"> • Holywell Town Centre De-pedestrianisation - £0.120m. Total projected cost of the works in Holywell town centre are £0.844m. The Council have received funding from the Local Transport Fund, £0.150m and Target Regeneration Investment, £0.474m grants for the works. The Council seek to contribute £0.120m towards the scheme along with match funding of £0.100m from Holywell Town Council. • Flooding impact on Highway Network, June 2019 - £0.350m. Following the pressure created in the Capital Programme due to the extreme weather event, a grant funding request was submitted to WG

to mitigate this pressure. The Council were informed on 08/10/2019 that the funding request submitted was unsuccessful. Using this grant alleviates any additional funding requirements on the Council's Capital Programme.

This would leave a remaining balance of £0.452m which is being worked on to identify schemes which fit with the purpose of this additional funding.

1.19 Funding of 2019/20 Approved Schemes

The position at Month 6 is summarised in Table 5 below:-

Table 5

FUNDING OF APPROVED SCHEMES		
	£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	14.492
		0.859
Increases		
Shortfall in 2019/20 to 2021/22 Budget	0.374	0.374
Decreases		
Actual In year receipts	(0.160)	
Savings from Disabled Facilities Grant	(0.350)	(0.510)
Funding - (Available)/Shortfall		0.723

1.20 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 4 funding position for the 3 year period was a shortfall of £1.230m.

In year receipts as at Month 6 amount to £0.160m. Savings identified from the DFG budget (£0.350m) have been added to the programme, which give a revised projected shortfall in the Capital Programme at Month 6 of £0.723m, prior to the realisation of additional capital receipts and/or other funding sources.

1.21 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.

1.22 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 6.

Table 6

INVESTMENT IN COUNTY TOWNS			
	2018/19 Actual £m	2019/20 Revised Budget £m	2020 - 2022 Budget £m
Buckley / Penyffordd	3.485	9.623	1.381
Connah's Quay / Shotton	10.903	4.591	0.000
Flint / Bagillt	2.209	3.332	0.000
Holywell / Caerwys / Mostyn	3.905	7.575	0.000
Mold / Treuddyn / Cilcain	1.897	2.263	0.500
Queensferry / Hawarden / Sealand	5.661	10.211	0.000
Saltney / Broughton / Hope	0.548	7.832	0.207
Unallocated / To Be Confirmed	3.202	14.602	23.695
Total	31.810	60.029	25.783

1.23 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.

1.24 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.

1.25 Some expenditure cannot yet be allocated to specific towns as schemes are not yet fully developed or are generic in nature and not easily identifiable to one of the seven areas. As such schemes are identified the expenditure will be allocated to the relevant area.

1.26 Information on the split between internal and external funding can be found in Appendix C.

1.27 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
-------------	------------------------------

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

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

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
-------------	--

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>
------	--

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.
--	--

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 the relevant funding is carried forward to meet the delayed, contractually committed expenditure.</p>

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.

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	0.000	0.000	0.000	(0.125)	0.305
Corporate Finance - H & S	0.000	0.023	0.000	0.000	0.000	0.000	0.023
	0.250	0.203	0.000	0.000	0.000	(0.125)	0.328
Governance							
Information Technology	1.057	0.199	0.000	0.000	0.000	0.001	1.257
	1.057	0.199	0.000	0.000	0.000	0.001	1.257
Education & Youth							
Education - General	0.500	2.434	0.585	0.000	0.000	(1.538)	1.981
Primary Schools	1.241	0.944	0.000	0.000	0.000	0.937	3.122
Schools Modernisation	3.952	0.000	0.000	0.000	0.000	2.213	6.165
Secondary Schools	4.000	0.708	0.000	0.000	0.000	1.998	6.706
Special Education	0.250	0.250	0.000	0.200	0.000	0.000	0.700
	9.943	4.336	0.585	0.200	0.000	3.610	18.674
Social Services							
Services to Older People	1.001	0.290	1.738	0.000	0.000	0.000	3.029
Learning Disability	0.000	2.729	(1.738)	0.000	0.000	0.000	0.991
Children's Services	0.000	0.065	6.150	0.000	0.000	0.085	6.300
	1.001	3.084	6.150	0.000	0.000	0.085	10.320
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	0.000	0.018
Targeted Regeneration Investment	0.000	0.000	0.000	0.000	0.000	0.474	0.474
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	0.000	0.013
Urban/Rural Regeneration	0.000	0.000	0.007	0.000	0.000	0.000	0.007
Private Sector Renewal/Improv't	0.000	0.000	0.147	0.000	0.000	0.078	0.225
	0.000	0.661	0.247	0.000	0.000	0.552	1.460
Streetscene & Transportation							
Waste - CCP Grant	0.000	0.000	0.180	0.000	0.000	0.000	0.180
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	0.000	2.114
Local Transport Grant	0.000	0.000	7.203	0.000	0.000	1.300	8.503
Solar Farms	0.000	0.346	0.000	0.000	0.000	0.000	0.346
	0.600	1.403	8.337	(0.497)	0.000	1.300	11.143

	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	0.060	0.000	0.000	(0.009)	0.071
Play Areas	0.200	0.140	(0.033)	(0.100)	0.000	0.145	0.352
Libraries	0.000	0.106	0.000	0.000	0.000	0.000	0.106
Theatr Clwyd	0.500	0.158	0.000	(0.020)	0.000	1.012	1.650
	0.700	0.424	0.027	(0.120)	0.000	1.148	2.179
Housing & Assets							
Administrative Buildings	2.500	0.034	0.000	0.000	0.000	0.050	2.584
Community Asset Transfers	0.000	0.734	0.000	0.000	0.000	0.000	0.734
Affordable Housing	10.000	0.000	0.000	0.000	0.000	0.744	10.744
Disabled Facilities Grants	1.700	0.852	0.044	0.000	0.000	0.000	2.596
	14.200	1.620	0.044	0.000	0.000	0.794	16.658
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	0.000	11.788
	34.208	0.000	0.524	0.000	0.000	0.000	34.732
Totals :							
Council Fund	27.751	11.930	15.390	(0.417)	0.000	7.365	62.019
Housing Revenue Account	34.208	0.000	0.524	0.000	0.000	0.000	34.732
Grand Total	61.959	11.930	15.914	(0.417)	0.000	7.365	96.751

PEOPLE & RESOURCES

Capital Budget Monitoring 2019/20 - Month 6

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'	0.305	0.000	0.305	0.000	0	0.000		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Corporate Finance - Health & Safety	0.023	0.000	0.023	0.000	0	0.000		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Total	0.328	0.000	0.328	0.000	0	0.000			

GOVERNANCE

Capital Budget Monitoring 2019/20 - Month 6

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	1.257	0.111	1.037	(0.220)	(18)	0.000	£0.120m has been identified as a saving due to the current server system life being extended. £0.100m expenditure for the implementation of Storage Technology System 'Sharepoint' will now take place in 2020/21	Carry Forward - Request approval to move funding of £0.100m to 2020/21	
Total	1.257	0.111	1.037	(0.220)	(18)	0.000			

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2019/20 - Month 6

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	1.981	0.271	1.981	0.000	0	0.000			
Primary Schools	3.122	0.963	3.122	0.000	0	0.000			
Schools Modernisation	6.165	4.752	6.165	0.000	0	0.000			
Secondary Schools	6.706	0.251	1.706	(5.000)	(75)	0.000	Castell Alun High School is currently in the pre-construction phase, with the construction works not due to commence until 2020/21	Carry Forward - Request approval to move funding of £5.000m to 2020/21	
Special Education	0.700	0.145	0.700	0.000	0	0.200			
Total	18.674	6.381	13.674	(5.000)	(27)	0.200			

Variance = Budget v Projected Outturn

SOCIAL SERVICES

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Services to Older People	3.029	0.345	3.029	0.000	0	0.000			
Learning Disability	0.991	1.016	0.991	0.000	0	0.000	Awaiting monies to be to be refunded against the scheme.		
Children's Services	6.300	0.006	6.300	0.000	0	0.000	2 year grant. Spend will be spread over 2019/20 and 2020/21. Budget to be amended in M9 to reflect split over the two years.	The Grant will be carried forward into 2020/21	
Total	10.320	1.367	10.320	0.000	0	0.000			

Variance = Budget v Projected Outturn

PLANNING, ENVIRONMENT & ECONOMY

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0.000	0.250	0.000	0	0.000			
Engineering	0.423	0.001	0.423	0.000	0	0.000			
Energy Services	0.018	0.030	0.018	0.000	0	0.000		Funding to be introduced to match expenditure.	
Ranger Services	0.050	0.031	0.050	0.000	0	0.000			
Targeted Regeneration Investment	0.474	0.000	0.474	0.000	0	0.000			
Townscape Heritage Initiatives	0.013	0.038	0.013	0.000	0	0.001		Funding to be introduced to match expenditure.	
Urban / Rural Regeneration	0.007	0.016	0.007	0.000	0	0.009	Refurbishment to shop front.	CERA funding will be introduced to cover total expenditure.	
Private Sector Renewal/Improvement	0.225	0.247	0.225	0.000	0	0.000		Funding to be introduced to match expenditure.	
Total	1.460	0.364	1.460	0.000	0	0.010			

Variance = Budget v Projected Outturn

STREETSCENE & TRANSPORTATION

Capital Budget Monitoring 2019/20 - Month 6

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	0.180	0.000	0.180	0.000	0	(0.497)			
Highways	2.114	0.818	2.114	0.000	0	0.350			A grant funding request submitted to Welsh Government to mitigate the pressure of £0.350m was unsuccessful. Request that funding is used from the Economic Stimulus grant to alleviate any funding requirements in the Capital Programme.
Local Transport Grant	8.503	2.108	8.503	0.000	0	0.000			
Solar Farms	0.346	0.000	0.346	0.000	0	0.000			
Total	11.143	2.926	11.143	0.000	0	(0.147)			

Variance = Budget v Projected Outturn

STRATEGIC PROGRAMMES

Capital Budget Monitoring 2019/20 - Month 6

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	0.071	0.047	0.071	0.000	0	0.000			
Play Areas	0.352	0.218	0.352	0.000	0	(0.100)			
Libraries	0.106	0.000	0.106	0.000	0	0.000		£0.030m pressure for the redevelopment of Flint Library, request from 'Headroom'	Aura have been awarded Welsh Government (WG) funding (£0.300m) for the redevelopment of Flint Library. Estimated cost of works (£0.350m)
Theatr Clwyd	1.650	0.859	1.635	(0.015)	(1)	(0.020)	Delay in purchasing equipment until 2020/21	Carry Forward - Request approval to move funding of £0.015m to 2020/21	
Total	2.179	1.124	2.164	(0.015)	(1)	(0.120)			

Variance = Budget v Projected Outturn

HOUSING & ASSETS

Capital Budget Monitoring 2019/20 - Month 6

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	2.584	0.300	2.584	0.000	0	0.000			
Community Asset Transfers	0.734	0.014	0.734	0.000	0	0.000			
Affordable Housing	10.744	1.173	10.744	0.000	0	0.000			
Disabled Facilities Grants	2.596	0.678	2.246	(0.350)	(13)	0.000	A saving has been identified in relation to the DFG budget.		DFG spend is customer driven and volatile.
Total	16.658	2.165	16.308	(0.350)	(2)	0.000			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Disabled Adaptations	1.082	0.420	1.082	0.000	0	0.000			
Energy Services	0.639	0.320	0.639	0.000	0	0.000			
Major Works	1.871	1.033	1.871	0.000	0	0.000			
Accelerated Programmes	0.728	0.160	0.728	0.000	0	0.000			
WHS Improvements	18.624	7.422	18.624	0.000	0	0.000			
SNRP	11.788	2.454	11.788	0.000	0	0.000			Projecting full spend although delays to the start of schemes will push spend into 2020/21.
Total	34.732	11.810	34.732	0.000	0	0.000			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
People & Resources	0.328	0.000	0.328	0.000	0	0.000			
Governance	1.257	0.111	1.037	(0.220)	(18)	0.000			
Education & Youth	18.674	6.381	13.674	(5.000)	(27)	0.200			
Social Services	10.320	1.367	10.320	0.000	0	0.000			
Planning, Environment & Economy	1.460	0.364	1.460	0.000	0	0.010			
Streetscene & Transportation	11.143	2.926	11.143	0.000	0	(0.147)			
Strategic Programmes	2.179	1.124	2.164	(0.015)	(1)	(0.120)			
Housing & Assets	16.658	2.165	16.308	(0.350)	(2)	0.000			
Sub Total - Council Fund	62.019	14.438	56.434	(5.585)	(9)	(0.057)			
Housing Revenue Account	34.732	11.810	34.732	0.000	0	0.000			
Total	96.751	26.247	91.166	(5.585)	(6)	(0.057)			

Variance = Budget v Projected Outturn

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			81	5,708	5,789	
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative	230						230													230	230
LEISURE - AURA																					
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

INVESTMENT IN COUNTY TOWNS - 2019/20 - MONTH 6

APPENDIX C (Cont)

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	2,454	601	236	1		1		1,051	1	69			494							1,723	731	2,454
EDUCATION & YOUTH																						
21C Schools:-																						
CQ High School	3,015			1,015	2,000															1,015	2,000	3,015
Penyffordd CP	1,184			1,184																1,184	0	1,184
School Extension & Remodelling:-																						
Bagillt Ysgol Glan Aber	616					52	564							53						52	564	616
Hope Castell Alun	53																			53	0	53
Flint Saint Richard Gwyn	85						85													0	85	85
SOCIAL CARE																						
LD Day Care Facility	1,016											1,016								1,016	0	1,016
Marleyfield EPH	309	309																		309	0	309
STREETSCENE & TRANSPORTION																						
Highways Asset Management Plan:-																						
Highways maintenance	818																431	387		431	387	818
Transport Grant	2,110								22				2,071		17					0	2,110	2,110
STRATEGIC PROGRAMMES																						
Theatr Clwyd - Redevelopment	853										853									0	853	853
Affordable Housing	1,490	351	510						235	394										745	745	1,490
	14,003	1,261	746	2,200	2,000	53	649	1,051	258	463	853	1,016	2,565	53	17	431	387			6,528	7,475	14,003
AREA TOTAL			2,007	4,200		702		1,309		1,316		3,581		70		818						

INVESTMENT IN COUNTY TOWNS - 2020- 2022 BUDGET

APPENDIX C (Cont)

TOWN FUNDING	FUTURE BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000		
EXPENDITURE																						
HOUSING - HRA																						
SHARP	12,430																12,430		12,430		12,430	
EDUCATION & YOUTH																						
21C Schools:-	8,190																				8,190	
CQ High School																					8,190	
Castell Alun	207													207							207	
SOCIAL CARE																						
Marleyfield Residential Home	1,381	1,381																			1,381	
STREETSCENE & TRANSPORTION																						
Highways Asset Management Plan:-	1,200																				1,200	
Transport Grant	1,603																				1,603	
STRATEGIC PROGRAMMES																						
Theatr Clwyd - Redevelopment	500									500											500	
LEISURE - AURA																						
Synthetic Sports Pitches	272																				272	
	25,783	1,381	0	0	0	0	0	0	0	500	0	0	0	207	0		13,902	9,793		15,990	9,793	25,783
AREA TOTAL			1,381	0	0	0	0	0	0	500	0	0	0	207	0		23,695					

AREA TOTAL

1,381

0

0

0

500

0

207

23,695

This page is intentionally left blank



CORPORATE RESOUCRES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 14 th November 2019
Report Subject	Council Plan 2019/20 - Mid-Year Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan 2019/20 was adopted by the Council in June 2019. This report presents a summary of performance at the mid-year point of 2019/20.

This mid year monitoring report for the 2019/20 Council Plan shows that 88% of activities are making good progress with 90% likely to achieve their planned outcomes. 77% of the performance indicators have met or exceeded their targets. Risks are being managed with a minority of 14% being assessed as major.

RECOMMENDATIONS

1.	To note and endorse: <ul style="list-style-type: none"> • The overall levels of progress and confidence in the achievement of activities within the Council Plan • The overall performance against Council Plan performance indicators • The current risk levels within the Council Plan.
2.	To be assured by plans and actions to manage the delivery of the 2018/19 Council Plan.

REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2019/20 MID-YEAR MONITORING REPORT
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts 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	This report is an exception-based report and concentrates on under-performance.
1.03	<p>Monitoring Activities</p> <p>Each of the sub-priorities under each theme within the Plan have high level activities which are monitored over time. ‘Progress’ shows action against scheduled activity and is categorised as:</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity and, not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule and on track <p>A RAG status is also given for the assessment of our current level of confidence in achieving the ‘outcome(s)’ in-year for each sub-priority. Outcome is categorised as:</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) in-year • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) in-year • GREEN: High – full confidence in the achievement of the outcome(s) in-year
1.04	<p>In summary our overall progress against activities is:</p> <p>Progress</p> <ul style="list-style-type: none"> • We are making good (green) progress in 152 (88%). • We are making satisfactory (amber) progress in 20 (12%). <p>Outcome</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 154 (89.5%) outcomes. • We have a medium (amber) level of confidence in the achievement of 17 (10.0%) outcomes. • We have a low (red) level of confidence in the achievement of 1 (0.5%) outcomes.

1.05	<p>Monitoring our Performance</p> <p>Analysis of performance against the Council Plan performance indicators is undertaken using the RAG status. This is defined as:</p> <ul style="list-style-type: none"> • RED - under-performance against target. • AMBER - where improvement may have been made but performance has missed the target. • GREEN - positive performance against target.
1.06	<p>Analysis of current levels of performance against target shows the following:</p> <ul style="list-style-type: none"> • 46 (77%) have achieved a green RAG status • 9 (15%) have an amber RAG status • 5 (8%) have a red RAG status
1.07	<p>The six performance indicators (PIs) which show a red RAG status for current performance against target are:</p> <p>Serving Council The percentage variance between the revenue budget out-turn and the budget set The M5 Revenue monitoring report is reporting a projected overspend of £3m against budget.</p>
1.08	<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 (7.1%) are insignificant (green) • 6 (14.3%) are minor (yellow) • 27 (64.3%) are moderate (amber) • 6 (14.3%) are major (red) • 0 (0%) are severe (black) <p>40% of the 42 risks have decreased in significance.</p>
1.09	<p>The major (red) risks are: -</p> <p>Priority: Serving Council The scale of the financial challenge 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. An update to the financial forecast for 2020/21 reported to Cabinet in October</p>

	<p>2019 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. 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>Fully funding demand led services and inflationary pressures 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. 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>
--	--

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 1.07 and 1.09 above.														
3.04	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 30%;">Long-term</td> <td rowspan="5">Throughout all of the Mid-Year Monitoring Report there is demonstrable actions and activities which relate to all of the Sustainable Development Principles. There will be specific case studies of these working practises in the Annual Report for 2019/20 by October 2020.</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 30%;">Prosperous Wales</td> <td rowspan="7">Throughout the Mid-Year Monitoring Report there is an engrained culture of emerging our work actions and activities with the Well-being Goals. Specific actions and activities have impact assessments and risk assessment as part of strategic reports which demonstrates impact.</td> </tr> <tr> <td>Resilient Wales</td> </tr> <tr> <td>Healthier Wales</td> </tr> <tr> <td>More equal Wales</td> </tr> <tr> <td>Cohesive Wales</td> </tr> <tr> <td>Vibrant Wales</td> </tr> <tr> <td>Globally responsible Wales</td> </tr> </table>	Long-term	Throughout all of the Mid-Year Monitoring Report there is demonstrable actions and activities which relate to all of the Sustainable Development Principles. There will be specific case studies of these working practises in the Annual Report for 2019/20 by October 2020.	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Throughout the Mid-Year Monitoring Report there is an engrained culture of emerging our work actions and activities with the Well-being Goals. Specific actions and activities have impact assessments and risk assessment as part of strategic reports which demonstrates impact.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales
Long-term	Throughout all of the Mid-Year Monitoring Report there is demonstrable actions and activities which relate to all of the Sustainable Development Principles. There will be specific case studies of these working practises in the Annual Report for 2019/20 by October 2020.														
Prevention															
Integration															
Collaboration															
Involvement															
Prosperous Wales	Throughout the Mid-Year Monitoring Report there is an engrained culture of emerging our work actions and activities with the Well-being Goals. Specific actions and activities have impact assessments and risk assessment as part of strategic reports which demonstrates impact.														
Resilient Wales															
Healthier Wales															
More equal Wales															
Cohesive Wales															
Vibrant Wales															
Globally responsible Wales															

	<p>Council's Well-being Objectives The Council's wellbeing objectives will be included in the Annual Report for 2019/20.</p>
--	---

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	The Council Plan Priorities are monitored by the respective 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 – Mid-Year Council Plan 2019/20 Monitoring Report.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Council Plan 2019/20.</p> <p>https://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Council-Plan.aspx</p>

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

8.00	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 a refreshed approach to risk management endorsed by Audit Committee in 2018. The new approach, includes the use of a more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p>

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							

8.02

CAMMS – An explanation of the report headings

Actions

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

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

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

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

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

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

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

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

Measures (Key Performance Indicators - KPIs)

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

Period Actual – The data for this quarter.

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

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

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

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

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

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

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

Risks

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

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

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

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

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

This page is intentionally left blank



2019/20 Mid-Year Performance Progress Report

Flintshire County Council

Page 205



Print Date: 04-Nov-2019



Contents

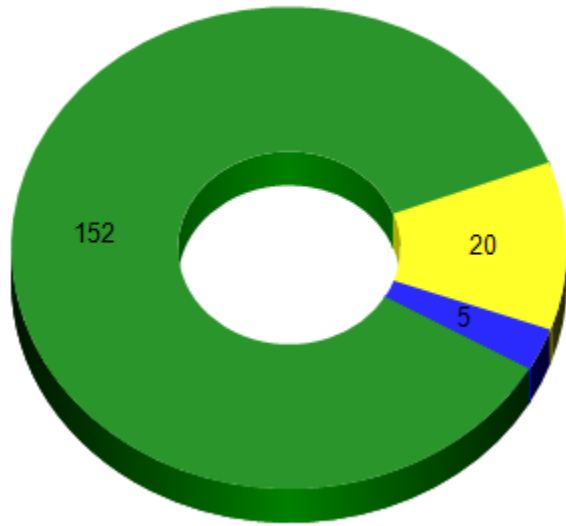
- Caring Council** 4
 - Actions 4
 - Performance Indicators 30
 - Risks 46
- Ambitious Council** 62
 - Actions 62
 - Performance Indicators 75
 - Risks 77
- Learning Council** 79
 - Actions 79
 - Performance Indicators 84
 - Risks 85
- Open Council** 88
 - Actions 88
 - Performance Indicators 101
 - Risks 104
- Safe and Clean Council** 112
 - Actions 112
 - Performance Indicators 118
 - Risks 120
- Connected Council** 122
 - Actions 122
 - Performance Indicators 128
 - Risks 130
- Serving Council** 135
 - Actions 135



Performance Indicators	147
Risks	153

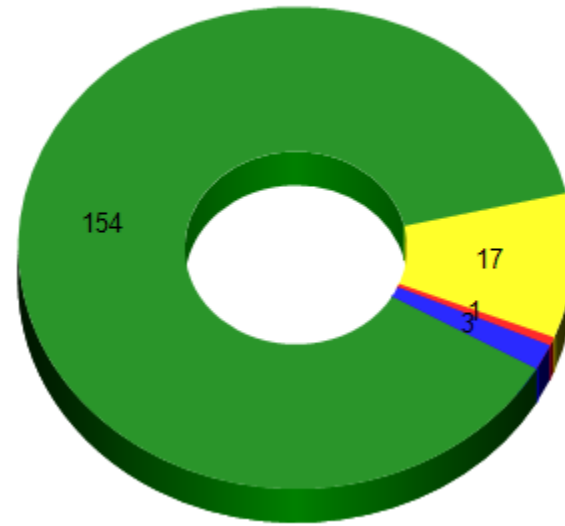


Action Progress RAG Status



On Track 88% (152)
Monitor 12% (20)
No Target (5)

Action Outcome RAG Status



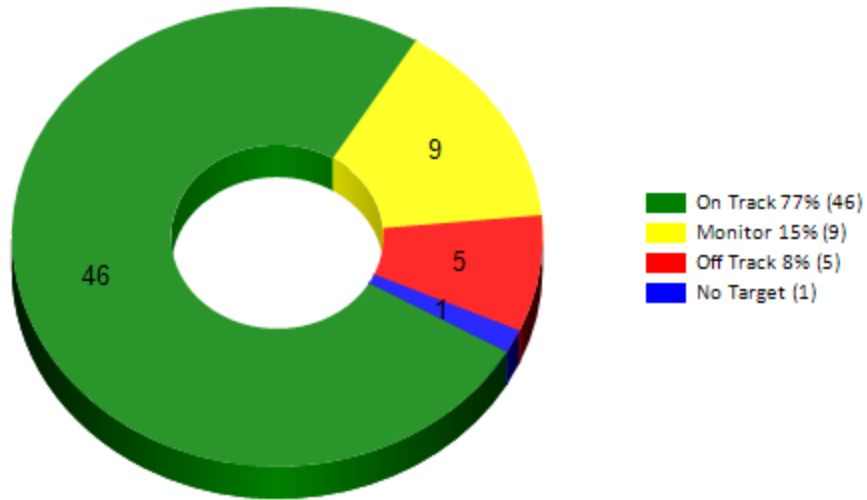
On Track 90% (154)
Monitor 10% (17)
Off Track 1% (1)
No Target (3)

Page 208

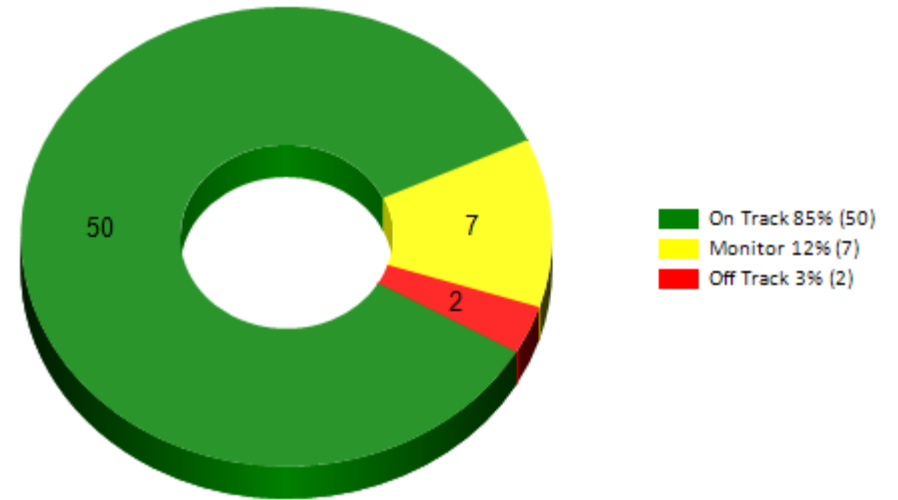
'No Target' for Action Progress and Action Outcome denotes Action has not started.



KPI Progress RAG Status



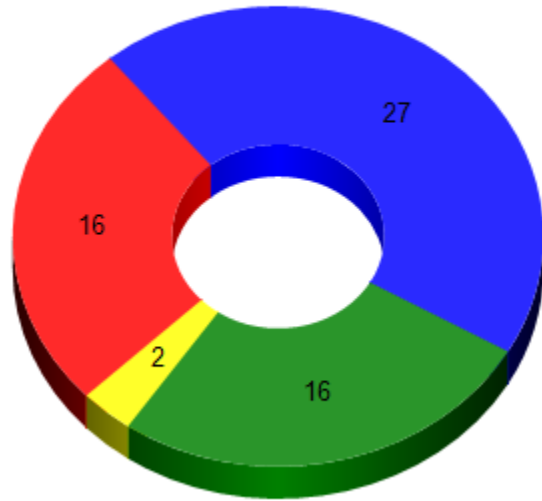
KPI Outcome RAG Status



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



KPI Trend Status



- Improved 47% (16)
- Maintained 6% (2)
- Downturned 47% (16)
- Not Applicable (27)

Current Risk Status







- Insignificant (1) 7% (3)
- Minor (2) 14% (6)
- Moderate (3) 64% (27)
- Major (4) 14% (6)

Page 210

'Not Applicable' denotes that there is not KPI Trend as this is a new KPI and a baseline year is being established.

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	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Plas Yr Yrwn is due to open in February 2020. Open days are taking place and applications are being taken. Recruitment has been completed to manager and assistant manager positions, and a training programme has been developed.</p> <p>Last Updated: 08-Oct-2019</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%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Discussions are still ongoing regarding a further community area for extra care.</p> <p>Last Updated: 10-Oct-2019</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	50.00%	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. We are awaiting the outcome of Foundation Economy Grant Application to bring in further support for the development of the Quality Framework.</p> <p>Last Updated: 30-Oct-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 startup and development of new microcare services	Dawn Holt - Commissioning Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	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 startup.</p> <p>Last Updated: 09-Oct-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	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: We were actively involved in the WeCare Wales event for value based recruitment in each of the 5 key localities. This has generated interest across the represented areas. Last Updated: 08-Oct-2019							



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	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Between April – September 2019, the two SPOA based workers providing a Social Prescribing response responded to 202 referrals for support. The number of referrals from GPs is increasing due to the targeted activity that has been a feature of this reporting activity. 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. Last Updated: 11-Oct-2019							







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	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Three in house and four independent sector domiciliary providers are working towards achieving the Silver standard for Progress for Providers, the quality standard for domiciliary care. Last Updated: 09-Oct-2019							



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%	GREEN	GREEN
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%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Questions related to reviewing the actions from Strategy Meetings have been included in our case file audit tool. The first audit will take place in January 2020. Last Updated: 09-Oct-2019							



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%	 GREEN	 GREEN
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	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The North Wales fee setting group are working on the Laing and Buisson national model for fee setting, with a view to having it ready in Autumn 2019/20. We have consultation events in place before the end of this calendar year. An open book exercise with 3 or 4 providers will be used to base our fee structure for 2020/21. As part of this, we are also looking at fees for Supported Living providers, and a fee structure for Microcarers. We are also considering fee setting for Direct Payments and High cost Low Volume placements. This all needs to fit within the envelope of the cost pressure in the Council's Medium Term Financial Strategy. Last Updated: 29-Oct-2019							



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
ACTION PROGRESS COMMENTS: The digital map is in place, and being used actively to broker packages of care across the County. Last Updated: 09-Oct-2019							



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	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The extension of Marleyfield House is on track, with no further changes to the design formally agreed, and construction due to start. Last Updated: 08-Oct-2019							



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: Flintshire 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	66.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Our Support and Placement Strategy 2019 to 2022 was agreed by the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee on 25 July 2019, for implementation in Quarter Three. Last Updated: 23-Oct-2019							



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%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The Regional North Wales Market Positioning Statement for children and young people in residential care, fostering and secure accommodation was formerly launched at the National Social Care Conference on 11 September 2019. Last Updated: 03-Oct-2019							



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	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We have identified a regional provision in North Wales as an appropriate alternative to hospital admission for children with mental health issues, and have entered into initial dialogue with the market following the publication of the Market Position Statement.</p> <p>Last Updated: 08-Oct-2019</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%	 GREEN	 GREEN
<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%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: This has been implemented through our Client Information System (Paris). Current data is regularly extracted and reported to Missing, Exploitation, Trafficking (MET) Panel.</p> <p>Last Updated: 09-Oct-2019</p>							



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	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: A comprehensive evaluation on the Mockingbird Model of foster care has been produced and the benefits of the model are clearly evidenced. A comprehensive business case has been developed, proposing the development of a sustainable model. Cost options for the delivery phase are now being developed. Last Updated: 03-Oct-2019							



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%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: A funding model for the regional post has been agreed, along with host arrangements through Gwynedd Council. The recruitment process will begin in Quarter Three. Last Updated: 23-Oct-2019							



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	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Our proposals for supporting children on the edge of care, reducing the need for children to enter care where appropriate and improving outcomes for children who are looked after have been submitted to Welsh Government. A request is being made to ensure sufficient central funding for high cost placements, along with proposals for Invest to save money to rebalance the reliance on high cost placements.</p> <p>Last Updated: 29-Oct-2019</p>							



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	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Specific actions for delivery in 2019/20 were endorsed by the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee, with a progress report being taken to the Children's Services Forum in Quarter Three.</p> <p>Last Updated: 23-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 (CP) Opening of Hwb Cyfle, the new learning disability day service in Deeside on time, on budget and to standard	Jo Taylor - Disabilities Services Manager	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Construction of the new Learning Disability Day Centre was completed in May 2019. The Council's Service Delivery partner, Hft, moved into the new building on 24th June, transferring the day service from the ageing day centre at Glanrafon, Queensferry. The building provides a modern, accessible and vibrant place for people with learning disabilities to develop skills, increase independence and broaden social relationships.</p> <p>Last Updated: 29-Oct-2019</p>							



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	50.00%	 GREEN	 GREEN
<p>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. The next phase is to take bids from potential providers which achieve the outcomes identified in the Learning Disability Strategy.</p> <p>Last Updated: 22-Oct-2019</p>							



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 Griffith - Flintshire Connects Manager	In Progress	01-Apr-2019	31-Mar-2020	30.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: The pilot emergency bed provision commenced in December 2018 and ended in September 2019. The pilot was successful and established a demand for an emergency bed provision in Flintshire to help alleviate rough sleeping. The pilot also informed that the model needs to consider day provision and increased access to support services. The service is currently working towards an alternative provision as a priority and this will help to engage service users and providers to inform the permanent model to ensure it is fit for purpose and meets local needs.</p> <p>Last Updated: 21-Oct-2019</p>							



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 Griffith - Flintshire Connects Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Outreach provision is in place and contracted until the end of the financial year. 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. The provision also works 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.</p> <p>Last Updated: 29-Oct-2019</p>							



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 Griffith - Flintshire Connects Manager	In Progress	01-Apr-2019	31-Mar-2020	30.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: Initial scoping work has been undertaken 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, visits to facilitate which have worked well would need to be a pre-requisite of its work stream.</p> <p>Last Updated: 29-Oct-2019</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 Griffith - Flintshire Connects Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Demand for a housing first approach in Flintshire has been established. Funding for this work stream was awarded by Welsh Government on 28 August 2019. Work is now progressing in terms of recruitment to be completed November 2019 for project commencement in December 2019. This is a model of delivery which supports some of our most complex and difficult to reach individuals. The pilot will look to a number of concepts and visit existing models of delivery.</p> <p>Last Updated: 29-Oct-2019</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 Griffith - Flintshire Connects Manager	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 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 is planned for November 2019 to re-engage with this sector and understand landlords concerns and the barriers to housing some client groups, i.e unemployed applicants. This event will help the service to identify the areas landlords require support and assistance to make the Private Rented Sector more accessible to all applicants.</p> <p>Last Updated: 29-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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	50.00%	 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 2020.</p> <p>Last Updated: 29-Oct-2019</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	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: We are on target to achieve the Welsh Housing Quality Standards for all Council owned properties by 2020/21. Work currently focused upon external envelope work. Last Updated: 29-Oct-2019							



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	50.00%	 GREEN	 GREEN
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: 29-Oct-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	Lesley Bassett - Housing Strategy Manager	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
ACTION PROGRESS COMMENTS: The Housing Strategy has now been adopted by the council, being endorsed by Cabinet in October 2019. Work to deliver on actions the strategy will now be delivered. There are a large number of activities which will need to be delivered upon over a number of financial years. Last Updated: 29-Oct-2019							



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	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
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: 29-Oct-2019							



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	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 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: 29-Oct-2019							







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	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We are currently on target to deliver 79 new social units of accommodation through our partner Registered Social Landlords (RSL) this year.</p> <p>Last Updated: 29-Oct-2019</p>							

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	40.00%	 GREEN	 GREEN
<p>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.</p> <p>Last Updated: 25-Oct-2019</p>							

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 Griffith - Flintshire Connects Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 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 including the Supporting People Team and Housing Solutions Team.</p> <p>Last Updated: 29-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
Page 21 of 161 1.4.5.4 (CP) Adoption of a renewed strategy for our sheltered and supported housing schemes following review	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 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: 29-Oct-2019</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	Jenni Griffith - Flintshire Connects Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The specialist housing register currently has 59 applicants of which 41 require specialist adapted properties and 8 require large properties. At the end of quarter two, eight households from the specialist housing register were successfully rehoused into suitable accommodation. The Single Access Route to Housing (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: 29-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
15.1.1 (CP) Forming a new social food enterprise with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 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:</p> <ul style="list-style-type: none"> • 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. <p>This work is progressing well and is in the final stages of implementation.</p> <p>Last Updated: 29-Oct-2019</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	40.00%	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: 29-Oct-2019</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	40.00%	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 2019 and beyond.</p> <p>Last Updated: 29-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.1 (CP) Agreeing a funded action plan to support those in greatest fuel poverty	Leanna Jones - Energy Projects Coordinator	Completed	01-Apr-2019	30-Sep-2019	100.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: Fully funded plan agreed for the next 18 months including Warm Homes Fund, Crisis Fund, Arbed, Clwyd Alyn and FCC social housing stock.</p> <p>Last Updated: 23-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.2 (CP) Improvement of the energy efficiency ratings of current housing in Flintshire measured through Energy Performance Certificate Scores	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	30-Sep-2019	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Increased Energy Performance Certificate (EPC) rating by two bands or more in majority of households assisted in both the private and social sectors. Last Updated: 22-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.3 (CP) Implement solutions to extend gas supplies to those communities with no gas service including Ffynnongroyw	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	30-Sep-2019	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Successfully bid for Welsh Government Arbed grant to fund gas connections, new heating systems, and other energy efficiency measures in Ffynnongroyw. Working in partnership with Arbed Am Byth to deliver the project. Gas connection projects also completed to parts of Holywell, Mostyn, Penyffordd, and Treuddyn where gas was not previously available. Last Updated: 22-Oct-2019							



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	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Continued installation of air source heat pumps (air to water) systems in public and private fuel poor households through Warm Homes Fund. Installed solar panels to vulnerable social housing and identified further schemes in Cilcain and Gwernaffield. Last Updated: 29-Oct-2019							



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	45.00%	 GREEN	 GREEN
<p>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.</p> <p>Last Updated: 22-Oct-2019</p>							



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	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: 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.</p> <p>Last Updated: 09-Oct-2019</p>							



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	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Uptake of Childcare places has exceeded expectations, with a request to Welsh Government for a successful 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: 22-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
15.4.1 (CP) Access to sanitary products in schools and youth clubs to support wellbeing and school attendance	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Joint procurement exercise with Wrexham CBC for 2 years funding up 2018-2020. This was awarded to PHS. The Products provided to secondary schools, youth clubs and foodbanks are sanitary towels and tampons. Additional funding has been awarded (up until March 2020) with specific criteria regarding reusable products. These have been procured and will be issued to all primary and secondary schools alongside traditional sanitary products and tampons in the autumn and spring terms.</p> <p>Last Updated: 29-Oct-2019</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	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: 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. The service has stabilised collections and prevented overall arrear levels from escalating further, despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit. 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.</p> <p>Last Updated: 29-Oct-2019</p>							

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	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: New governance arrangements are in place with a Chief Officer Group, Lead Officer Group, and proposals developed for a Partnership Group involving the key stakeholders for delivering the Flexible Funding Programme.</p> <p>Last Updated: 09-Oct-2019</p>							



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	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Four key actions were agreed through a Partnership Group workshop on 17 September 2019; these included preparing a demand analysis and detailed service mapping to inform service development and commissioning. Opportunities for increased co-location of multidisciplinary, multiagency decision makers and statutory and not-for-profit services offering early help, prevention and support will be explored as part of the associated work programme for 2019/20.</p> <p>Last Updated: 09-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.3 (CP) Successful engagement of stakeholders to inform choices on new service models	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Partnership Group workshop held on 17 September 2019 identified the priorities for service delivery.</p> <p>Last Updated: 09-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.4 (CP) Measured performance using new and meaningful performance measures	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A new national outcome framework is awaited from Welsh Government. Once shared, work will be undertaken to ensure national and local measures are developed to enable timely and effective reporting.</p> <p>Last Updated: 08-Oct-2019</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 six 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 three and Quarter four. Successful Employability Roadshows were held at Broughton Park and Mold in June and further roadshows are planned in Quarter three. Roadshows bring together local employers with those seeking opportunities and have proved a highly successful route into work or further education for our mentorees. The teams have helped support our mentoring scheme participants with 17 entering employment and 21 accessing further training and three into work placements. Employment outcomes include Administration, Customer Services, Security and Retail.</p> <p>Last Updated: 29-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
CP1.1.3M01 / CP5.1.1M01 (SS010) The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	164	202	0	 GREEN	↑	202	0	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Two social prescribing officers worked with 202 individuals between April and September. There is no target for this indicator, it is used to monitor trend only as data is provided by Betsi Cadwaladr University Health Board.</p> <p>Last Updated: 11-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M02 (SS011) The number of admissions to step up / step down beds.	99	108	0	 GREEN	↑	108	0	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Between April and September there were 108 admissions to step down beds. There is no target for this indicator, it is used to monitor trend only as data is provided by Betsi Cadwaladr University Health Board.</p> <p>Last Updated: 22-Oct-2019</p>								



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	7	5	 GREEN	New Measure	7	5	 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 and four independent sector domiciliary providers working towards the Silver standard in Progress for Providers.</p> <p>Last Updated: 09-Oct-2019</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	91	70	 GREEN	New Measure	91	70	 GREEN
<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%.</p> <p>Last Updated: 10-Oct-2019</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	97.26	97.59	78	 GREEN	↑	96.66	78	 GREEN
<p>Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The Safeguarding Unit continue to prioritise and act on adult safeguarding reports in a timely manner.</p> <p>Last Updated: 16-Oct-2019</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	93.79	89	 GREEN	New Measure	93.79	89	 GREEN
<p>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.</p> <p>Last Updated: 16-Oct-2019</p>								



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	100	New Measure	 GREEN	↑	100	New Measure	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: All pre-birth assessments were completed within timescales.</p> <p>Last Updated: 09-Oct-2019</p>								



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 disappeared away or gone missing from home who had a return interview	No Data	77.78	New Measure	 GREEN	↑	77.78	New Measure	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: 47 out of the 55 children who were reported missing had a return interview completed and shared with North Wales Police. The remaining eight young people were offered an interview but declined.</p> <p>Last Updated: 09-Oct-2019</p>								



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	100	100	98	 GREEN	↔	100	98	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Two siblings from one family had their review delayed in Quarter one, to await results of a medical in preparation for deregistration.</p> <p>Last Updated: 09-Oct-2019</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	82.5	100	95	 GREEN	↑	100	95	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: In Quarter One, conferences for four families were delayed due to diary capacity through the Easter period. All conferences were completed in timescales in Quarter Two.</p> <p>Last Updated: 09-Oct-2019</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	9	5	 GREEN	New Measure	9	5	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Nine new foster carer approvals were completed in the half year period; five connected persons, three general fostering / respite, and one specialist.</p> <p>Last Updated: 09-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
P1.2.4M01 (SS004) Number of referrals to the Family Group Meeting Service	No Data	90	70	 GREEN	New Measure	182	140	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: 182 referrals were made to the Family Group Conference Service in the first half of this year. A further 66 families were identified as likely to benefit from the service, but declined.</p> <p>Last Updated: 09-Oct-2019</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	1	1	 GREEN	New Measure	3	2	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance 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: 16-Oct-2019</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	New Measure	 GREEN	New Measure	9	New Measure	 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: 24-Oct-2019</p>								



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	54	50	 GREEN	New Measure	54	50	 GREEN
<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 215 people with a learning disability attended other day services in the County.</p> <p>Last Updated: 22-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
1.4.1M01 Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	No Data	3	New Measure	 GREEN	New Measure	3	New Measure	 GREEN
<p>Lead Officer: Jenni Griffith - Flintshire Connects Manager Reporting Officer: Denise Naylor - Housing Programmes Support Manager Progress Comment: HAWS Lettings have secured three properties in the Private Rented Sector where the tenancy has been issued to a homeless household. This is a new service and is ongoing in terms of promoting HAWS Lettings as managing agent in Flintshire to build up their portfolio. Currently working towards a Landlord Forum/drop in session to aid promotion of services and better understanding of the challenges in the local Private Rented Sector market.</p> <p>Last Updated: 31-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M03 (PAM/012) Percentage of households successfully prevented from becoming homeless	80.6	81.82	85	 AMBER	↑	81.82	85	 AMBER
<p>Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets Reporting Officer: Jenni Griffith - Flintshire Connects Manager Progress Comment: The percentage of households in the quarter where homelessness was prevented.</p> <p>Last Updated: 15-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M01 The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	No Data	103.35	100	 GREEN	New Measure	105.63	100	 GREEN
<p>Lead Officer: Denise Naylor - Housing Programmes Support Manager Reporting Officer: Sean O'Donnell - Contract Surveyor Progress Comment: We are currently ahead of programme on a number of workstreams due to good weather and early engagement with tenants. The mid-year target was to complete 895 properties. We have completed 925 properties, 30 properties ahead of our target.</p> <p>Last Updated: 14-Oct-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	New Measure	92.81	95	 AMBER	New Measure	92.81	95	 AMBER
<p>Lead Officer: Denise Naylor - Housing Programmes Support Manager Reporting Officer: Sean O'Donnell - Contract Surveyor Progress Comment: We are currently experiencing some delays on one workstream and this is impacting on the overall satisfaction levels being scored by the tenants on this workstream. We have engaged with the Contractor and have addressed some of the communication issues they have been experiencing onsite with our in-house Flintshire County Council Tenant Liaison Officers. Early indications are proving positive.</p> <p>Last Updated: 14-Oct-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.4M01 The number of Council homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	No Data	54	45.5	 GREEN	New Measure	54	45.5	 GREEN
<p>Lead Officer: Melville Evans - Senior Manager - Housing Programmes Reporting Officer: Denise Naylor - Housing Programmes Support Manager Progress Comment: 54 council homes have been completed or are currently under construction in Llys Dewi, Penyffordd (Holywell), Dobshill, Mold and Garden City. There has been a delay at the scheme in Nant y Gro, Gronant which once approved will see the construction of a further 37 council homes.</p> <p>Last Updated: 15-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.5M01 (PAM/015) Average number of calendar days taken to deliver a DFG	257.89	202.64	247	 GREEN	↑	202.64	247	 GREEN
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Joseph Muxlow - Regeneration Programme Lead Progress Comment: Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence. The service has been working to implement improvements to processes and controls and to the wider adaptations system in the Council.</p> <p>Last Updated: 15-Oct-2019</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 Wiltshire	No Data	538	250	 GREEN	New Measure	857	500	 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.</p> <p>Last Updated: 14-Oct-2019</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	647	250	 GREEN	New Measure	1127	500	 GREEN
<p>Lead Officer: Leanna Jones - Energy Projects Coordinator Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration Progress Comment: At the end of Quarter Two, 167 households were supported. For the six month period, a total of 647 households were supported. 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.</p> <p>Last Updated: 31-Oct-2019</p>								

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	1298	625	 GREEN	New Measure	1298	1250	 GREEN
<p>Lead Officer: Gail Bennett - Early Intervention Services Manager Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Data provided indicates the number of children who accessed the Childcare Offer between 1 April and 31 August 2019.</p> <p>Last Updated: 09-Oct-2019</p>								







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	189	New Measure	 GREEN	New Measure	189	New Measure	 GREEN



Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The data represents the number of providers taking part in the Childcare Offer between 1 April and 31st August 2019.
 Last Updated: 09-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
DP1.5.4M01 Access to sanitary products in schools (percentage)	No Data	14	50	 RED	New Measure	14	50	 GREEN



Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: Contract in place to deliver products with PHS. Deliveries made to all secondary schools on an ongoing basis. A total of 11 secondary schools have had deliveries with Primary School deliveries to begin in the coming months. We expect to be on target at the end of the year. Primary school deliveries and reusable products are yet to be dispatched (Autumn term onwards)
 Last Updated: 01-Nov-2019

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	 GREEN	New Measure	100	100	 GREEN
<p>Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support Progress Comment: Contract in place to deliver products with PHS. Deliveries made to central location and then dispatched to all youth clubs on an ongoing basis.</p> <p>Last Updated: 18-Oct-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
PAGE 250 CP1.5.4M03 Access to sanitary products in Foodbanks	No Data	100	100	 GREEN	New Measure	100	100	 GREEN
<p>Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support Progress Comment: Contract in place to deliver products with PHS. Deliveries made to central location and then dispatched to all the food banks on n ongoing basis.</p> <p>Last Updated: 18-Oct-2019</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	20.79	16.76	20	 GREEN	↑	17.99	20	 GREEN
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment Progress Comment: The service has completed recruitment and training and now has a full complement of staff. Some key processes have been reviewed and changes implemented. This has enabled the target of 20 days to process new claims to be achieved.</p> <p>Last Updated: 31-Oct-2019</p>								


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	10.7	3.83	8	 GREEN	↑	3.83	8	 GREEN
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment Progress Comment: The service has completed recruitment and training and now has a full complement of staff. Some key processes have been reviewed and changes implemented. This has enabled the target of eight days to process change in circumstances to be achieved.</p> <p>Last Updated: 31-Oct-2019</p>								

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	41	65	 RED	New Measure	41	130	 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 six 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 three and Quarter four. Successful Employability Roadshows were held at Broughton Park and Mold in June and further roadshows are planned in Quarter three. Roadshows bring together local employers with those seeking opportunities and have proved a highly successful route into work or further education for our mentorees. The teams have helped support our mentoring scheme participants with 17 entering employment and 21 accessing further training and three into work placements. Employment outcomes include Administration, Customer Services, Security and Retail.</p>								
<p>Last Updated: 15-Oct-2019</p>								

Page 252

RISKS

Strategic Risk

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

Potential Effects:

Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.

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.

Lead Supporting Officer Comments:

Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has 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. This is a service priority for quarter three. There is an Outreach Worker in post, employed through Clwyd Alyn, who follows up on street homeless and offers support and assistance to access services.

Last Updated: 15-Oct-2019

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

Potential Effects:

- i) Increase in homelessness.
- ii) Increased pressure on the Housing Options Team.
- iii) Increase in people sleeping rough.

Management Controls:

A Housing Strategy Manager is in post to monitor and manage Section 106 and Social Housing Grant programmes.

Lead Supporting Officer Comments:

This is 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.

To this effect, the Council's SHARP has delivered a total of 172 new social (110) and affordable rent (62) homes to date, whilst a further 102 units are under construction or scheduled to start. There have been issues at the scheme at Nant y Gro, Gronant which once resolved and approved will deliver a further 41 council and affordable homes. Three further schemes which will deliver a further 111 units are being worked up.

The Housing Associations are committed to delivering 229 affordable housing by 2021 through the Social Housing Grant programme. In addition, NEW homes has a Council approved Development Strategy which is looking to deliver a further 200 units over the next two years.

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 operational by April 2020.

Last Updated: 15-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST153	Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Strategic Risk	Cheryl Marland - Housing Access and Sarth Team Leader	Denise Naylor - Housing Programmes Support Manager, Lesley Bassett - Housing Strategy Manager				Open

Potential Effects:

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

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.

Lead Supporting Officer Comments:

This risk will be reviewed to consider whether the Welfare Reform Programme directly impacts the increasing demand for social and affordable housing.

Last Updated: 24-Oct-2019




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

Potential Effects: Reduction in number of housing 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.

Lead Supporting Officer Comments: To date the number of new Council and affordable homes completed, being built or scheduled to be built has reached 305. The target of 500 by 2021 is within reach with work underway to identify land suitable for the construction of the remaining 195 new affordable and council homes. This could include development on sites which are not council owned in partnership with local developers and housing associations through the North Wales Development Framework.

First Updated: 21-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST155	Capital borrowing limits for Council housing	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	 Amber	 Green		Closed
<p>Potential Effects: Reduction in 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>Lead Supporting Officer Comments: 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-Oct-2019</p>								



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

Potential Effects:

There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.

Management Controls:


- 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.

Lead Supporting Officer Comments:

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

Last Updated: 31-Oct-2019

Page 258

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST158	Universal Credit Full Service roll out: 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.	Strategic Risk	Jen Griffiths - Benefits Manager	Dawn Barnes - Welfare Reform Manager				Open

Potential Effects:

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

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.

Lead Supporting Officer Comments:

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: 29-Oct-2019

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

Potential Effects:

The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.




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.

Lead Supporting Officer Comments:

The Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. Referrals to wider support services remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits continue to work together to develop early intervention strategies.

Page 260
 Last Updated: 18-Oct-2019

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

Potential Effects:

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

Management Controls:

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. 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.

Lead Supporting Officer Comments:

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

To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobysoft Rent Sense solution in June 2019 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: 22-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST161	The local economy will suffer if residents have less income to spend	Strategic Risk	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager	 Amber	 Amber		Open

Potential Effects:

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

Management Controls:

The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.

Lead Supporting Officer Comments:

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.

Last Updated: 09-Oct-2019



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

Potential Effects:

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

Management Controls:

Working with Corporate colleagues to use capital investment to support the development of our in-house provision. Increase bed and extra care capacity for dementia/ learning disabilities. Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach. Rolling out the value-based recruitment programme to make advertising for care staff more appealing to a wider audience.




Lead Supporting Officer Comments:

- The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021.
- We were actively involved in Care Week in September, with promotion sessions undertaken across the county, resulting in a significant number of expressions of interest from prospective care staff from non-traditional profiles.
- One care home is currently in escalating concerns.

Page 263

Last Updated: 09-Oct-2019



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

Potential Effects:

Employees will not identify potential safeguarding issues. Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated. Adults and children will not be safeguarded.

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.

Lead Supporting Officer Comments:

Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding e-learning modules have been launched and are available for employees to complete. All Portfolios contribute to the corporate safeguarding training budget which will fund a drama style workshop being developed by AFTA Thought. North Wales Police has provided County Lines and Modern Slavery training to ensure employees recognise the signs and know how to make a report.

Last Updated: 08-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST210	Insufficient supply and escalating cost of placements for children with complex needs	Strategic Risk	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Open

Potential Effects:

Increasingly difficult to secure appropriate placements for children with complex needs within budget constraints.

Management Controls:

Supporting resilient families through the Early Help Hub Targeted support to families on the edge of care Combat exploitation through the Strategic and Operational MET (Missing, Exploitation, Trafficking) group Policies and models to attract new foster carers and expand the type of placements offered Working with local providers to reshape the residential market Maximising local housing options.

Lead Supporting Officer Comments:

We have recently developed a Support and Placement Strategy 2019 – 2022 which was endorsed by a joint Social Services Education and Scrutiny on 25 July 2019. The Strategy centres on three core work streams:




- To safely reduce the number of children who need to be looked after.
- To support looked after children in local high quality placements.
- To improve outcomes for looked after children.

This Strategy will support the reduced reliance on future residential placement needs and therefore be key to securing cost avoidance.

The continued costs associated with the current cohort of children and young people living in expensive residential placements is a significant financial challenge. Any move from a placement will need to be carefully managed, be focussed on the child/young person and secure better medium/long term outcomes for them. There is scope to step some children to alternative arrangements but this is limited leaving continued financial pressures.

Last Updated: 29-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST211	Demand outstrips supply for domiciliary care	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open

Potential Effects:

Delayed discharge from hospital; unable to fulfil need for care packages at home.

Management Controls:




Utilising the Care@Flintshire portal to promote vacancies. Working with providers to establish appropriate fee rates. Regional Domiciliary Care Agreement in place. Value Based recruitment Investment in the Microcare model.

Lead Supporting Officer Comments:

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 are being developed for 2019/20, with providers being consulted in December.
 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 for domiciliary care. This has allowed us to review the current level of the risk to AMBER. However, pressures remain and with winter approaching, demand on services will inevitably increase.

Last Updated: 09-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST217	Relationship issues of families under stress and the impacts on relationship quality could increase due to additional financial pressures	Strategic Risk	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance				Open

Potential Effects:

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.

Management Controls:

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.




Lead Supporting Officer Comments:

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.

Last Updated: 15-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST224	Failure to secure sufficient funding to meet the needs of vulnerable families	Strategic Risk	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance				Open

Potential Effects:

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.



Lead Supporting Officer Comments:



Welsh Government (WG) continue to progress the Funding Flexibilities Agenda, with two new Grants with 10 programmes of activity – Housing Support (3) and Children and Communities (7). 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: 21-Oct-2019



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%	 GREEN	 GREEN
<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%	 GREEN	 GREEN
<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	50.00%	 GREEN	 GREEN

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.
Seeking further Welsh Government (WG) support to improve connectivity infrastructure for rural communities.



Last Updated: 24-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 (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	50.00%	 GREEN	 GREEN

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.



Last Updated: 21-Oct-2019

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	20.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The medium term Integrated Transport Plan for the Deeside Ind. Est. 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: 10-Oct-2019</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 also achieving timely grant submissions	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We are currently in the process of identifying schemes for submission to Welsh Government via a number of grant funding streams, pending the submission of applications for the forthcoming financial year (2020/21).</p> <p>Last Updated: 10-Oct-2019</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	5.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Currently the project is in detail design stage with an appointed contractor as part of a design and build contract. Vegetation clearance has started to allow access for detailed survey and drainage investigation. Expected start date of full construction is February 2020</p> <p>Last Updated: 24-Oct-2019</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	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 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:</p> <ol style="list-style-type: none"> 1) Monitoring vulnerable business sectors to identify potential impacts and work with WG 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>Last Updated: 09-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.3.1 (CP) Placing the LDP on deposit on time in quarter two for consultation with stakeholders and the public as the next step towards adoption of the Plan	Adrian Walters - Team Leader	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Deposit LDP was approved by Council on 23/07/19 and 11/09/19 and the Plan was made available for public consultation for a 6 week period commencing 30/09/19 and ending 11/11/19.</p> <p>Last Updated: 22-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.3.2 (CP) Final preparation of the Plan for submission to Welsh Government by June 2020	Adrian Walters - Team Leader	In Progress	01-Apr-2019	30-Jun-2019	10.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Deposit Local Development Plan (LDP) opened for public consultation on the 30th September 2019. The next stage will be consideration of the outcome of the public consultation. The volume and nature of representations will influence the time-scale for the submitting the Plan to Welsh Government for examination.</p> <p>Last Updated: 31-Oct-2019</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 to 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	50.00%	 GREEN	 GREEN

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 WG 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 for the town centre.

Last Updated: 09-Oct-2019



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	25.00%	 GREEN	 AMBER



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.

Last Updated: 09-Oct-2019



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	50.00%	 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: 10-Oct-2019</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%	 GREEN	 GREEN
<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
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. Last Updated: 09-Oct-2019							



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
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 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. Last Updated: 29-Oct-2019							



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	25.00%	AMBER	AMBER
ACTION PROGRESS COMMENTS: Formal application made to Welsh Government for strategic funding in Quarter Two. Arts Council of Wales funding (£6m estimate) already secured. Last Updated: 29-Oct-2019							

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	In Progress	17-Sep-2019	31-Dec-2019	25.00%	 AMBER	 GREEN
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 is due to Cabinet in December 2019. Last Updated: 29-Oct-2019							

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	50.00%	 GREEN	 GREEN
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. Last Updated: 29-Oct-2019							





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 building 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: 29-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.3.1 (CP) Complete construction projects at Connah's Quay High School (Phase 2) and Ysgol Penyffordd on time, to budget and to standard	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Dec-2019	95.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The new school in Penyffordd opened to pupils and staff in September 2019 (Phase1), demolition of former school, external works and car parking provision (phase 2) will be complete by November 2019. Connah's Quay high school (phase 2) will be complete by November 2019. Both projects will be completed on time and within budget.</p> <p>Last Updated: 29-Oct-2019</p>							

Page 278





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.2 (CP) Commencement of investment projects at Ysgol Glan Aber, Ysgol Castell Alun	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	30-Sep-2019	40.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The construction project at Ysgol Glan Aber has commenced with the anticipated project completion during March 2020. The proposed construction project at Ysgol Castell Alun is in detailed design stage, the anticipated completion date for construction is August 2021.

Last Updated: 24-Oct-2019



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	10.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:



A detailed feasibility study of the proposed project at Ysgol Glanrafon, Mold has concluded that additional funding will be required. A request for this additional funding has been submitted to Welsh Government. Queensferry Campus project - A contractor has been engaged to take the project through detailed design stage and to cost certainty.

Last Updated: 24-Oct-2019



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	15.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Cabinet have previously approved the Council's Strategic Outline Plan which was submitted (and approved in principle) by 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 nearing completion and the proposed Queensferry Campus project at design development stage. Cabinet will require further papers to approve area reviews and or projects identified within this programme.</p> <p>Last Updated: 24-Oct-2019</p>							

Page 289

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	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Memorandum of Understanding to create joint service formally signed by both Local Authorities. Recruitment process underway to create temporary Joint Service Manager post. Expected completion by December 2019.</p> <p>Last Updated: 29-Oct-2019</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	25.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Expression of Interest to National Heritage Lottery Fund submitted by deadline. Awaiting decision by 14.11.19. Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.1 (CP) Entering a framework agreement and beginning the design and development phase of a new combined educational facility at Shotton	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	10.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: The proposed project is at detailed feasibility stage. Construction (in full or part) will need to take place in 2020/21 to meet the terms of Welsh Government childcare grant which is part-funding this project. Last Updated: 24-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.2 (CP) Obtain cost certainty and submit a Full Business Case to Welsh Government to release capital funding	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Project currently at detailed design stage, post design freeze, cost certainty is established. Thereafter, a Full Business Case can be submitted to Welsh Government (WG) to release capital. Last Updated: 24-Oct-2019							

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	New Measure	 GREEN	New Measure	9	New Measure	 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: 24-Oct-2019</p>								




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.2M01 Number of businesses supported through the regional hub	No Data	394	10	 GREEN	New Measure	394	60	 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: 23-Oct-2019</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	13	21	15	 GREEN	↑	35	28	 GREEN
<p>Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer Progress Comment: This involves 179 business support sessions including: Business development, Social Enterprise Network Events, Supporting social enterprises with external business awards; Morgan Foundation (RainbowBiz winners) Wales Coop (Aura Leisure Winners) Business breakfast with national contractors where four Flintshire Based Social Enterprises secured contracts as part of supply chain. Supporting Social Enterprises with successful funding applications (£47,000 secured) Conversion of a private enterprise into a social enterprise, scoping work with residents exploring social enterprise development and developing the Flintshire application for Social Enterprise Places accreditation</p> <p>Last Updated: 24-Oct-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.6M02 Number of employees supported through Project Search	No Data	9	12.5	 RED	New Measure	9	25	 AMBER
<p>Lead Officer: Jacque Slee - Team Manager Performance Reporting Officer: Michael Jones - Planning and Development Officer Progress Comment: Nine young people enrolled in Project Search in the September intake.</p> <p>Last Updated: 09-Oct-2019</p>								

RISKS

Strategic Risk

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

Potential Effects:

Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate.

Management Controls:




Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure.

Lead Supporting Officer Comments:

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

Last Updated: 18-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST214	Failure to obtain grant funding.	Strategic Risk	Kim Brookes - Senior Manager - Business Change and Support					Open

Potential Effects:

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.

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 to 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.



Lead Supporting Officer Comments:

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.



Last Updated: 22-Oct-2019



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%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS:</p> <p>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 have been introduced for 2019 as part of the significant education reform programme in Wales. The data provided for individual schools, once verified in December 2019, 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 will be presented at the November meeting of the Education and Youth Overview Scrutiny Committee.</p> <p>Last Updated: 24-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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	In Progress	01-Apr-2019	31-Dec-2019	80.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The local authority was inspected by Estyn in June 2019 and the report was published on 9th August 2019. The Council is required to update its plans within three months of the publication of the report to address the four recommendations made. Development of the Post Inspection Action Plan (PIAP) has 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 is currently in draft format and will be presented at the November meeting of the Education and Youth Overview Scrutiny Committee.</p> <p>Last Updated: 24-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All schools are engaging positively with the changes currently underway in education, particularly with the new curriculum. They have responded very positively to working within the "clusters of schools" model adopted regionally to implement the new curriculum. They have good representation at national and local leadership development programmes. GwE and the six regional local authorities have consulted with head teacher representatives and are working with schools to establish a regional peer engagement model.</p> <p>Last Updated: 24-Oct-2019</p>							





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	33.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The regional professional development offer available to schools is targeted to ensure that all schools deliver a transformational and engaging curriculum. Local workshops were delivered during the summer term for head teachers and teachers to begin to explore the new Areas of Learning Experience (AoLEs) in more detail as part of the national consultation on the draft curriculum. Flintshire schools are positively engaged in the regional action research project and also with the peer engagement work being developed across schools.</p> <p>Last Updated: 24-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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	25.00%	 GREEN	 GREEN
<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 and the new ALN system will commence, on a phased basis, from September 2021. Flintshire's ALN transformation Plan is currently being revised to take account of the revised timetable. Officers are continue to engage in collaborative work across the region, working on a number of work streams related to the ALN Act. There are ongoing discussions regarding potential procurement of a new IT system for the Local Authority and schools to implement the requirements of the Act.</p> <p>Last Updated: 24-Oct-2019</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	25.00%	 GREEN	 GREEN
<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. The Additional Learning Needs Code and Regulations will go to the National Assembly for approval in 2020. Officers are continue to engage in collaborative work across the region, working on a number of work streams related to the ALN Act. A steering group and early years steering group have been established. These are multi-agency, including health and social care representatives. Flintshire are using Welsh Government Implementation Grant money to train eight people to become Person Centred Practice trainers. This will enable the Local Authority to have sufficient trainers to deliver a comprehensive training programme to schools. The North Wales region has successfully negotiated additional funding to pilot the middle leadership element of ALNCO training on behalf of the Welsh Government.</p> <p>Last Updated: 24-Oct-2019</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	25.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Additional Learning Needs (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.</p> <p>Last Updated: 24-Oct-2019</p>							

Page 289



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.4.1 (CP) Policy change agreed by quarter one and implementation of a revised and sustainable policy	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Cabinet agreed that that the Home to school transport policy be amended. Policy has been amended and published. Measures will come into effect for pupils/students from September 2020.</p> <p>Last Updated: 24-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
CP3.1.1M09 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	55	54	55	 AMBER	↓	54	55	 GREEN

Lead Officer: James Warr - Operations Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer


Aspirational Target: 80.00

Progress Comment: This measure looks at those young people undertaking 16 hours or more of education, training and/or employment. The Youth Justice Service assesses young people who commence a prevention or statutory intervention with the Youth Justice Service in the period. There were 26 young people above Statutory School Age who had a Youth Justice intervention end in the period. Of these 14 were offered at least 16 hours of education, training or employment. The YJS recognises the emerging trends within schools and colleges regarding pupils bringing substances (alcohol and drugs) or weapons onto educational premises. The YJS and partners recognise that county lines and child criminal exploitation may also impact on these issues. The YJS is working with a number of projects for young people offering alternative educational provision in order increase their employability and provide constructive diversion from offending behaviour. For example, the Youth Justice Service has been offered an Apprenticeship opportunity for one of its post-16 young people with a local stonemasonry contractors. The company is keen to give a young person the opportunity to work for them as an apprentice Stonemason with a view to sending them to Stonemasonry college in York. A young person was supported by the YJS and is now undertaking this apprenticeship.

Last Updated: 29-Oct-2019

RISKS

Strategic Risk

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

Potential Effects:

The fabric of Education and Youth buildings will continue to decline.

Management Controls:




Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, implementation of Band A and Band B 21st Century Schools programmes and any other external funding which becomes available.

Lead Supporting Officer Comments:

Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also

- i) Support a reduction of unfilled places
- ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership
- iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.

Last Updated: 18-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST215	A failure to meet the duties on schools and the Council by the Additional Learning Needs and Education Tribunal (Wales) Act 2018	Strategic Risk	Jeanette Rock - Senior Manager - Inclusion and Progression		 Amber	 Amber		Open

Potential Effects:

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.

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.

Lead Supporting Officer Comments:

Implementation of the Bill has been delayed by a year which will reduce the risks associated with implementation.

Last Updated: 23-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST216	Schools not have planned effectively for the introduction of the new curriculum and assessment model	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems		Yellow	Yellow		Open

Potential Effects:

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.

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.





Lead Supporting Officer Comments:



All schools are engaging positively with the changes currently underway in education, particularly with the new curriculum. They have responded very positively to working within the "clusters of schools" model adopted regionally to implement the new curriculum. They have good representation at national and local leadership development programmes. GwE and the six regional local authorities have consulted with headteacher representatives and are working with schools to establish a regional peer engagement model.



Last Updated: 22-Oct-2019

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	25.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: Chief Officer for Planning Environment and Economy has responsibility for the Climate Change Theme and following discussion at Public Services Board the Council is to take forward this action starting with a themed discussion at the Senior Leader Academi on 6th November where representatives for the officer group will be sought. Following this the first meeting of the officer group will be convened.</p> <p>Last Updated: 29-Oct-2019</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	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
<p>ACTION PROGRESS COMMENTS: Once the officer group for carbon reduction has been established following the meeting of the Senior Academi on 6th November. Terms of reference for the group will be agreed which will include responsibility to report back on current carbon reduction activities within their service areas.</p> <p>Last Updated: 24-Oct-2019</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	10.00%	 AMBER	 AMBER
<p>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.</p> <p>Last Updated: 18-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
Page 206 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	25.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: Five sites identified for future ground mounted solar photovoltaic (PV) schemes. Budget estimate quotations requested from Scottish Power (SP) Energy Networks for grid connection costs. These have been returned and are uneconomical. Further assessment of Council owned land next to owned/public/private sector assets is to be completed as this would enable opportunities to provide electricity to these buildings to be explored which improves the economic and financial returns as it can reduce energy spend or generate income. Energy efficiency projects are ongoing; lighting upgrades in two schools and valve jacket insulation in eight sites has been completed.</p> <p>Last Updated: 31-Oct-2019</p>							



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

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.

Last Updated: 22-Oct-2019

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	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	10.00%	GREEN	GREEN



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.



Last Updated: 10-Oct-2019

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	35.00%	GREEN	GREEN



ACTION PROGRESS COMMENTS:
 We are working closely with Welsh Government, specialist consultants and SP Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure.



Last Updated: 10-Oct-2019

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	65.00%	 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.</p> <p>Last Updated: 10-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.9 (CP) Approval of the Council's Strategy to act as an enabler rather than a direct provider for electric charging infrastructure	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	30-Sep-2019	71.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Following the identification of commercially viable sites, we will bid to Welsh Government to upgrade the existing electricity network for which can then be offered to the Private sector for uptake. This approach will protect the Authority against the risk of outdated infrastructure within a rapidly advancing market and will ensure the costs of on-going maintenance are not carried by the Council.</p> <p>Last Updated: 10-Oct-2019</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	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We are working closely with Welsh Government, specialist consultants and SP 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.</p> <p>Last Updated: 10-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
Page 209 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	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
<p>ACTION PROGRESS COMMENTS: The strategy to reduce the Council's use of single use plastic will form part of the wider theme of Climate Change being led by the Chief Officer Planning, Environment and Economy. The Climate Change theme will be discussed at the Senior Academi session on 6th November and following this an officer group will be established to represent all portfolios and terms of reference for the group will be established to include the development of the strategy</p> <p>Last Updated: 24-Oct-2019</p>							







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	In Progress	01-Apr-2019	31-Mar-2020	35.00%	 GREEN	 GREEN
<p>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 is now a need to review the current waste management strategy. To assist with the review, the Council is currently out to public consultation seeking feedback from residents on current recycling behaviours and asking for consideration on alternative service delivery models. The feedback gained from this consultation will assist in directing the Authority as to a revised waste management strategy.</p> <p>Last Updated: 10-Oct-2019</p>							

Page 300

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
<p>ACTION PROGRESS COMMENTS: Parc Adfer began accepting regional and local non-recyclable waste from the 27th August 2019</p> <p>Last Updated: 18-Oct-2019</p>							





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	50.00%	 GREEN	 GREEN
<p>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 behavioural change.</p> <p>Last Updated: 10-Oct-2019</p>							

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	In Progress	01-Apr-2019	31-Mar-2020	90.00%	 GREEN	 GREEN
<p>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 is still within the commissioning phase. The commissioning phase is programmed to be complete by the end of November 2019</p> <p>Last Updated: 10-Oct-2019</p>							



Page 301



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	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 The Rights of Way team continue to manage 1200km of Rights of Way including the Wales Coast path and other national and promoted routes. Cabinet have approved the completed Rights of Way Improvement Plan. We have established a joint Flintshire and Wrexham Local Access Forum. Working with Public Health Wales to encourage the use of the outdoors for "Green Health" by facilitating lunch and community walks. Particularly popular is the education and events programme that provide a host of opportunities for our officers to promote activities and encourage greater use of our green spaces. We have established 20 partnerships with local groups and organisations to improve the environment with 38 volunteer days arranged with some 3000 volunteer hours banked to help manage countryside sites and develop skill sets. The Countryside Places team manage 40 green spaces for the benefit of the public and wildlife.

Last Updated: 21-Oct-2019



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	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:
 Section 6 of Biodiversity Duty Plan on track for completion and will be reported back to Welsh Government this winter. Delivered successful Heritage Lottery Fund grant programmes at Talacre and Bagillt and Rural Development Programmes at Halkyn concentrating on footpaths and rural skills. Management agreement signed with Greenfield Valley Trust. The Tree team has also produced an ash dieback plan to address the situation we could face in Flintshire. The winter tree planting programme is on track.

Last Updated: 21-Oct-2019



Page 302





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	10.00%	 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 on the relevant policies in the Deposit Plan will help inform the likely appropriateness and success of policies.</p> <p>Last Updated: 21-Oct-2019</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	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	20.00%	 AMBER	 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.</p> <p>Last Updated: 10-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2 (CP) Development of area based appropriate and sustainable Local Travel Arrangements	Ruth Cartwright - Regulatory Services 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.</p> <p>Last Updated: 10-Oct-2019</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	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

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.

Last Updated: 10-Oct-2019



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	50.00%	 GREEN	 GREEN

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.

Last Updated: 10-Oct-2019





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	50.00%	 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 15 sites completed with 14 sites outstanding - expected completion 31/03/2019 - Surface Dressing - Completed Patching - Completed - Undertake condition surveys to produce the annual resurfacing programme by March 2019 - On-going - Undertake post completion inspections of utility work by March 2019 - On-going Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.</p> <p>Last Updated: 29-Oct-2019</p>							

Page 99 of 161



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.4.1 (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	10.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The introduction and development of Active Travel infrastructure is at the heart of all transport improvements for which our approved Integrated Network Map acts as a forward works programme.</p> <p>Last Updated: 29-Oct-2019</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
ACTION PROGRESS COMMENTS: Annual report submitted to Welsh Government in September of this year. Last Updated: 31-Oct-2019							



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	70.98	68.86	70	 AMBER	↓	70.65	70	 GREEN



Lead Officer: Ruth Cartwright – Regulatory Services Manager
Reporting Officer: Gabrielle Povey – Recycling and Compliance Officer
Progress Comment: The recycling rate has achieved set target, with current performance exceeding statutory Welsh Government targets set for 2019/20 (64%).
 Last Updated: 31-Oct-2019

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 Household Recycling Centres (HRC) sites	78.75	81.49	80	 GREEN	↑	82.71	80	 GREEN

Lead Officer: Ruth Cartwright – Regulatory Services Manager
Reporting Officer: Gabrielle Povey – Recycling and Compliance Officer
Progress Comment: We have seen an increase in our average recycling rates across all HRC sites due to increased meet and greet and improved training on the sites
 Last Updated: 14-Oct-2019

Page 308



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	10	4	 GREEN	New Measure	10	4	 GREEN

Lead Officer: Ceri Hansom - Integrated Transport Unit Manager
Reporting Officer: Anthony Stanford - Highways Strategy Manager
Progress Comment: There are 10 Local Travel Arrangements in place as follows:

- CT1 – Caergwrle - Hope - Higher Kinnerton - Broughton
- CT3 – Northop Hall - Connah's Quay
- CT6 – Cymau - Broughton
- LT1 – Holywell – Lixwm – Rhes Y –Cae
- LT2 – Holywell – Caerwys
- LT3 – Holywell to Greenfield
- LT4 – Buckley
- LT5 – Penyfford to Buckley
- LT6 - Penyfford to Broughton Retail Park
- LT7 – Mold - Treuddyn - Caergwrle - Hope

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

Last Updated: 29-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.2M01 The number of Quality Bus Partnerships along Core Network	No Data	0	2		New Measure	0	2	

Lead Officer: Ian Bushell - Technical and Performance Manager
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: The ongoing development of the Quality Bus Partnership along the Deeside corridor is progressing with the expectation that associated parties will reach an agreement within the following quarter
 Last Updated: 10-Oct-2019

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	83.72	97.66	90			98.51	90	

Lead Officer: Sam Tulley - Road Space Manager
Reporting Officer: Barry Wilkinson - Highways Network Manager
Aspirational Target:
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 2 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 2 are inspections generated in quarter 1.
 Last Updated: 22-Oct-2019

Page 33 of 66

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: Income targets not met Potential reduction could impact staffing resource to maintain service delivery</p> <p>Management Controls: Increased 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 Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST183	Funding will not be secured for priority flood alleviation schemes	Strategic Risk	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager	Red	Red		Open

Potential Effects:

Flooding of homes and businesses across the county Potential homelessness.

Management Controls:

Review our approach to funding capital projects.




Lead Supporting Officer Comments:

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

The Service manager is currently reviewing resources in the team and is proposing recruitment to a currently vacant post to support the increased workload following the introduction of SAB.

Last Updated: 22-Oct-2019



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

Potential Effects:

Deterioration of the condition of highways in Flintshire.

Management Controls:

Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure. Road Safety Scheme identification for improvement to routes through available funding. Maximise funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.




Lead Supporting Officer Comments:

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 financial year. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 23-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST187	Sufficient funding will not be found to continue to provide subsidised bus services.	Strategic Risk	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	 Amber	 Amber		Open
<p>Potential Effects: 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>Lead Supporting Officer Comments: 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: 30-Oct-2019</p>								

Page 314



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

Potential Effects:

Transport services cannot be provided.

Management Controls:




- i) Management of safety compliance checks.
- ii) Management of financially compliant contracts.

Lead Supporting Officer Comments:

The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors.

Last Updated: 15-Oct-2019



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

Potential Effects:

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

Management Controls:

Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.

Lead Supporting Officer Comments:




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.

Last Updated: 23-Oct-2019

Page 316



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

Potential Effects:

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

Management Controls:

Officer appointed to work full time on the Community Transport / Local Travel arrangement project. Review of schemes to be undertaken 2019/2020.




Lead Supporting Officer Comments:

Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses included in all new transport routes awarded (except local bus). This is a free service provided by the successful tenderer as a Community Benefit. A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.

Officer appointed October 2019 to review local travel arrangements implemented and develop work with demand responsive transport

Last Updated: 04-Nov-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST220	Public acceptance and support for recycling and re-use	Strategic Risk	Ruth Cartwright - Regulatory Services Manager					Open

Potential Effects:

Increased financial pressure to pay for disposal of residual waste Failure to meet Welsh Government statutory recycling/re-use/composting targets.

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.

Lead Supporting Officer Comments:





The Council has achieved the statutory recycling target for 2024-5 and is currently consulting residents on the future of the service. Given the level of responses to the consultation process it is clear that residents are engaged and value the current service. Should remain as Amber.

Page 318



Last Updated: 29-Oct-2019



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	50.00%	 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 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.</p> <p>Last Updated: 30-Oct-2019</p>							
ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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	50.00%	 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 FCC officers.</p> <p>Last Updated: 30-Oct-2019</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, 44% of employees have 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, recognising that some individuals may find the content challenging based on their personal experiences.</p> <p>Last Updated: 29-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1 (CP) Achievement against the actions and targets of the Corporate Safeguarding Action Plan	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Safeguarding e-Learning module was launched in September. We are awaiting the final version of the action plan, this will be due for Spring 2020.</p> <p>Last Updated: 31-Oct-2019</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	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Corporate Safeguarding Policy has been reviewed and updated, however, it has not yet been formally signed off.</p> <p>Last Updated: 31-Oct-2019</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: 31-Oct-2019</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: 23-Oct-2019</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	-	GREEN	GREEN

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: 04-Nov-2019

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	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

To date 3 educational campaigns have taken place. Two campaigns 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 campaigns 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. Another ongoing campaign is the education and engagement of residents regarding dog fouling and dog control at specific locations across Flintshire.

Last Updated: 11-Oct-2019



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	-	GREEN	GREEN



ACTION PROGRESS COMMENTS:

Weekly rota's 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 crossed checked with rota details for further accuracy.



Last Updated: 11-Oct-2019





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 machine are up and running and reporting any faults. If a fault does occur and 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: 11-Oct-2019</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 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-Oct-2019</p>							





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 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 7 days to make payment. Failure to pay in this period will result in a 2nd reminder giving another 7 days to make payment. Failure to pay in this window will result in Single Justice Procedure paperwork being issued. Attendance at court if pursued. The internal spreadsheet gives an up to date record of payments made and current timescales.</p> <p>Last Updated: 29-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
CP7.1.2M02 [SEP] Number of employees who complete the Corporate safeguarding e-learning modules	No Data	69	50	 GREEN	New Measure	69	50	 GREEN
<p>Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The e-learning module was launched in September. 69 employees have completed it to date.</p> <p>Last Updated: 11-Oct-2019</p>								




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 speed standards	New Measure	85	New Measure	 GREEN		85	New Measure	 GREEN
<p>Lead Officer: Barry Wilkinson - Highways Network Manager Reporting Officer: Katie Wilby - Transportation and Logistics Manager Progress Comment: The portfolio continues to support the delivery the service at the standards agreed whilst responding the demands of the service. The service reacted to increasing service requests and pressures within the grass cutting service area through July and August in this period.</p> <p>Last Updated: 24-Oct-2019</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	1	1.25	 AMBER	New Measure	3	2.5	 GREEN

Lead Officer: Vicky Plant - Support Services Manager
Reporting Officer: Ruth Cartwright - Regulatory Services Manager
Progress Comment: Education and Information campaign for Queensferry for sidewise and fly tipping.

Last Updated: 11-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
7.1.5M02 Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	0	91.63	100	 AMBER		91.63	100	 AMBER

Lead Officer: Vicky Plant - Support Services Manager
Reporting Officer: Ruth Cartwright - Regulatory Services Manager
Progress Comment: Ongoing process involving debt recovery and court actions.

Last Updated: 24-Oct-2019

Page 326

RISKS

Strategic Risk

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST218	Increased demand on enforcement services with introduction of new legislation	Strategic Risk	Ruth Cartwright - Regulatory Services Manager	Vicky Plant - Support Services Manager				Open

Potential Effects:

Lack of resilience to respond to parking contraventions or environmental crimes Increased environmental crimes resulting in deterioration of natural environment Decreased highway safety.

Management Controls:

Review upcoming legislative changes Improved time management of current enforcement team.

Lead Supporting Officer Comments:

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.

Last Updated: 30-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST219	Lack of public support for enforcement services	Strategic Risk	Ruth Cartwright - Regulatory Services Manager	Vicky Plant - Support Services Manager				Open

Potential Effects:

Risk Trigger: Negative public perception of the work undertaken by the enforcement team Potential Effects: 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.

Management Controls:

Improved engagement with public via education and engagement events Improved understanding of what a parking or environmental crime is.





Lead Supporting Officer Comments:

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.



Last Updated: 15-Oct-2019



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	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 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. Some refurbishment of local garden and fencing areas has improved the physical infrastructure and plans are advanced for the opening of a Holway Hub, to provide a multiagency presence in the area.</p> <p>Last Updated: 08-Oct-2019</p>							
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	25.00%	 AMBER	 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 is being recruited to start before December 2019.</p> <p>Last Updated: 30-Oct-2019</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	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Between April – September 2019, the two Single Point Of Access (SPOA) based workers providing a Social Prescribing response responded to 202 referrals for support. The number of referrals from GPs is increasing due to the targeted activity that has been a feature of this reporting activity. 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.</p> <p>Last Updated: 30-Oct-2019</p>							

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	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>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.</p> <p>Last Updated: 30-Oct-2019</p>							

Page 330





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	50.00%	 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.

Last Updated: 29-Oct-2019



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	25.00%	 AMBER	 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 is being recruited to start before December 2019.



Last Updated: 30-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.1 (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
<p>ACTION PROGRESS COMMENTS: Housing and Streetscene Contact Centres amalgamated on 7 August, 2019. The single Contact Centre is now based at Ty Dewi Sant, Ewloe.</p> <p>Last Updated: 18-Oct-2019</p>							

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
<p>ACTION PROGRESS COMMENTS: Complaints data presented for the first half of 2019/20 shows a positive improvement in performance which 78% of cases responded to within 10 working days. This represents a 17% increase in performance compared to the same time the previous year. Following a review of case handling across portfolios, improved guidance and awareness sessions, there has also been an improvement in handling other cases such as AM/MP enquiries and other service requests. Customer Contact continue to engage with portfolios to ensure timely responses are issued.</p> <p>Last Updated: 18-Oct-2019</p>							





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: Work to increase the range of digital services for residents and visitors continues to progress. The Council launched My Account in May and has received over 7,400 subscriptions since that time. Our digital newsletter “GovDelivery” is being used as a tool to promote online services such as My Account and provides the opportunity for people to subscribe and receive information on services of interest to them. Following the successful integration of tenancy accounts, the next phase of development for My Account is integrating benefit accounts thus providing one access point for customers to access a range of services. The School Admission process has been redesigned with input from an external agency and customers and is successfully launched in September for secondary schools.</p> <p>Last Updated: 30-Oct-2019</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 Housing and Streetscene Contact Centres amalgamated on 7 August, 2019. The single team for telephone calls to Housing and Streetscene services are developing to enable officers to deal with a wide range of services. Flintshire Connects Centres continue to provide a face to face service for our most vulnerable customers and the team continue to offer digital assistance to people who need support to access services online. Digital services continue to develop; the launch of My Account enable to access a range of information at a time that is convenient to them.</p> <p>Last Updated: 18-Oct-2019</p>							

Page 833





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



ACTION PROGRESS COMMENTS:

Customer Contact continues to make good progress against the Customer Service Strategy. Flintshire Connects continue to support our most vulnerable customers to access services including digital assistance; our largest service areas for telephone contact have amalgamated to create a single Contact Centre for Housing and Streetscene services; more online services are available on the Council's website to enable people to access services at a time and location that is convenient to them.



Last Updated: 18-Oct-2019



Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M01 / CP5.1.1M01 (SS010) The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	164	202	0	 GREEN	↑	202	0	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Two social prescribing officers worked with 202 individuals between April and September. There is no target for this indicator, it is used to monitor trend only as data is provided by Betsi Cadwaladr University Health Board.</p> <p>Last Updated: 11-Oct-2019</p>								

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	New Measure	11.67	New Measure	 GREEN	New Measure	11.67	New Measure	 GREEN
<p>Lead Officer: Rebecca Jones - Customer Services and Registration Manager Reporting Officer: Rebecca Jones - Customer Services and Registration Manager Progress Comment: Call abandonment rates for the Contact Centre are less than anticipated. The rate is expected to improve as new Contact Centre Officers are recruited and trained.</p> <p>Last Updated: 04-Nov-2019</p>								



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	76.73	New Measure	 GREEN	New Measure	76.73	New Measure	 GREEN
<p>Lead Officer: Rebecca Jones - Customer Services and Registration Manager Reporting Officer: Rebecca Jones - Customer Services and Registration Manager Progress Comment: Within 30 seconds. No target has been set as a baseline is being established.</p> <p>Last Updated: 24-Oct-2019</p>								

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 and usage rates	No Data	7453	1250	 GREEN	New Measure	7453	2500	 GREEN
<p>Lead Officer: Rebecca Jones - Customer Services and Registration Manager Reporting Officer: Rebecca Jones - Customer Services and Registration Manager Aspirational Target: Progress Comment: The number of My Account subscriptions has significantly increased due to the launch of School Admissions and parents/carers requiring an account to track the progress of their application.</p> <p>Last Updated: 14-Oct-2019</p>								

Page 33 of 66

RISKS

Strategic Risk

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

Potential Effects:

Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models.

Management Controls:

Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.




Lead Supporting Officer Comments:

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.

Last Updated: 15-Oct-2019



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

Potential Effects:

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

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.

Lead Supporting Officer Comments: 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 has reduced to yellow.

Last Updated: 30-Oct-2019

Page 333



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

Potential Effects:

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

Management Controls:

Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases.

Lead Supporting Officer Comments:




Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate.

Business Plans have been shared with the Council and show that funding levels for organisations moving forward into 2020/21 are sustainable.

The risk has been mitigated to Yellow.

Last Updated: 15-Oct-2019



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

Potential Effects:

Social enterprises cease trading and asset return to the Council.

Management Controls:




Open book accounting by key social enterprises with the Council and where issues identified cooperative work to resolve these.

Lead Supporting Officer Comments: 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.

Last Updated: 15-Oct-2019

Page 310



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST225	Community Resilience	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

Potential Effects:

Communities cannot capitalise on their resources and resort to support from statutory services.

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.



Lead Supporting Officer Comments:

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.

Last Updated: 22-Oct-2019

Serving Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.1 (CP) Implementation of a compliant and sustainable new pay model within 2019/20	Sharon Carney - Lead HR Business Partner	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The priority for the year has been a fundamental review of our pay model to accommodate the national pay agreement and implement year two of the nationally agreed pay award and maintain a modern, cost-effective, competitive and 'equality proofed' pay model. Year Two of the National Joint Council (NJC) pay agreement included the introduction of a 'new' pay spine with assimilation to newly created spinal column points. The agreement introduces far greater change than a simple cost of living monetary award. If the Council were to implement the second year of the two year NJC pay agreement as per the national model on a straight like for like 'read across' our pay model could be disrupted to such an extent that it would no longer meet our organisational design and pay policy principles, and might also be open to challenge on the grounds of gender inequality. Local agreement was reached on the preferred model in March 2019 which passed the tests of being legal and equitable, workable and sustainable, acceptable and affordable. The target date for implementation was July 2019 which was achieved, backdated to April 2019.

Last Updated: 23-Oct-2019

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

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.

Last Updated: 22-Oct-2019



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. A draft strategy and action plan has been developed and shared with stakeholders. Feedback has been provided and collated, some of which will be incorporated in the final version.</p> <p>Last Updated: 22-Oct-2019</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
<p>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.</p> <p>Last Updated: 31-Oct-2019</p>							

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
<p>ACTION PROGRESS COMMENTS: The progress for succession planning will be reported in March 2020.</p> <p>Last Updated: 24-Oct-2019</p>							





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
<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 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)</p> <p>Last Updated: 31-Oct-2019</p>							

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%		
<p>ACTION PROGRESS COMMENTS: This progress update will be provided annually in quarter four.</p> <p>Last Updated: 09-Oct-2019</p>							

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 produces alongside the Annual Financial Outturn	Sara Dulson - Corporate Accounting and Systems	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN
<p>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.</p> <p>Last Updated: 24-Oct-2019</p>							





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 - Corporate Accounting and Systems	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

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: 28-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
Page 41 7.2.1.3 (CP) Achievement of a balanced annual budget which support the policy aims of the Council by March 2020	Sara Dulson - Corporate Accounting and Systems	In Progress	01-Apr-2019	31-Mar-2020	12.00%	 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.
- 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.

Last Updated: 01-Nov-2019

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
<p>ACTION PROGRESS COMMENTS: The 2019/20 HRA business plan is currently being delivered to plan with no issues being reported. There may be issues following from the Welsh Government work around rent setting, which is not an issue for the year 2020/21 business plan.</p> <p>Last Updated: 29-Oct-2019</p>							

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	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: On-going monitoring of customer satisfaction. Consultations due to be undertaken in Oct/Nov 2019 to review current quality and standards for chargeable services. 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.</p> <p>Last Updated: 29-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.3 (CP) Effective management of rent arrears to maintain income targets	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	51.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
 Sound progress is being made to improve rent collection and reduce rent arrears. The implementation of the Mobysoft 'Rent Sense' module in July 2019 is helping the service to direct resource capacity to those tenants at risk of falling further into arrears and not paying rent on time. 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. The service has stabilised collections and prevent overall arrear levels from escalating further, despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit.



Last Updated: 30-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
Policy 2.3.1 (CP) Re-adoption of a fees and charges	Kelly Oldham Jones - Income Generation and Marketing Manager	Completed	01-Apr-2019	30-Sep-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
 The Council's Income Generation Policy, which was endorsed by Cabinet in 2017, sets the rationale for fees and charges. The objectives and principles of the Policy include: Maximisation of revenue generation with full cost recovery wherever possible; Comparability within the public sector and market; Annual increases in line with inflation; and Transparency in charging. The Income Generation Policy also calls for an annual review of fees and charges, with annual cycles of resetting fees and charges and appropriate delegations for enacting changes. The 2019 annual review of fees and charges was reported to Cabinet in July 2019, along with a number of recommendations to enhance the process and clarify and refine elements such as annual inflation indices. The recommendations made were endorsed, resulting in: Agreed annual inflation indices - CPIH (Consumer Price Index with Housing), market rate/local; Further work to verify whether fees and charges are achieving full cost recovery; A three year staged approach to achieving full cost recovery (or market rate comparison) for all services where it is permissible to do so; and A review of the Income Generation Policy to develop a policy framework for income generation which will include consistent charging and cost recovery structure. The endorsement by Cabinet in July 2019 signifies the re-adoption of the policy on fees and charges. NB: The review, and subsequent revised version, of the Income Generation Policy will document the Council's re-adopted policy for fees and charges.

Last Updated: 24-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.2 (CP) Agreement of a set of new commercial models as part of the collaboration sub priority	Kelly Oldham Jones - Income Generation and Marketing Manager	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

There are several commercial models under 7.3.1.6 (CP) above. Regional commercial models in digital, land and property, and green energy are also under development within the work on the Growth Deal.

Last Updated: 29-Oct-2019

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	 RED

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.

Last Updated: 24-Oct-2019



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	In Progress	01-Apr-2019	31-Mar-2020	80.00%	GREEN	GREEN

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.

Last Updated: 22-Oct-2019

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

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.



Last Updated: 31-Oct-2019



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



ACTION PROGRESS COMMENTS:
 The final annual report will be published at the end of Quarter Four 2019/20.

Last Updated: 31-Oct-2019





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	25.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Work has commenced to relocate the Control room whilst the fibre cable route to Wrexham is laid. This work is minimal and temporary in nature and designed to mitigate any delay and disruption to the demolition contract relating to phases three and four. Last Updated: 23-Oct-2019							

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: Cabinet approved establishment of a new Sustainable Urban Drainage System approval body as a new statutory service with a commitment to funding of a new post and redesign of an existing post to support the SAB and the current work of the Flood Risk and Coastal Management team. Recruitment has also started to fill a vacant post following retirement of the previous postholder. Last Updated: 24-Oct-2019							



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
7.3.1.6 (CP) Agreement of the scope and objectives of the next phase of Alternative Delivery Models for Council managed services	Colin Everett - Chief Executive	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:
 The second phase of the Alternative Delivery Models for medium-term implementation has been agreed by Cabinet. The various transformation projects are at different stages of maturity according to their respective project plans and time lines.

Last Updated: 29-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	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN

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.

Last Updated: 28-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.2 (CP) Procurement and design of replacement Planning & Environment system	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
 This project is scheduled to be concluded by 2021. The Council has specified the system requirements and has advertised the contract to software providers. These actions have been completed by the agreed deadline. The Project Team is now considering the outcome of the procurement exercise.

Last Updated: 28-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.3 (CP) New online Education Admissions process launched and evaluated	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
 The new Education Admissions process was successfully launched on time.



Last Updated: 28-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.4 (CP) Additional services added to combined contact centre: Education, Social Work, Revenues and Benefits	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Not Started	01-Apr-2019	31-Mar-2020	0.00%		

ACTION PROGRESS COMMENTS:
 This work has not yet started.



Last Updated: 28-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.5 (CP) Additional services added to My Account: Education, Revs & Bens, Housing Phase 2	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 The Council has a programme for phased introduction of additional services. The first planned additional service was Education and this was achieved on time. The next phases are not yet due.

Last Updated: 28-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.7 (CP) Digital training delivered and available to communities	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 AMBER	 GREEN



ACTION PROGRESS COMMENTS:
 The Council is mapping what training already exists and is considering a programme for Council employees to help share digital skills.

Last Updated: 28-Oct-2019



Page 35



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	3.78	New Measure	 AMBER	New Measure	3.78	New Measure	 GREEN
<p>Lead Officer: Andrew Adams - Business Information and Compliance Adviser Reporting Officer: Sharon Carney - Lead HR Business Partner Progress Comment: HR actively encourage the use of exit interviews so we can continue to monitor and understand individual's reasons for leaving.</p> <p>Last Updated: 31-Oct-2019</p>								

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)	No Data	3.53	4	 GREEN	New Measure	3.53	4	 GREEN
<p>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 two is 3.53%. HR actively encourage the use of exit interviews so we can continue to monitor and understand individual's reasons for leaving.</p> <p>Last Updated: 23-Oct-2019</p>								



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	2.15	2.22	8	 GREEN	↓	2.22	8	 AMBER
<p>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 two is 2.22. The HR Business Partner team continue to work closely with Portfolios and Schools to ensure attendance is managed consistently and appropriate support and interventions are made available.</p> <p>Last Updated: 23-Oct-2019</p>								

Page 85	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	85	50	 GREEN	New Measure	85	100	 GREEN
<p>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.</p> <p>Last Updated: 23-Oct-2019</p>									



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		New Measure	No Data	10	

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: The draft Health and Wellbeing Strategy will be reviewed by Chief Officer Team and Academi in quarter three. The Council are working towards agreeing a pledge with 'Time to Change'. This will enable training of mental health champions and recruitment of Mental Health First Aiders across the Council.

Last Updated: 22-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M01 (PAM/044) The number of apprentices (excluding teachers) on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees	No Data	17.63	New Measure	GREEN	New Measure	17.63	New Measure	GREEN

Lead Officer: Annette Bailey - Learning and Development Officer
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: This figure represents those employed by the Council for the purpose of completing an apprenticeship. However, there will be other permanent employees undertaking apprenticeship frameworks. No target has been set as this is a new indicator and the baseline is being established.

Last Updated: 24-Oct-2019

Page 35 of 36







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		New Measure	100	100	
<p>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.</p> <p>Last Updated: 22-Oct-2019</p>								

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	85.4	82.91	100		↓	82.91	100	
<p>Lead Officer: Sharon Carney - Lead HR Business Partner Reporting Officer: Andrew Adams - Business Information and Compliance Adviser Progress Comment: As at 30 September 2019, based on the information recorded in iTrent, the percentage of our eligible workforce who had received an appraisal was 83%.</p> <p>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: 22-Oct-2019</p>								

Page 150 of 161





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	 AMBER	↓	91	95	 AMBER
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Corporate Accounting and Systems Progress Comment: The 91% is reported within the Month 5 Revenue monitoring report to Cabinet.</p> <p>Last Updated: 28-Oct-2019</p>								

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	57.6	57.8	57.6	 GREEN	↑	57.8	57.6	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: David Barnes - Manager - Revenues Progress Comment: Collection rates are being maintained broadly in line with collections in previous years. The collection rates of 57.8% also compare well to the Quarter One and Two position across the region, which are generally showing collections falling by 0.2%.</p> <p>Last Updated: 23-Oct-2019</p>								

Page 33 of 58



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M04 The percentage variance between the revenue budget out-turn and the budget set	0.01	1.12	0.5	 RED	↓	1.12	0.5	 AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager


Reporting Officer: Sara Dulson - Corporate Accounting and Systems

Progress Comment: The M5 Revenue monitoring report is reporting a projected overspend of £3m against budget.

Last Updated: 23-Oct-2019

RISKS

Strategic Risk

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST197	The scale of the financial challenge	Strategic Risk	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Corporate Accounting and Systems	Red	Red		Open

Potential Effects:

Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.

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.

Lead Supporting Officer Comments:




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.

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.

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.

Last Updated: 23-Oct-2019



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

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.

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.

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.

Last Updated: 28-Oct-2019

Page 154 of 161



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 - Corporate Accounting and Systems	Gary Ferguson - Corporate Finance Manager	Red	Red	↔	Open

Potential Effect:

Reductions or cessation of services and high increases in Council Tax levels.

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.
- Maximisation of business planning efficiencies from Portfolios and increases to fees and charges.




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.

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.

Last Updated: 18-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST198	The capacity and capability of the organisation to implement necessary changes.	Strategic Risk	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

Potential Effects:

That projects agreed as part of the DS will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes.

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.

Lead Supporting Officer Comments:

A detailed programme of works has been developed including all the council's aspirations. This has served to further highlight the very limited levels of resource available to achieve the aims within the current proposed timetable. Many of the projects are needed to support current service delivery and further work is being undertaken on how to find resource to support more transformational projects.

Last Updated: 28-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST213	Fully funding demand led services and inflationary pressures	Strategic Risk	Sara Dulson - Corporate Accounting and Systems	Gary Ferguson - Corporate Finance Manager	Red	Red		Open

Potential Effects:

Reductions or cessation of services and high increases in Council Tax levels.

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. Maximisation of business planning efficiencies from Portfolios and increases to fees and charges.




Lead Supporting Officer Comments:

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.

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.

Last Updated: 18-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST223	A shift in technical and digital skill-sets is required to ensure we can support new digital ways of working.	Strategic Risk	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager				Open

Potential Effects:

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 as essential criteria when recruiting. The Council will need to consider building a team to support the website.

Lead Supporting Officer Comments:

Each new project has embedded the skills to use the technology. The review of corporate website report has commenced.

Last Updated: 28-Oct-2019

Page 365

This page is intentionally left blank



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday, 14 th November 2019
Report Subject	Employment and Workforce Quarterly update
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

To provide Members with an update for the second quarter for 2019/20. This report provides details of the following:

- Headcount and Full Time Equivalent (FTE)
- Organisation Age Profile (Non –Schools and Schools)
- Employee Turnover and Stability (Including Redundancies and Early Retirements)
- Attendance
- Performance Monitoring (Appraisals)
- Resource Management (Agency Workers)
- Equality and Diversity
- Achievements made by Human Resources within the quarter

The format of this report and the accompanying Workforce Information Dashboard reports are intended to focus on organisational performance and trends. The dashboards are a visual presentation of data, showing the current status and historical trends of the Council's performance against key performance indicators.

This report provides a brief narrative on the overall performance against a number of indicators. A more detailed explanation is provided on an exceptional basis where performance is falling below organisational performance indicators or where there has been a significant movement, either upwards or downwards, in the reported trends. The narrative will include an explanation for the movement in trend and details of any proposed actions to improve or maintain performance.

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

On a periodic basis, this report will highlight key achievements or projects undertaken in support of the People Strategy and/or Council Plan.

RECOMMENDATIONS

1	Members comment on Workforce Information Report for quarter two 2019/20 to 30 September 2019.
---	---

REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	<p>Headcount and Full Time Equivalent (FTE)</p> <p>The headcount and FTE figures for quarter two show an overall increase of 59 FTE across the Council since April which is less than 1%. Non-schools show an increase of 64 FTE, and Schools show an overall decrease of 5 FTE.</p> <p>Numerous recruitment campaigns which include the appointment of 15 Streetscene Operatives and 20 Modern Apprentices who commenced employment at the beginning of September 2019 are attributable to the overall increase of FTE across the Council.</p>
1.02	<p>Age Profiling</p> <p>Age profiling the organisation, departments and teams is an important part of understanding the age demographics of our workforce and where we may need to focus attention. Why do we use age profiling?</p> <ul style="list-style-type: none"> • to identify work areas with a high average age • to help plan for retirements and how we will recruit or retain staff

	<ul style="list-style-type: none"> • to highlight patterns and trends across our workforce • to support workforce planning. <p>Understanding our workforce profile, enables the Council to assess supply and potential problem areas within a given service/portfolio and aids succession planning by identifying any skill gaps that may arise. Without an analysis of age profile (and skills profile), no workable long term planning can be made.</p>
1.03	<p>Employee Turnover and Stability (Including Redundancies and Early Retirements)</p> <p>The turnover percentage for quarter two is 3.87%. The cumulative turnover percentage is 6.25%. As with the previous quarter, the majority of leavers were part of a planned, normal retirement or engaged on fixed term contracts, which is also, part of a planned exit so not a cause for concern.</p>
1.04	<p>Attendance</p> <p>The FTE days lost for the Council during quarter one is 2.22. This is a downturn when compared to 2018/19 which recorded 2.06 FTE days lost. As at quarter 2, the 2019/20 forecast is 9.48 FTE Days Lost, which would exceed the annual target of 8.00.</p> <p>The HR Business Partner team continue to work closely with all Portfolios and Schools to ensure attendance is managed consistently. Weekly sickness monitoring meetings take place in a number of services which are further supported by monthly meetings attended by senior officers. Referrals to Occupational Health are routine in the majority of cases. Follow-up support provided by Occupational Health takes a variety of forms including but not limited to, mindfulness, counselling and physiotherapy.</p> <p>A change in the categorisation of reasons for absence has been introduced which it is hoped will improve transparency and allow us to provide targeted support.</p>
1.05	<p>Performance Monitoring (Appraisals)</p> <p>As at 30 September 2019, based on the information recorded in iTrent, the percentage of our eligible workforce who had received an appraisal was 83%. This is a significant improvement compared to last quarter. All portfolios have been tasked with confirming that all appraisals completed are duly recorded in Trent.</p>

	<p>A new performance review policy, forms and tools in support of performance management have been developed and has been circulated to a number of stakeholders to seek feedback on the content. A manager's guide has also been developed to support the managers and the process with a view to ensuring consistency of approach.</p>
1.06	<p>Resource Management (Agency Workers)</p> <p>The agency spend for quarter two is £660,000, which equates to cumulative spend of £1.09m for the year. The largest agency spend is within Streetscene and Transportation at £298,000. The second largest spend is within Social Services at £101,000.</p> <p>As explained in the previous quarterly update, a reduction in the level of spend within Streetscene and Transportation is anticipated in quarter three following a successful recruitment campaign.</p> <p>Overall, there were 86 active agency placements on 30 September 2019. At the time of running the report 49 placements exceeded the 12 week Agency Worker Regulations threshold.</p>
1.07	<p>Equality and Diversity Workforce Monitoring</p> <p>Workforce diversity monitoring is an important means of demonstrating, implementing and promoting equality of opportunity. Ongoing promotion and monitoring is carried out to gather information on the diversity of our workforce including potential recruits as well as existing employees. The Council collects diversity information based on current UK equality legislation which aims to prevent discrimination on grounds of age, disability, gender, race, sexual orientation, religion and other protected characteristics. Information gathered can if analysed regularly, help us to identify barriers that prevent access to employment and career development for certain groups of people, and to develop solutions, such as positive action plans or alternative policies and practices.</p>
1.08	<p>Achievements – New Pay Model</p> <p>Year Two of the NJC pay agreement included the introduction of a 'new' pay spine with assimilation to newly created spinal column points. The agreement introduces far greater change than a simple cost of living monetary award which necessitated a fundamental review of our pay model to accommodate the changes.</p> <p>Local agreement was reached on the preferred model in March 2019 which passed the tests of being legal and equitable, workable and sustainable, acceptable and affordable.</p> <p>The target date for implementation was July 2019 which was achieved, backdated to April 2019.</p>

	<p>Whilst there are no changes to Terms and Conditions of Employment, an updated contract with the full set of current Terms and Conditions for clarity, and for ease of access has been produced for all employees in scope.</p> <p>A secondary piece of work has progressed further to a report to Cabinet in September 2019 which sought agreement to align 92 (FTE) employees, predominately male, employed on locally agreed 'craft' Red Book pay to the aforementioned new Council Pay Model.</p> <p>To effect the change, job descriptions have been updated and evaluated using the Greater London Provincial Council (GLPC) scheme and conventions in the same vein as all other roles on the Green Book pay scales.</p> <p>The introduction of four newly evaluated positions mapped across to the Council's new pay model, will result in an all-inclusive rate, will remove spot points and introduce incremented grades providing incremental progression.</p> <p>Transferring employees from Red Book to Green Book is considered a fundamental change to Terms and Conditions requiring the Trade Unions to ballot their membership.</p> <p>Joint meetings with management and the Trade Unions with employees in scope, took place during September 2019 with agreement being reached to undertake a work place ballot to effect the change.</p>
--	--

2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	None arising directly from this report.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	None as the dashboard reports appended to this report details existing actual out-turns in the various measures.

5.00	APPENDICES
5.01	Appendix One: Dashboard – Workforce Information Report Q2 2019/20

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development. Telephone: 01352 702139 E-mail: sharon_carney@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p><u>Headcount and FTE</u></p> <p>This will provide information on the current levels of the Council's workforce.</p> <p><u>Age Profiling</u></p> <p>The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.</p> <p><u>Employee Turnover and Stability (Including Redundancies and Early Retirements)</u></p> <p>This information will provide the awareness of trends in turnover rates within the Council for potential measure to be put in place for high turnover rates, if applicable.</p> <p><u>Attendance</u></p> <p>Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance. Stage 1 and Stage 2 capability hearings are the formal stages of the Attendance Management policy where sanctions including dismissal take place.</p> <p><u>Performance Management (Appraisals)</u></p> <p>Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.</p> <p><u>Resource Management</u></p> <p>This information will include the usage of agency workers within the Council.</p> <p><u>Equality and Diversity Workforce Monitoring</u></p> <p>Information will be provided to inform what measures, if any, need to be implemented to prevent inequalities within the Council.</p>

Red Book

JNC for Local Authority Craft & Associated Employees

Green Book

JNC National Agreement for the former APT&C and Manual employees

This page is intentionally left blank

CORPORATE DASHBOARD REPORTS

(FLINTSHIRE COUNTY COUNCIL)

2019/20 - QUARTER 2

(JULY - SEPTEMBER)

Table of Contents

1. Flintshire County Council Cumulative Totals	3
2. Non - Schools	
2.1. Headcount and Full Time Equivalent (FTE)	4
2.2. Age Profile	5
2.3. Attendance	6
2.4. Turnover and Stability	7
2.5. Equality and Diversity	8
2.6. Resource Management (Agency)	10
3. Schools	
3.1. Headcount and Full Time Equivalent (FTE)	11
3.2. Age Profile	12
3.3. Attendance	13
3.4. Turnover and Stability	14
3.5. Equality and Diversity	15

FLINTSHIRE COUNTY COUNCIL CUMULATIVE TOTALS

TOTAL HEADCOUNT

6,002

TOTAL FTE

4,698

LEAVERS / TURNOVER

377 / 6.25%

AGENCY SPEND 2019/20

£1.09m

TARGET 2019/20

£1.7m

DAYS LOST PER FTE 2019/20

4.89

TARGET 2019/20

8.00

QUARTER 2 2019/20 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

4

TOTAL HEADCOUNT

2,818

TOTAL FULL TIME EQUIVALENT

2,460

01/04/2019
2,754

Increase of
64 person
(+2.32%)

30/06/2019
2,818

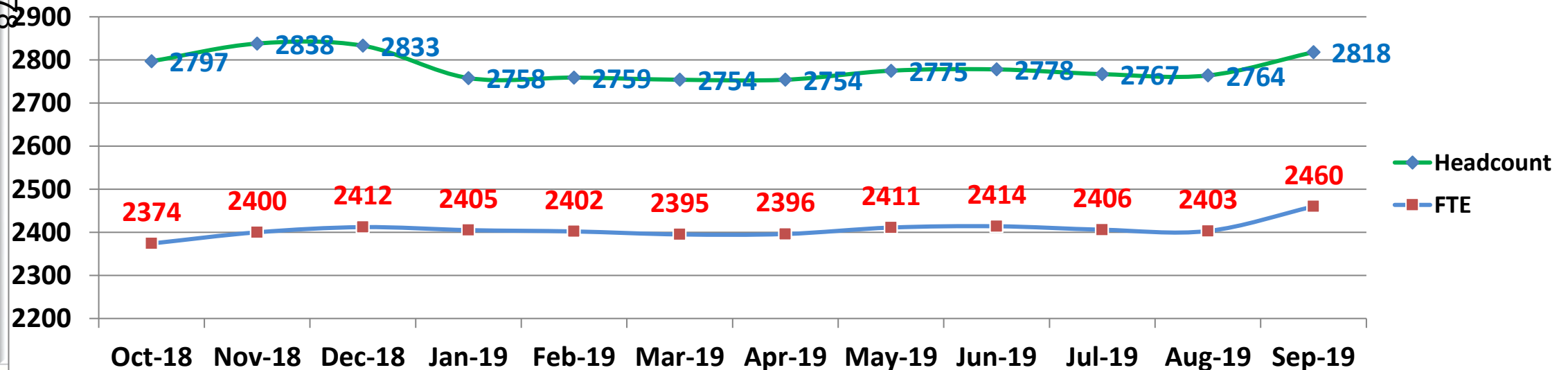
01/04/2019
2,396

Increase of
64 FTE
(+2.67%)

30/09/2019
2,460

HEADCOUNT AND FTE - 12 MONTH TREND

Page 378

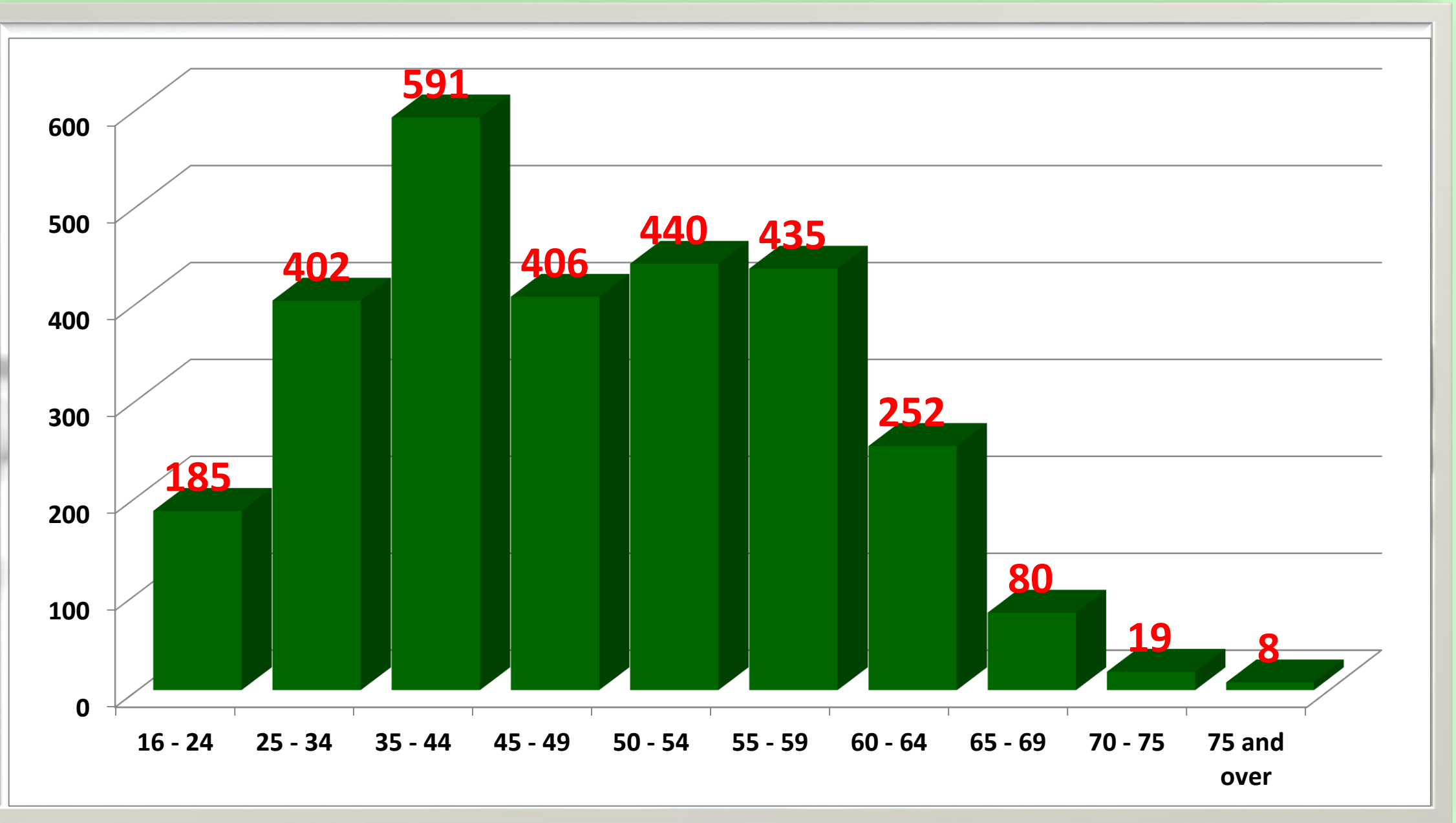


QUARTER 2 2019/20 DASHBOARD

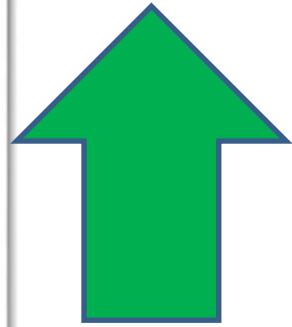
AGE PROFILE - NON-SCHOOLS

5

Page 379



DAYS LOST PER FTE AT 30/09/2019



30/09/2018
2.94

2.93

30/09/2019
2.93



Improvement of 0.01

TOP 4 REASONS

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

QUARTER 2 2019/20 DASHBOARD

TURNOVER AND STABILITY - NON SCHOOLS

7

LEAVERS - Q2

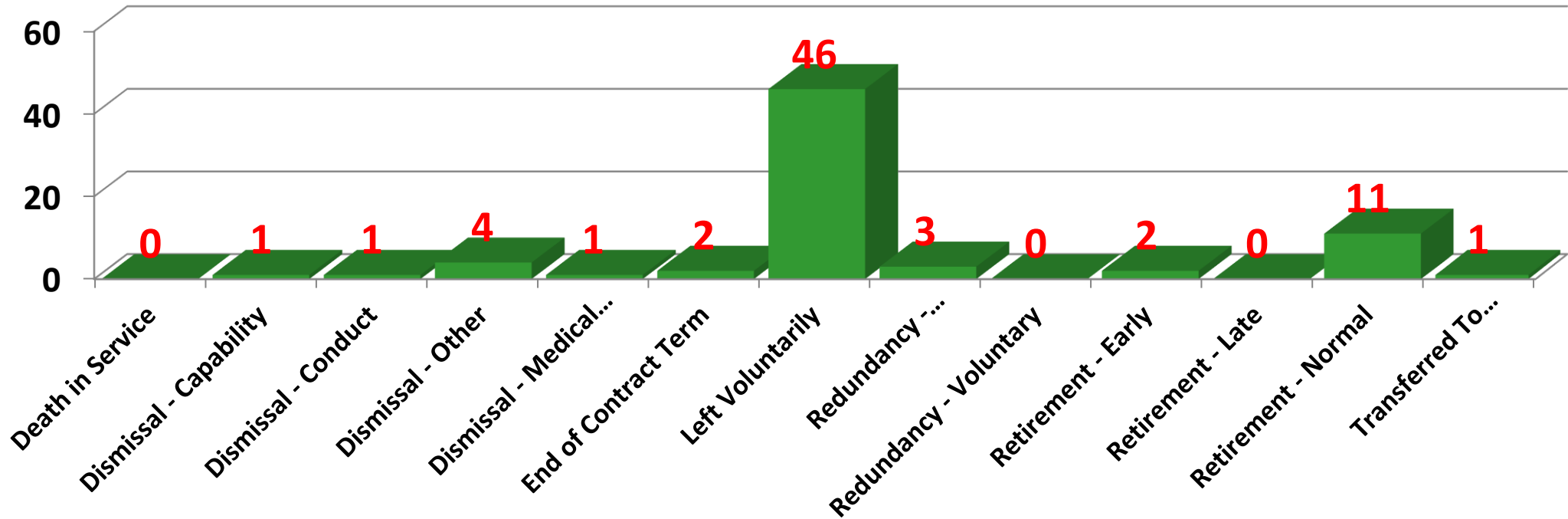
72

LEAVERS - 2019/20

156

LEAVER REASON - Q2

Page 381



QUARTER 2 2019/20 DASHBOARD

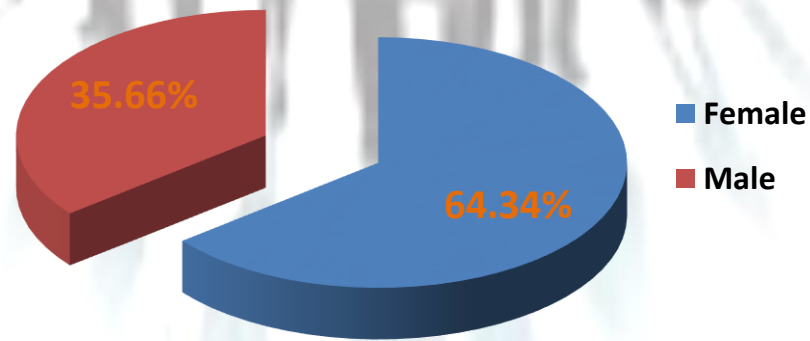
EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

MALE
1,005
 (35.66%)

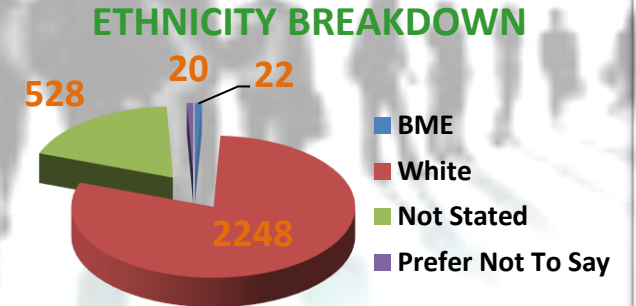
FEMALE
1,813
 (64.34%)

GENDER BREAKDOWN (%)

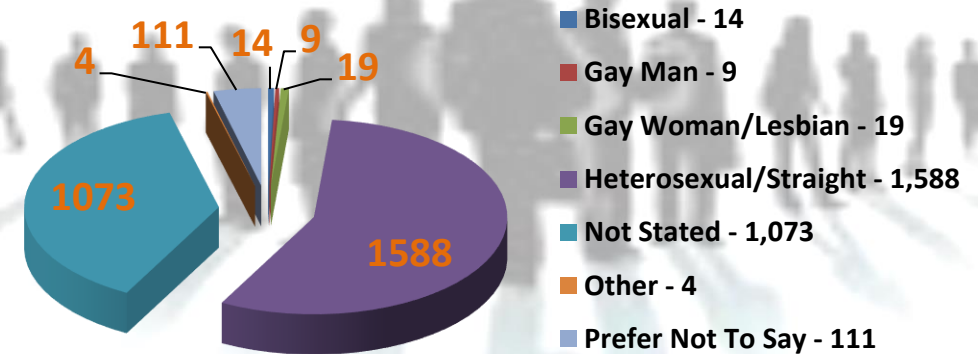


ETHNICITY

BME - 22
WHITE - 2,248
PREFER NOT TO SAY - 20
NOT STATED - 528



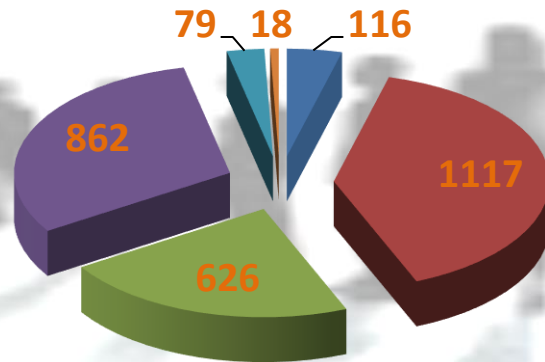
SEXUAL ORIENTATION



QUARTER 2 2019/20 DASHBOARD

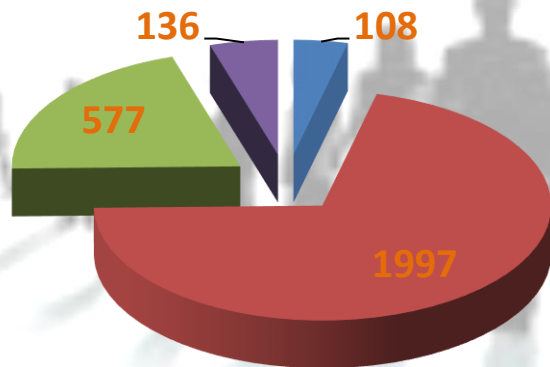
EQUALITY AND DIVERSITY - NON-SCHOOLS

MARITAL STATUS



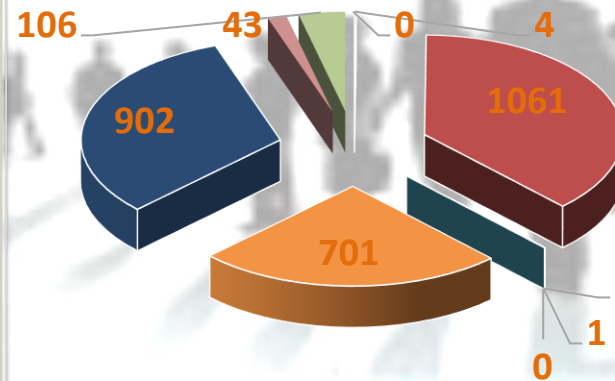
- Divorced / Dissolved Civil Partnership - 116
- Married / Civil Partnership - 1,117
- Not Married or in Civil Partnership - 626
- Not Stated - 862
- Prefer Not To Say - 79
- Widowed / Surviving Civil Partner - 18

DISABILITY



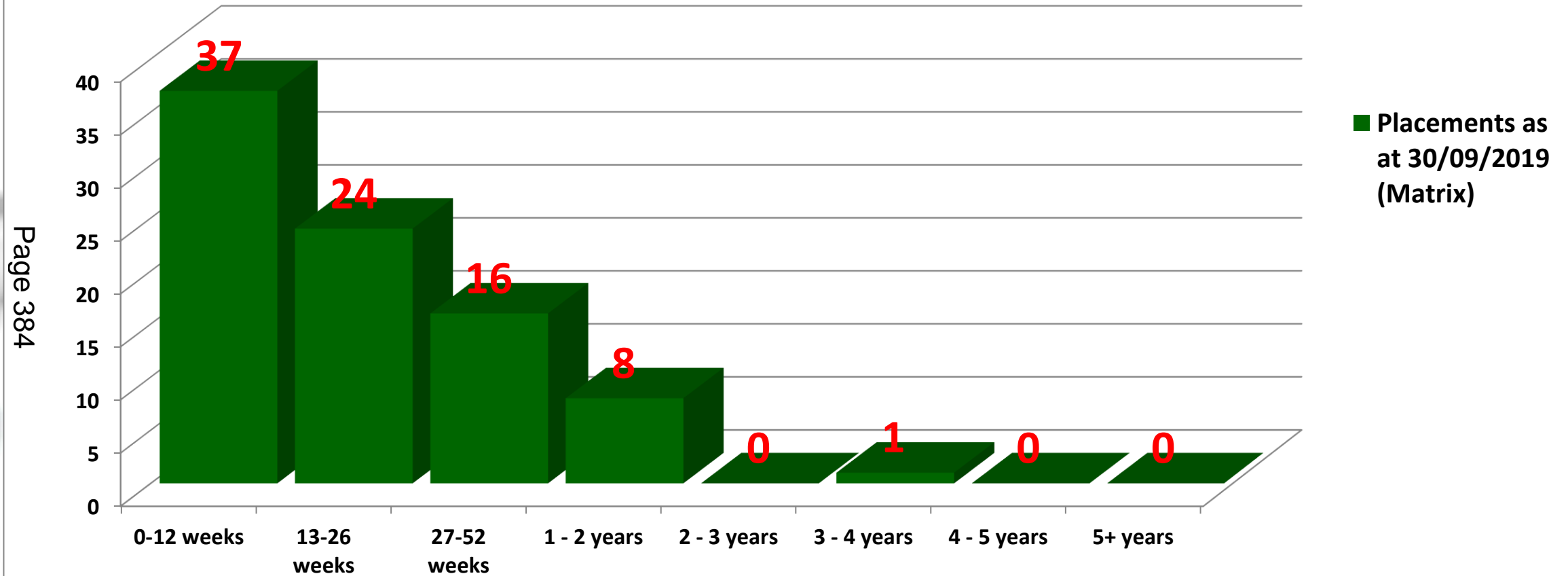
- Yes - 108
- No - 1,997
- Not Stated - 577
- Prefer Not To Say - 136

RELIGION OR BELIEF



- Buddhist - 4
- Christian - 1,061
- Hindu - 0
- Jewish - 1
- Muslim - 0
- None - 701
- Not Stated - 902
- Other - 43
- Prefer Not To Say - 106
- Sikh - 0

Agency Tenure Management Q2



Page 384

QUARTER 2 2019/20 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,184

TOTAL FULL TIME EQUIVALENT

2,238

01/04/2019
3,196

Decrease
of 12
people
(-0.38%)

30/09/2019
3,184

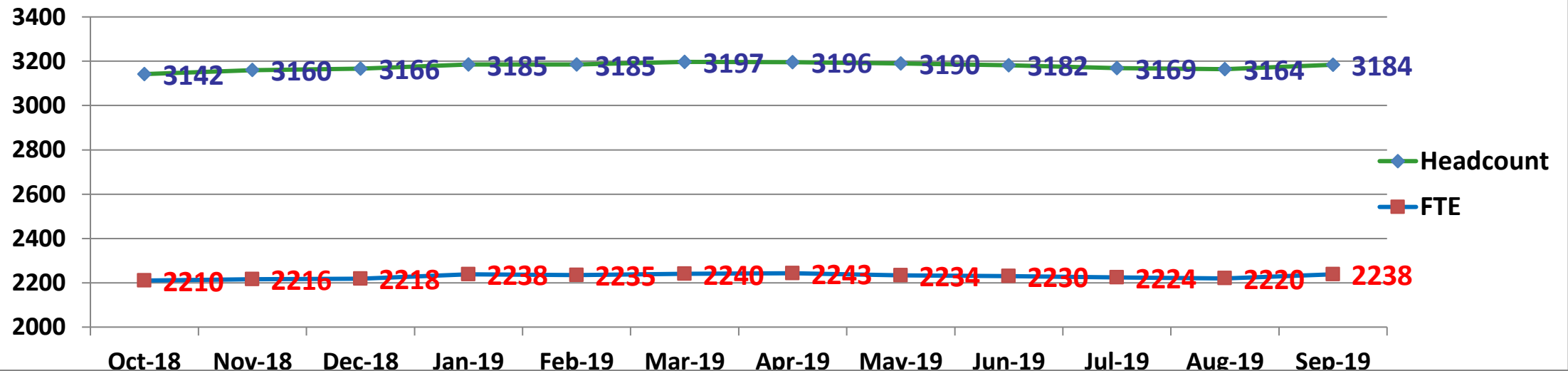
01/04/2019
2,243

Decrease
of 5 FTE
(-0.22%)

30/09/2019
2,238

Page 385

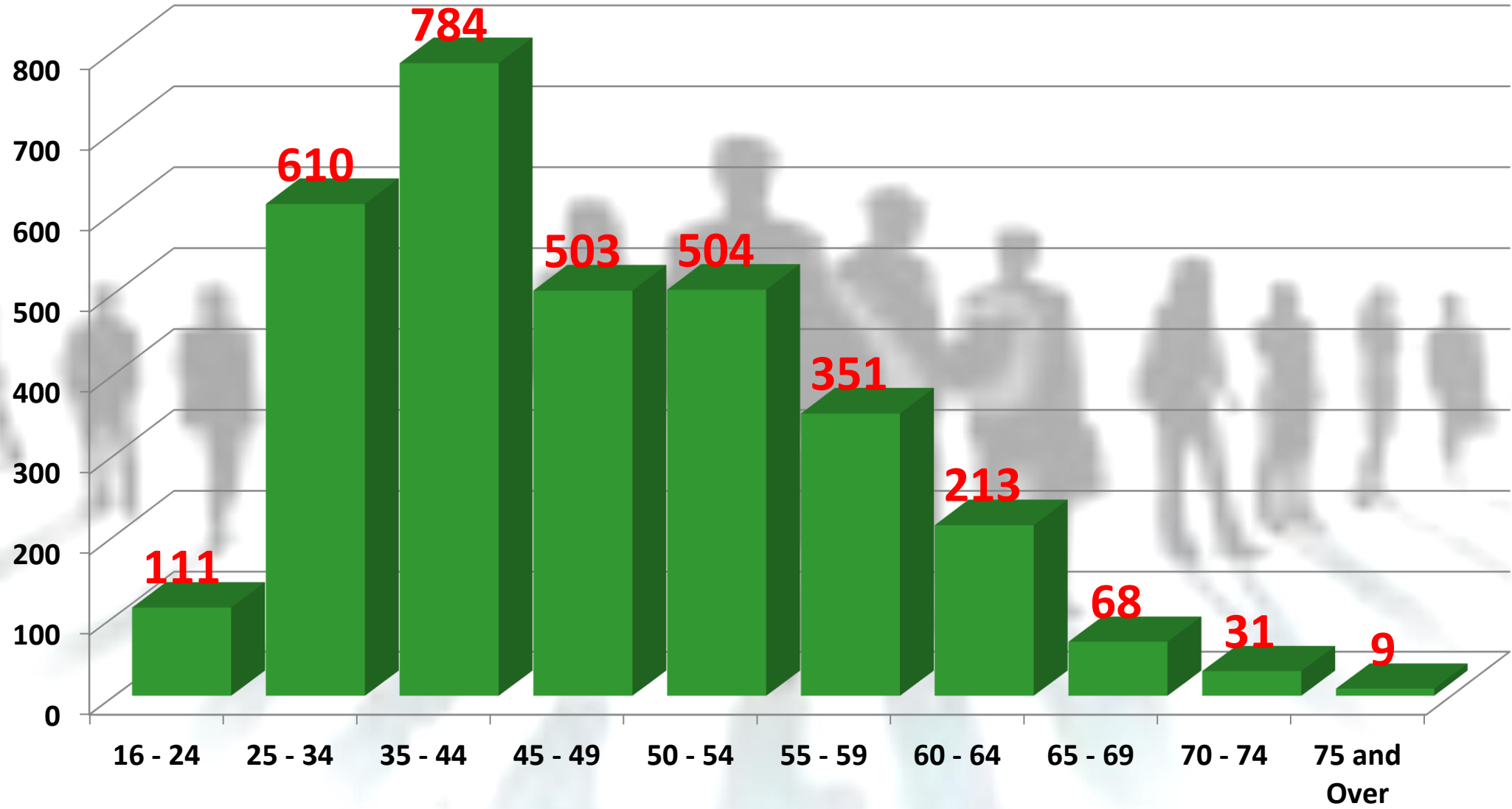
HEADCOUNT AND FTE - 12 MONTH TREND



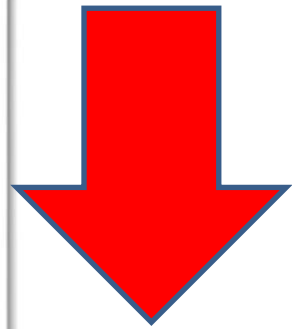
QUARTER 2 2019/20 DASHBOARD

AGE PROFILE - SCHOOLS

Page 386



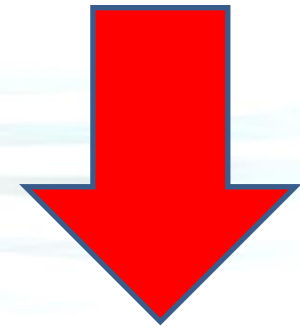
DAYS LOST PER FTE AT 30/09/19



30/09/2018
1.32

1.40

30/09/2019
1.40



Downturn of 0.08

TOP 4 REASONS

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

LEAVERS - Q2

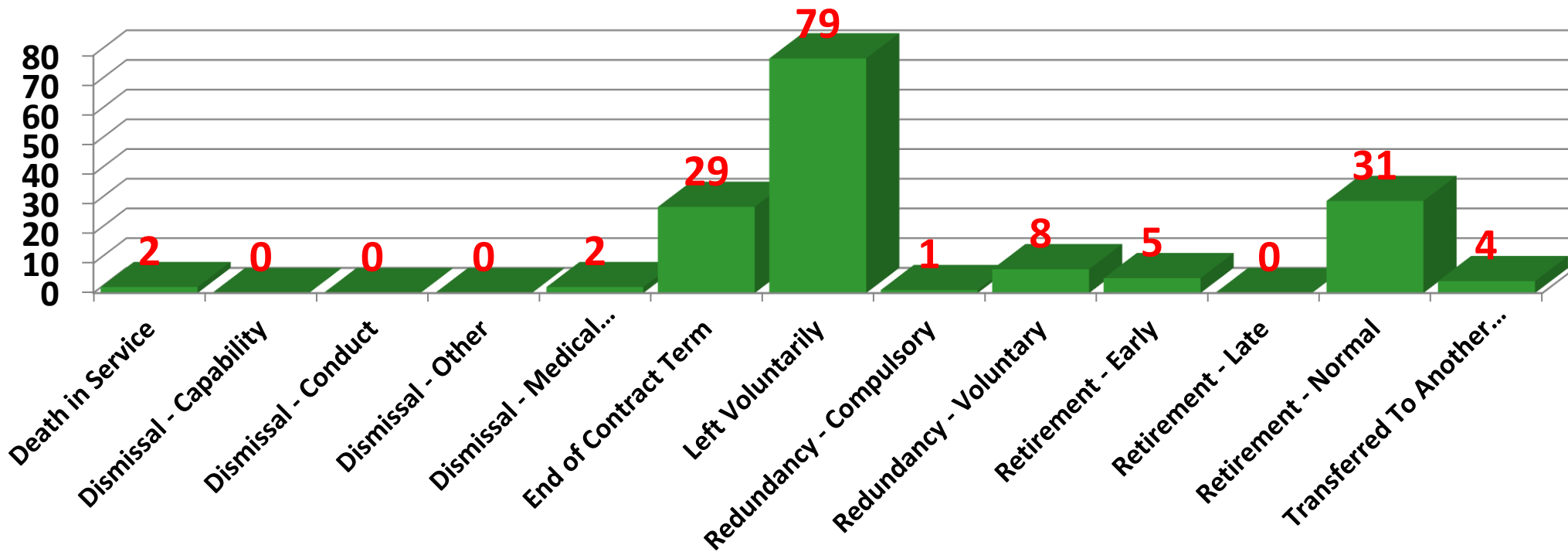
161

LEAVERS - 2019/20

221

LEAVER REASON - Q2

Page 388



GENDER BREAKDOWN

MALE

482

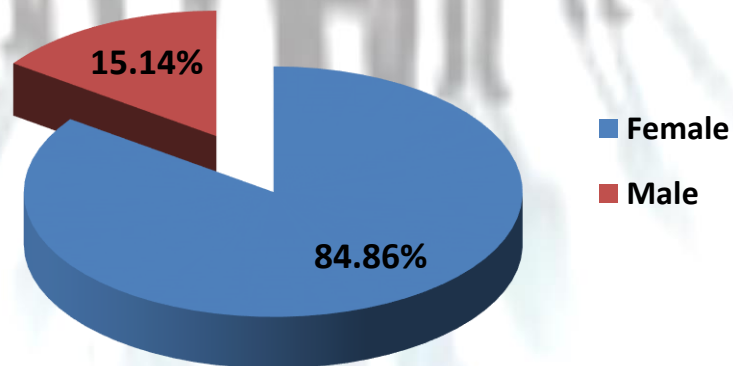
(15.14%)

FEMALE

2,702

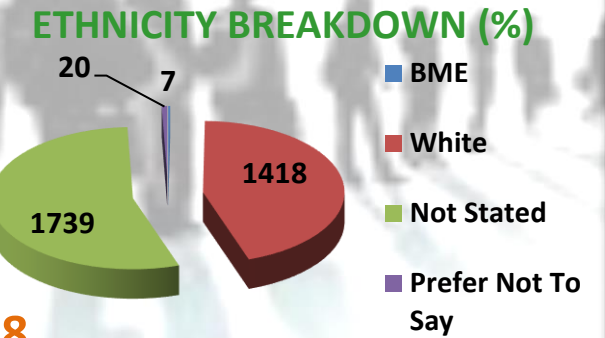
(84.86%)

GENDER BREAKDOWN (%)

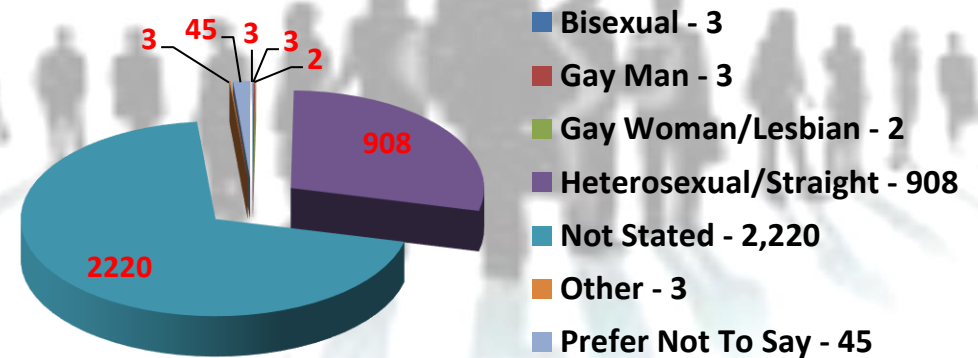


ETHNICITY

BME - 7
 WHITE - 1,739
 PREFER NOT TO SAY - 20
 NOT STATED - 1,418



SEXUAL ORIENTATION



QUARTER 2 2019/20 DASHBOARD

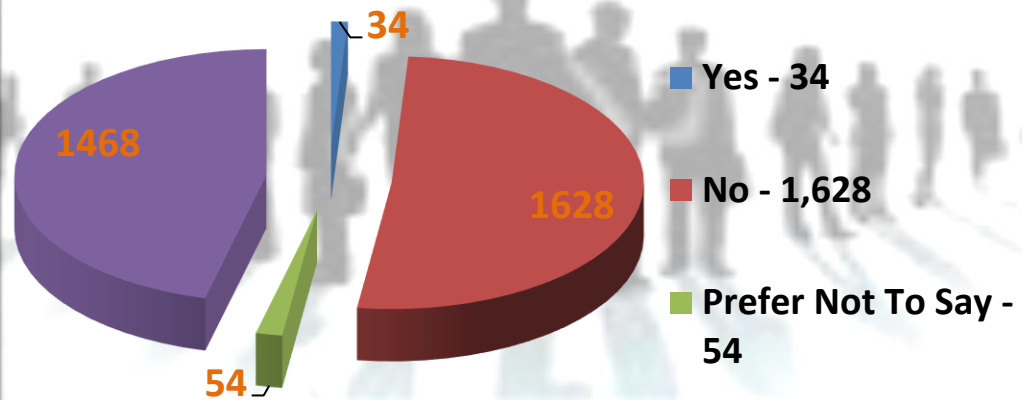
EQUALITY AND DIVERSITY - SCHOOLS

MARITAL STATUS

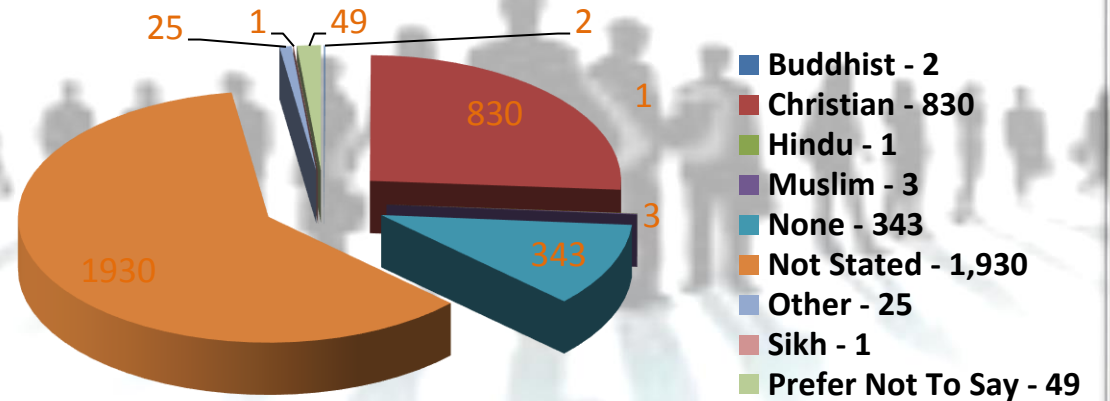


Page 390

DISABILITY



RELIGION OR BELIEF





CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 November 2019
Report Subject	Public Services Ombudsman for Wales Annual Letter 2018-19 and Complaints against Flintshire County Council 2019-20
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to share the Public Services Ombudsman for Wales Annual Letter 2018-19. The report provides an overview of the annual performance of the Council in relation to complaints investigated by the Ombudsman including the high number of cases closed as a consequence of the Council supporting the Ombudsman's office with their initial enquiries and, the low number of reports issued.

The report also provides an overview of complaints received by each portfolio of the Council between 1 April – 30 September 2019 and the positive improvement in complaint resolution times. The report demonstrates portfolios are managing complaints more effectively as a result of actions undertaken this year to improve guidance, awareness and management of cases within services.

RECOMMENDATIONS

1	Note the annual performance of the Council in respect of complaints made to the Public Services Ombudsman for Wales (2018-19) and local complaints made against services in the first half of 2019-20.
2	Support the Council's review of its complaints procedure upon receipt of the Ombudsman's model concerns and complaints policy for public service providers in Wales.
3	Support the actions outlined in 1.18 to improve local complaints handling.

REPORT DETAILS

1.00	The Public Services Ombudsman for Wales Annual Letter 2018-19
1.01	The Public Services Ombudsman for Wales (“Ombudsman”) published his Annual Letter on performance as part of his Annual Report and Accounts in August 2019.
1.02	The number of complaints received by the Ombudsman about local authorities across Wales increased from 794 to 912 in 2018-19. However, the Ombudsman is pleased that local authorities continue to work with his office to resolve many of these complaints at an early stage. This provides complainants with appropriate and timely remedies avoiding the need for the Ombudsman to fully investigate complaints.
1.03	<p>Appended to this report is a full copy of the Annual Letter detailing the Council’s performance and comparative data. The following paragraphs provide a summary of performance and additional context in response to the findings.</p> <p>Section A – 50 complaints were made against the Council which remains static compared to 2017-18. 70% were premature or closed after initial consideration by the Ombudsman.</p> <p>Section B – Planning received the highest volume of complaints (18) in 2018-19 accounting for 36% of all cases against the Council. Previously, Housing has received the highest volume of complaints but in 2018-19 the number fell from 9 in 2017-18 to 4.</p> <p>Section C – of the complaints that were received against the Council:</p> <ul style="list-style-type: none">• 44% of complaints were premature meaning complainants had not exhausted the Council’s complaints procedure before approaching the Ombudsman;• 26% of complaints were closed after initial consideration;• 20% of complaints were resolved through early resolution which means the Council agreed to take certain steps locally to avoid investigation;• 5 reports were issued with upheld in whole or in part decisions;• 1 public interest report was issued. <p>Section D – intervention by the Ombudsman increased slightly from 11 to 16 cases in 2018-19.</p> <p>Section E – there were no complaints made to the Ombudsman in respect of Member Code of Conduct.</p> <p>Section F – 18 complaints were made against Town and Community Town Councils which is considered to be high compared to other local authorities. However, the Ombudsman does not consider that this is indicative of a fall in standards of conduct as the majority of these complaints related to an individual Community Council and a position of conflict between its members.</p>

1.04	<p>The Public Services Ombudsman (Wales) Act 2019</p> <p>The Public Services Ombudsman (Wales) Act 2019 has been introduced and it is expected that the Ombudsman will be implementing his new powers at the beginning of 2020. The Welsh Assembly approved this legislation giving the Ombudsman new powers aimed at:</p> <ul style="list-style-type: none"> • Improving access to the Ombudsman’s office; • Providing a seamless mechanism for complaint handling when a patient’s NHS care is inextricably linked with private healthcare; • Allowing the Ombudsman to undertake own initiative investigations when required in the public interest; • Ensuring that complaints data from across Wales may be used to drive improvement in public services for citizens in Wales.
1.05	<p>The new Act permits ‘Own Initiative’ investigations which will require sufficient evidence to demonstrate the need to begin a wider own initiative investigation to establish whether an issue is in the public interest. The Ombudsman will need to be convinced there is reasonable suspicion that there is systemic maladministration that may cause any person to sustain injustice or hardship, whether concerns are such that they would impact upon a wider group of citizens or individuals, the weight of the evidence and persuasiveness of the evidence.</p>
1.06	<p>The Ombudsman consulted on the principles and procedures relating to the new powers created by the Public Services Ombudsman (Wales) Act 2019 during the summer. The Council awaits the outcome of that consultation with a specific interest in own initiative investigations and the newly established Complaints Standards Authority (Wales).</p>
1.07	<p>Flintshire County Council Complaints 2019-20</p>
1.08	<p>Over the last six months, the Council has been working to improve case work performance. The introduction of nominated officers within Portfolios has helped to raise awareness of standards and share performance data effectively to drive improvements. The Council received 371 complaints in the first half of the year, of which, 78% were considered within 10 working days representing a 17% improvement on performance compared to the same period in 2018.</p>
1.09	<p>The charts below illustrate the overall number of complaints received in the first half of the year and the distribution of complaints by Portfolio:</p>

Chart 1

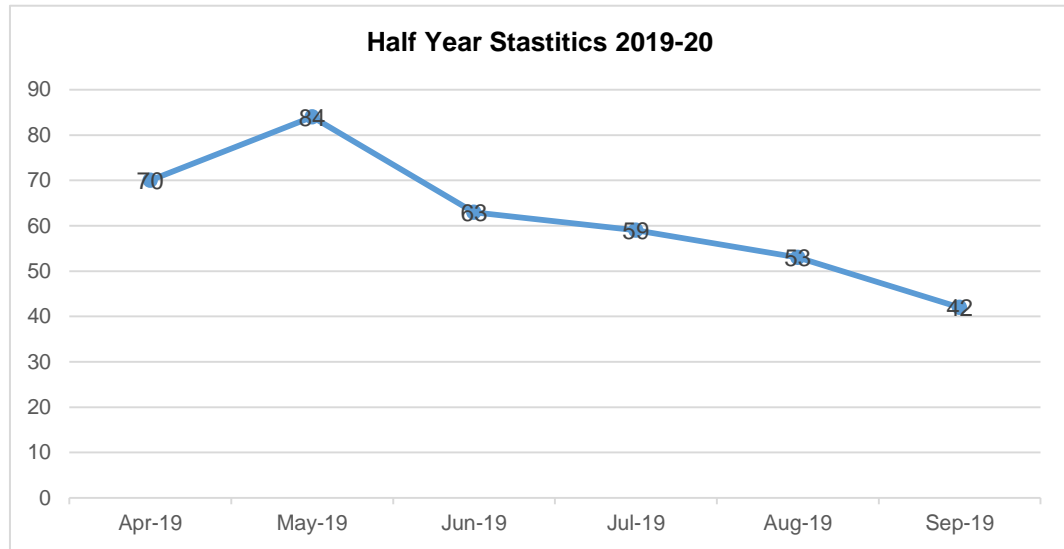
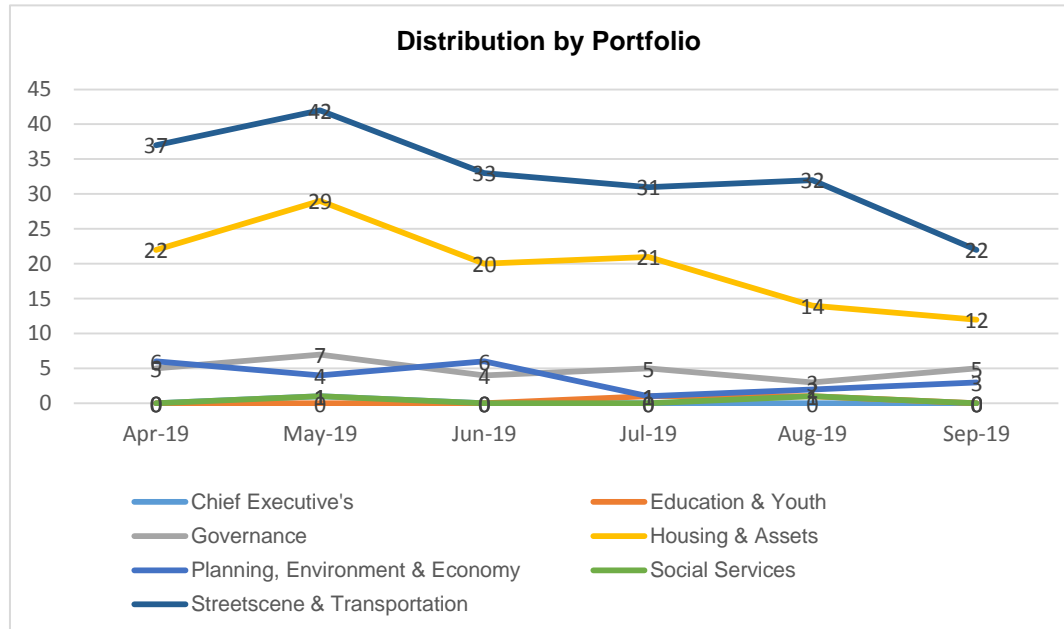


Chart 2



1.10

The highest volume of complaints were received in April and May, those areas providing frontline services such as housing and waste services received the most complaints. This corresponds with other local authorities in Wales when considering complaints received and investigated by the Ombudsman.

1.11

In April, 53% of the overall complaints to the Council were against Streetscene & Transportation with 92% of those relating to waste and recycling. Similarly, Streetscene & Transportation accounted for 50% of the complaints in May and 74% of which were waste and recycling issues. A contributing factor was the introduction of garden waste charges and issues with a third partner organisation responsible for printing and distributing permits. A high proportion of customers complained about delays receiving their permits. The service has learned from complaints and is working in a new way in preparation for the 2020/21 garden waste subscription service by reverting to in-house design and print services.

1.12

The Council aims to respond to complaints within 10 working days. The table below provides data on the number of complaints received between 1 April – 30 September 2019 and the overall percentage answered within target:

Chart 3

Portfolio	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19
Chief Executive's	0	1	0	0	0	0
Education & Youth	0	0	0	1	1	0
Governance	5	7	4	5	3	5
Housing & Assets	22	29	20	21	14	12
Planning, Environment & Economy	6	4	6	1	2	3
Social Services	0	1	0	0	1	0
Streetscene & Transportation	37	42	33	31	32	22
Total Number of Complaints	70	84	63	59	53	42
% Within Target	80%	89%	84%	75%	75%	79%

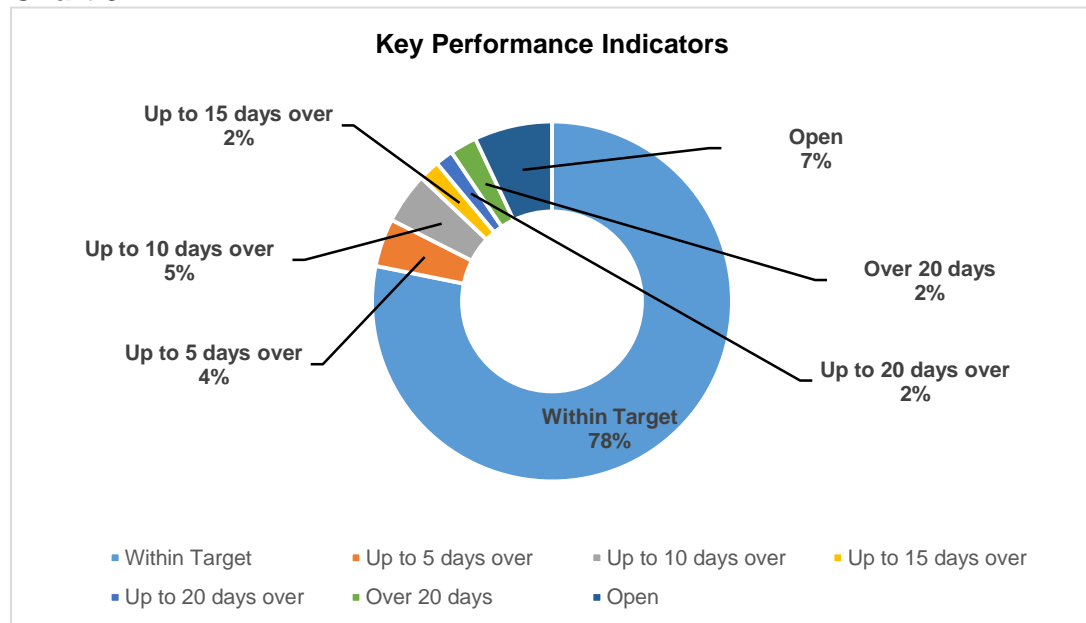
Chart 4

Portfolio	Number of Complaints	% of Complaints	% Within Target
Chief Executive's	1	0.27%	100%
Education & Youth	2	0.54%	50%
Governance	29	7.82%	79.31%
Housing & Assets	118	31.81%	82.20%
Planning, Environment & Economy	22	5.93%	59.09%
Social Services	2	0.54%	100%
Streetscene & Transportation	197	53.10%	83.25%

1.13

The chart below illustrates the average time taken to respond to complaints in the last six months:

Chart 5



1.14	Whilst Streetscene & Transportation has made good progress recording complaints effectively, other services need to improve recording complaints to ensure category and outcome data is stored. This will help the Council to identify trends and patterns and improve services in the future.
1.15	Appendix 2 provides an illustration of what people complained about, and the outcome reached by Portfolio. Additionally, the Chief Executive's office received one complaint that was upheld (Other); Education & Youth received two complaints, 1 upheld in part and 1 not upheld (Non-compliance with procedure/policy); Social Services have a statutory procedure for managing complaints.
1.16	<p>The improvement in responses times can be attributed to a number of actions supported by Elected Members earlier this year:</p> <ul style="list-style-type: none"> • Guide to Good Complaint Handling launched on InfoNet to accompany policy documents; • Staff guidance issued on the definition of a request, report and complaint; • Managers raising awareness of expectations at team meetings; • Expectations raised with Chief Officers both collectively and in appraisals; • High volume Portfolio management teams reviewing their practices and performance; • Single point of contact across Portfolios for escalating issues and receipt of monthly performance data.
1.17	<p>Conclusion and priorities</p> <p>The Council awaits the outcome of the Ombudsman's consultation on the principles and procedures relating to the new powers created by the Public Services Ombudsman (Wales) Act 2019. Specifically, own initiative investigations allowing the Ombudsman to undertake investigations when required in the public interest and the newly established Complaints Standards Authority (Wales) which will ensure complaints data from across Wales may be used to drive improvement in public services for citizens in Wales.</p>
1.18	<p>In response to a drive across Wales to reduce the number of complaints to the Ombudsman and, the Council's commitment to improving complaints handling, the following actions will be undertaken:</p> <ul style="list-style-type: none"> • A review of the Council's complaints procedure in response to the Customer Standards Authority (Wales) model concerns and complaints policy for public providers in Wales; • Workforce training to support officers to effectively resolve complaints first time; • Targeted training sessions for Planning officers to learn lessons from complaints following an increase in Ombudsman decisions over the last 12 months; • Specific guidance to officers on recommended house-style for letters and emails;

	<ul style="list-style-type: none"> • Ongoing distribution of performance data for discussion at senior departmental meetings; • Improving the quality of data recorded on the complaints database; • Training for Town and Community Councils to promote awareness and the importance of the Code of Conduct where there is evidence of conflict between its members to help reset the boundaries of behaviour for its members; • Working with Councils from across Wales and the Ombudsman to collectively record complaints data which may be used to drive improvement in public services for citizens in Wales.
--	---

2.00	RESOURCE IMPLICATIONS
2.01	None

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	A copy of the Annual Letter is published on the Ombudsman's website.

4.00	RISK MANAGEMENT
4.01	This report provides details of the annual performance of the Council in relation to complaints. At this point there are no proposed changes or actions and as such no impact or risks have been identified.

5.00	APPENDICES
5.01	<p>Appendix 1 – Annual Letter 2018/19.</p> <p>Appendix 2 – Flintshire County Council complaint categories by Portfolio.</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Rebecca Jones, Customer Contact Service Manager Telephone: 01352 702413 E-mail: rebecca.jones@flintshire.gov.uk</p>


7.00	GLOSSARY OF TERMS
7.01	Public Services Ombudsman for Wales – investigates complaints against public service providers in Wales where people believe they have suffered an injustice through maladministration on the part of the public service provider e.g. a local authority.

<p>Own Initiative Investigations – enables the Public Services Ombudsman for Wales to commence an investigation where there is sufficient evidence to demonstrate the need to begin an investigation.</p>
--


<p>Complaints Standards Authority – a newly formed team within the Public Services Ombudsman for Wales’ office focused on ensuring the procedures to complain to public service providers in Wales are complainant focused, simple, fair and objective, timely and effective, accountable and committed to continuous improvement.</p>

Our ref: NB

Ask for: Communications

 01656 641150

Date: 7 August 2019

 communications
@ombudsman-wales.org.uk

Councillor Ian Roberts
Council Leader
Flintshire County Council

By Email Only
ian.b.roberts@flintshire.gov.uk

Dear Councillor Roberts

Annual Letter 2018/19

I am pleased to provide you with the Annual letter (2018/19) for Flintshire County Borough Council. This year I am publishing my Annual Letters as part of my Annual Report and Accounts. I hope the Council finds this helpful and I trust this will enable it to review its own complaint handling performance in the context of other public bodies performing similar functions across Wales.

Whilst overall the number of complaints received relating to local authorities across Wales increased from 794 to 912, I am pleased that local authorities continue to work with my office to resolve many of these complaints at an early stage. This provides complainants with appropriate and timely remedies avoiding the need for my office to fully investigate complaints.

A summary of the complaints of maladministration/service failure received relating to the Council is attached.

Also attached is a summary of the Code of Conduct complaints relating to members of the Council and the Town & Community Councils in your area.

You will note that we received a relatively high number of complaints this year relating to members of Community and Town Councils in the Council's area. However, please be assured that I do not consider that this is indicative of a fall in standards of conduct generally or indeed in the Council itself. I can advise that the majority of these complaints related to an individual Community Council and a position of conflict between its members. In view of the numbers, I consider that there is an opportunity for members of the Council, the Standards Committee and the Monitoring Officer to continue to promote awareness and the importance of the Code of Conduct generally with their community council colleagues. Any assistance of this nature would be greatly appreciated.

The Public Services Ombudsman (Wales) Act 2019 has now been introduced. I am delighted that the Assembly has approved this legislation giving the office new powers aimed at:

- Improving access to my office
- Providing a seamless mechanism for complaint handling when a patient's NHS care is inextricably linked with private healthcare
- Allowing me to undertake own initiative investigations when required in the public interest
- Ensuring that complaints data from across Wales may be used to drive improvement in public services for citizens in Wales.

I am very much looking forward to implementing these new powers over the coming year.

Action for the Council to take:

- Present my Annual Letter to the Cabinet to assist Members in their scrutiny of the Council's performance
- Work to reduce the number of cases which require intervention by my office
- Inform me of the outcome of the Council's considerations and proposed actions on the above matters by **31 October 2019**.

This correspondence is copied to the Chief Executive of your Council and to your Contact Officer. Finally, a copy of all Annual Letters will be published on my website.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Nick Bennett', with a large, sweeping flourish at the end.

Nick Bennett
Public Services Ombudsman for Wales

CC: Colin Everett, Chief Executive
Rebecca Jones, Contact Officer

Factsheet

A. Complaints Received and Investigated with Local Authority average adjusted for population distribution

Local Authority	Complaints Received	Average	Complaints Investigated	Average
Flintshire County Council 2018/19	50	44	2	1
Flintshire County Council 2017/18	50	39	6	1
Blaenau Gwent County Borough Council	8	20	0	0
Bridgend County Borough Council	33	41	0	1
Caerphilly County Borough Council	65	51	1	1
Cardiff Council	115	103	0	2
Carmarthenshire County Council	49	53	1	1
Ceredigion County Council	23	21	0	0
City and County of Swansea	83	70	0	2
Conwy County Borough Council	41	33	2	1
Denbighshire County Council	26	27	1	1
Gwynedd Council	32	35	2	1
Isle of Anglesey County Council	31	20	2	0
Merthyr Tydfil County Borough Council	15	17	0	0
Monmouthshire County Council	20	27	0	1
Neath Port Talbot County Borough Council	38	40	1	1
Newport City Council	38	43	0	1
Pembrokeshire County Council	35	35	0	1
Powys County Council	67	38	4	1
Rhondda Cynon Taf County Borough Council	36	68	0	2
Torfaen County Borough Council	12	26	1	1
Vale of Glamorgan Council	24	37	0	1
Wrexham County Borough Council	45	38	3	1
Grand Total	886		20	

B. Complaints Received by Subject

Flintshire County Council	Complaints Received
Adult Social Services	5
Benefits Administration	1
Children Social Services	2
Complaints Handling	8
Education	1
Environment and Environmental Health	4
Housing	4
Planning and Building Control	18
Roads and Transport	3
Various Other	4

C. Comparison of complaint outcomes with average outcomes for Local Authorities, adjusted for population distribution

Local Authority	Out of Jurisdiction	Premature	Other cases closed after initial consideration	Early Resolution / Voluntary settlement	Discontinued	Other Report - Not upheld	Other Report - Upheld in whole or in part	Public Interest Reports
2018/19								
Flintshire	5	22	13	10	-	-	5	1
Flintshire (adjusted)	8	14	15	6	0	1	1	0
2017/18								
Flintshire	4	20	12	7	-	-	4	-
Flintshire (adjusted)	7	11	14	5	0	1	1	0

D. Number of cases with PSOW intervention

Local Authority	No. of complaints with PSOW intervention	Total number of closed complaints	% of complaints with PSOW intervention
Flintshire County Council 2018/19	16	56	29%
Flintshire County Council 2017/18	11	47	23%
Blaenau Gwent County Borough Council	2	7	29%
Bridgend County Borough Council	6	36	17%
Caerphilly County Borough Council	8	68	12%
Cardiff Council	19	110	17%
Carmarthenshire County Council	4	48	8%
Ceredigion County Council	5	24	21%
City and County Swansea	10	80	13%
Conwy County Borough Council	5	39	13%
Denbighshire County Council	4	30	13%
Gwynedd Council	6	35	17%
Isle of Anglesey County Council	5	31	16%
Merthyr Tydfil County Borough Council	0	14	0%
Monmouthshire County Council	0	23	0%
Neath Port Talbot County Borough Council	4	40	10%
Newport City Council	7	43	16%
Pembrokeshire County Council	6	33	18%
Powys County Council	11	64	17%
Rhondda Cynon Taf County Borough Council	4	34	12%
Torfaen County Borough Council	1	12	8%
Vale of Glamorgan Council	7	30	23%
Wrexham County Borough Council	8	43	19%

E. Code of Conduct Complaints Closed

Local Authority	Closed after initial consideration	Discontinued	No evidence of breach	No action necessary	Refer to Standards Committee	Refer to Adjudication Panel	Withdrawn	Total
2018/19								
Flintshire	-	-	-	-	-	-	-	-
2017/18								
Flintshire	3	-	-	-	-	1	-	4

F. Town/Community council Code of Conduct Complaints

Town/Community Council	Closed after initial consideration	Discontinued	No evidence of breach	No action necessary	Refer to Standards Committee	Refer to Adjudication Panel	Withdrawn	Total
Hawarden CC	1	-	-	-	-	-	-	1
Saltney TC	10	-	1	4	-	-	-	15
St Asaph City Council	2	-	-	-	-	-	-	2
Trelawnyd & Gwaenysgor CC	2	-	-	-	-	-	-	2

Appendix

Explanatory Notes

Section A compares the number of complaints against the Local Authority which were received and investigated by my office during 2018/19, with the Local Authority average (adjusted for population distribution) during the same period.

Section B provides a breakdown of the number of complaints about the Local Authority which were received by my office during 2018/19. The figures are broken down into subject categories.

Section C compares the complaint outcomes for the Local Authority during 2018/19, with the average outcome (adjusted for population distribution) during the same period.

Section D provides the numbers and percentages of cases received by our office in which an intervention has occurred. This includes all upheld complaints, early resolutions and voluntary settlements.

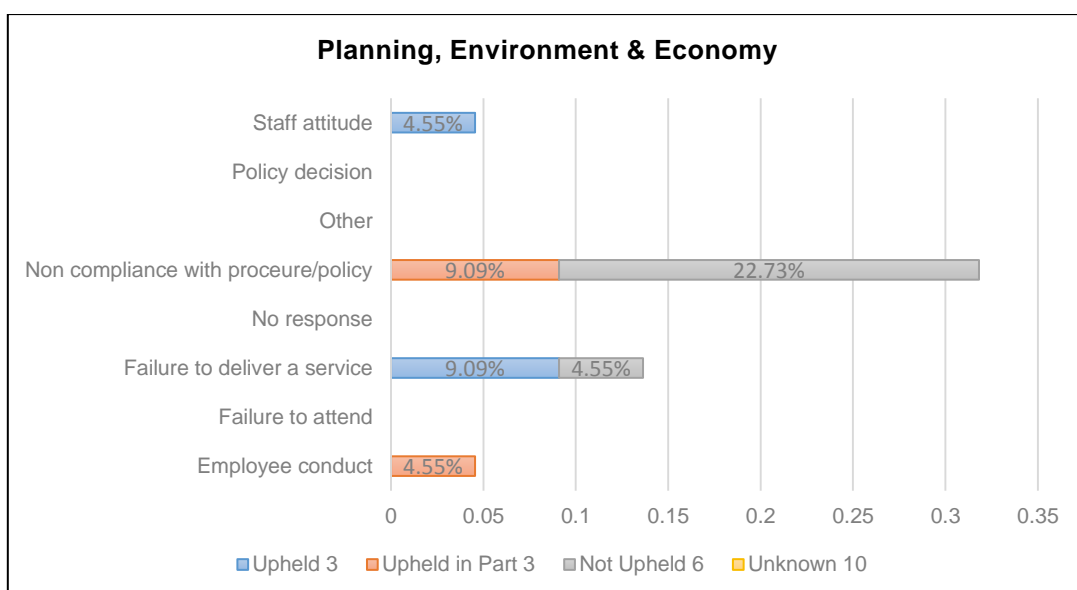
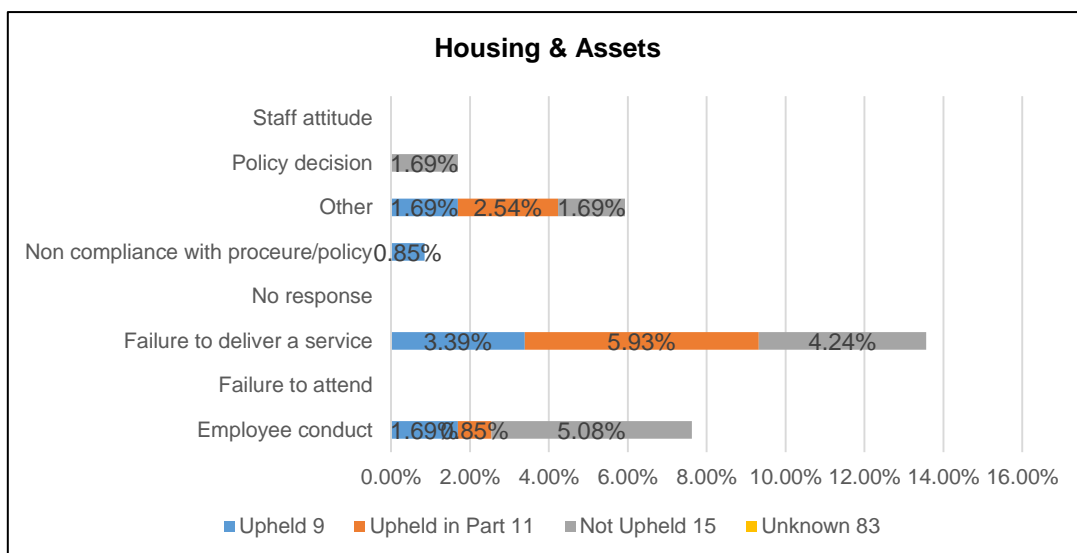
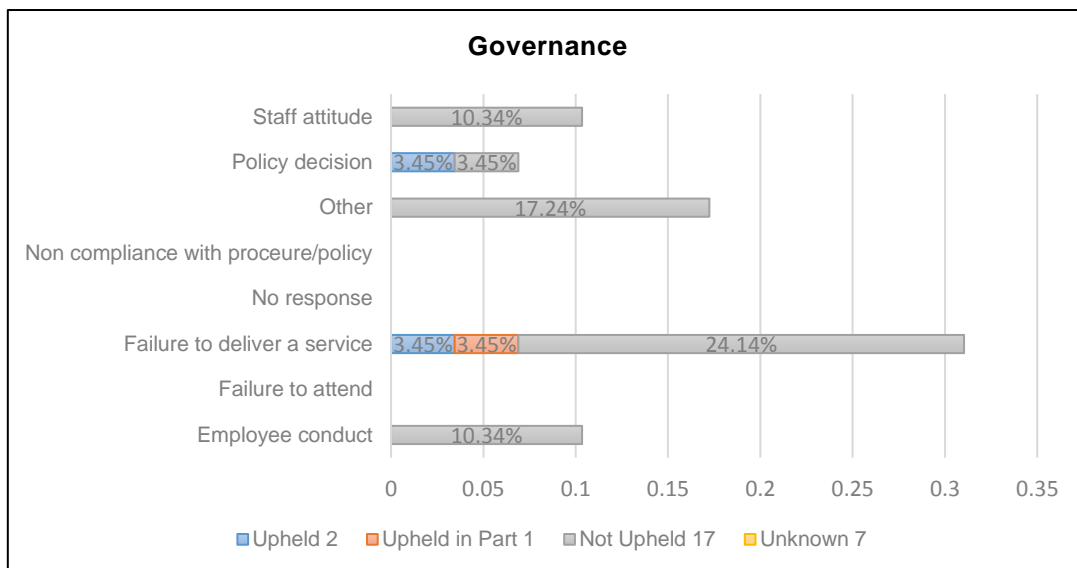
Section E provides a breakdown of all Code of Conduct complaint outcomes against Councillors during 2018/19.

Section F provides a breakdown of all Code of Conduct complaint outcomes against town or community councils.

Feedback

We welcome your feedback on the enclosed information, including suggestions for any information to be enclosed in future annual summaries. Any feedback or queries should be sent via email to communications@ombudsman-wales.org.uk

Flintshire County Council complaint categories by Portfolio



Streetscene & Transportation

