

Public Document Pack



Contact Officer:
Maureen Potter 01352 702322
maureen.potter@flintshire.gov.uk

To: Cllr Dave Mackie (Chairman)

Councillors: Janet Axworthy, Marion Bateman, Sean Bibby, Geoff Collett, Andy Dunbobbin, Carol Ellis, Paul Johnson, Tudor Jones, Brian Lloyd, Kevin Rush, Ralph Small, Martin White, Andy Williams and David Wisinger

3 December 2019

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 10.00 am on Monday, 9th December, 2019 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

This agenda is subject to restrictions on content due to the Election Period which runs from 7th November to 13th December.

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 12)

Purpose: To confirm as a correct record the minutes of the meetings held on 9 September, 2019.

4 **FORWARD WORK PROGRAMME AND ACTION TRACKING** (Pages 13 - 20)

Report of Overview & Scrutiny Facilitator

Purpose: To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings

5 **MEDIUM TERM FINANCIAL STRATEGY: COUNCIL FUND REVENUE BUDGET 2020/21** (Pages 21 - 36)

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

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

6 **FLINTSHIRE MICRO-CARE ADM PROJECT** (Pages 37 - 44)

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

Purpose: To report on the implementation of the Micro-care Alternative Delivery Model in Flintshire

7 **COUNCIL PLAN 2019/20 – MID YEAR MONITORING** (Pages 45 - 86)

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

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.

Yours sincerely



Robert Robins
Democratic Services Manager

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE **9 SEPTEMBER 2019**

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held at the Delyn Committee Room, County Hall, Mold on Monday 9th September, 2019.

PRESENT: Councillor Dave Mackie (Chair)

Councillors: Janet Axworthy, Geoff Collett, Paul Johnson, Tudor Jones, Brian Lloyd, Martin White and David Wisinger

APOLOGIES: Councillors Sean Bibby, Andy Dunbobbin, Ralph Small, Andy Williams, Chief Executive and Chief Officer (Streetscene and Transportation)

CONTRIBUTORS: Councillor Billy Mullin (Cabinet Member for Corporate Management and Assets) Councillor Carolyn Thomas (Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside), Councillor Dave Hughes (Cabinet Member for Housing) Chief Officer (Housing and Assets) and Benefits Manager (Housing & Assets)

IN ATTENDANCE: Environment & Social & Health Care Overview & Scrutiny Facilitator and Democratic Services Support Officer

21. DECLARATIONS OF INTERESTS (INCLUDING WHIPPING DECLARATIONS)

Councillor Tudor Jones referred to previous meetings where he had declared an interest in lieu of his links with Holywell Leisure Centre and asked should he do so again. The Chair commented a note in the minutes would suffice.

22. MINUTES

To confirm as a correct record the minutes of the meetings held on 1 July and 9 July, 2019.

RESOLVED:

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

The Chair sought the Committee's approval to move item 7 on the agenda forward to become item 6 to enable the agenda to flow better. This was agreed and seconded by the Committee members present.

23. FORWARD WORK PROGRAMME AND ACTION TRACKING

The Environment and Social & Health Care Overview & Scrutiny Facilitator presented the report which outlined the Committee's current draft Forward Work Programme. She then provided an update on the outstanding items on the Action Tracking appendix and information on the progress of other items.

The Chief Officer (Housing & Assets) referred to the Council's Closed Circuit Television Service (CCTV) and confirmed discussions with the Police & Crime

Commissioner concerning higher financial contributions would take place once the CCTV had been successfully relocated to Wrexham.

RESOLVED:

- (a) That the Forward Work Programme be submitted as approved;
- (b) That the Facilitator, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises; and
- (c) That the progress made in completing the outstanding actions be noted.

24. ALTERNATIVE DELIVERY MODELS PHASE 2

The Chief Officer introduced the report which was presented to seek the Committee's support. Cabinet had approved the priority list and there were also links with the Council Plan. He then provided an update on each of the different Alternative Delivery Models (ADMs):-

- CCTV Monitoring and Control Service
- Theatr Clwyd.
- Micro Care (Community based domiciliary care services)
- Streetscene and Transportation Trading Services
- Housing Revenue Account Trading Services
- Food Poverty Enterprise
- Green Energy Company

Councillor David Wisinger asked the following questions on the proposed MOT testing at Alltami and proposal to provide domestic gas and electrical servicing:-

- Was there sufficient parking for clients at the Depot?
- Would other work be considered such as servicing of vehicles?
- With regard to gas and electrical servicing would this be carried out by one officer?

In response to the first point the Chief Officer clarified that this was still at the concept stage but the proposal was that once the Council vehicles had left the depot in the morning there would be available space for parking at the back by the workshop for this. With regard to the car servicing question he said there could be opportunities to include other work but it was an unknown at present as the project was at concept stage and to be developed further. With regard to the Gas and Electrical Servicing proposal (Housing Services) he said this was again at a very early stage and would seek to utilise and grow the service within the Housing Direct Labour Organisation (DLO). Councillor Wisinger said this was a very positive move as there was the demand for this type of service especially by private landlords.

Councillor Geoff Collett referred to Theatr Clwyd and asked if the proposed model was the most tax efficient for the Theatre. He referred to Chester Zoo where patrons were asked to sign a document to enable the Zoo to claim an extra 26% back from the Government. The Zoo was not an Independent Trust Model but asked if the Theatre would be able to claim some tax back similar to the Zoo.

In response the Chief Officer confirmed the model would enable the Theatre to receive benefits from Corporation Tax and Value Added Tax. There were opportunities for Business Rate Relief, access to charitable funding and alignment of employment models with other theatres which would also be beneficial. This would give the Theatre more freedom to plan how they operated. There was a lot of work being undertaken but a detailed report on this would be presented to the Committee in the autumn.

Councillor Tudor Jones sought clarification on the following points regarding the Housing Revenue Account Trading Services ADM

- Would this be established similar to the Aura ADM or managed by the Council?
- Would this impact on other existing charitable organisations such as Care and Repair and could consideration be given to partnering with those operators as he felt it was important not to disadvantage them?
- With regard to employment of staff which could be a huge financial burden he referred to how Care and Repair operated using self-employed local trades people when required. Would this be something that would be used in this model especially if it was a charitable organisation and would save money?

In response to the first point the Chief Officer did not foresee this as being as big as Aura but would be able to offer those services and create some income for the HRA Account. He agreed it was important not to disadvantage other organisations but said that this was a large market and these organisations did not access all aspects of it. There was a considerable amount of work yet to be carried out to ensure the Council understood the market, had scope to develop and were competitive. With regard to the third point the Chief Officer said this ADM would enable the current DLO staff to be fully utilised with the prospect of being able to grow and expand into new and exciting markets.

Councillor Paul Johnson referred to the Green Energy Company and had reservations that Flintshire was large enough to take this forward. He provided information on the schemes in Bristol and Nottingham which were large cities with larger reserves and asked if schemes in other authorities had been considered. In response the Chief Officer confirmed other projects had been researched and that the design had been considered carefully with Flintshire taking a different route. He provided information on Robin Hood Energy project saying there was a lot of risk around that model and that it could be that Flintshire sold energy back to the grid which was a safer route with a guaranteed fixed rate. He added that work was ongoing to explore and identify which model to use, but that this project was just at the concept stage at present. A further report would be presented to Committee when stage two had been reached.

Councillor Johnson then asked if discussions had taken place with neighbouring authorities maybe via the North Wales Economic Growth Bid which he felt would be a better route to take with a greater customer base. He also asked if discussions had been held with Welsh Government (WG) as Flintshire could be the first authority to do this in Wales. In response the Chief Officer agreed with Councillor Johnson's comment regarding collaboration with neighbouring authorities saying there was potential and opportunities for North Wales to develop and explore this within the growth deal. The Chief Officer advised that he was not extensively involved in the Growth Deal but felt discussions would have taken place with WG and that there may be opportunities for grant assistance for innovation projects which could drive this forward.

The Cabinet Member for Streetscene and Countryside added that the North Wales Authorities procured their energy together as a regional consortium to obtain a better rate and from October this would be from renewable sources. Flintshire had changed to LED streetlights which had produced a saving which was reinvested into the service. Councillor Johnson felt this was a positive story that should be promoted more maybe on the website. The Cabinet Member agreed saying Denbighshire promoted it on their twitter and Facebook pages.

The Cabinet Member for Streetscene and Countryside then reported on the Regional Transport Group which fed into the North Wales Ambition Board where the issue of electrical charging points was discussed to ensure costs were shared regionally. An officer from the National Grid had attended the meeting to voice their concerns on where these charging points would be located as this would impact the demand on the grid. There was funding available for this and the group were also looking at capturing the energy from Parc Adfer. Hydrogen power was also being investigated with the hydrogen captured into tankers and then used as fuel.

The Chair complimented Members on their involvement and said the Green Energy Company seemed to be moving so fast with endless opportunities. This committee looked at ideas with an open mind and it was vital opportunities that could be explored to ensure new technologies were not missed.

The recommendation was proposed Councillor David Wisinger and seconded Councillor Janet Axworthy.

RESOLVED:

- (a) That the Committee support the second phase of the Alternative Delivery Model programme; and
- (b) That the Committee receive further reports, alongside Cabinet, which evaluate each of the proposed service models for more detailed consideration prior to any formal decision on their future, noting that several of the models are well advanced and that one (the CCTV Monitoring Service) has been given a separate and prior approval.

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

The Chief Officer introduced the report which analysed the performance against the Improvement Plan Performance Indicators. There were no performance indicators which showed a red RAG status for current performance against targets.

The recommendation was proposed Councillor Martin White and seconded by Councillor Geoff Collett.

RESOLVED:

That the committee approve the Year-end Council Plan 2018/19 Monitoring Report.

26. FLINTSHIRE FOOD ENTERPRISE AND THE FOOD POVERTY RESPONSE

The Chief Officer presented the report which provided information on the development of the food enterprise and response to food poverty. The project had developed from the holiday hunger campaign into a partnership with Clwyd Alyn, Can Cook and Flintshire County Council to form a social enterprise. He referred Members to section 1.09 of the report which set out the aims of the social enterprise and that the meals on wheels model would also provide a social aspect delivering to communities especially rural areas whose residents would probably would, on a day to day basis have little social contact and interaction. He then provided information on the domiciliary care food provisions services saying the aim was to move from food aid to food purchase for vulnerable groups which in turn would support people in communities thus tackling loneliness. He referred Members to page 27 point 1.11 in the report which outlined the initial investment with Flintshire aiming to build and develop a production kitchen to deliver food to communities and housing associations.

Councillor Jones sought clarification on a couple of phrases within the report:-

- On page 26 at point 1.01 “people do not have access to good fresh food by choice” and asked what that referred to. In response the Chief Officer clarified there were people who used food banks and that whilst providing an excellent service they did not provide good fresh food. The by choice was that they had nowhere else to go. The Benefits Manager added there was an issue with people not being able to access good fresh food especially in rural areas. She added everyone whatever their background had a right to access good fresh food. Councillor Jones suggested it should be changed to “may by circumstance”.
- He then referred to the next paragraph “it is known that for every £1 spent on food 37p was added for diet related disease that required treatment later” and asked for clarification. In response the Benefits Manager explained that this was taken from a piece of research carried out by health professionals looking at the wider impact on the health service because of diet related illnesses. The comment was made as a consequence of poor diets or people not having enough to eat then 37p from every £1 would be required

to treat those people. Councillor Jones commented that the 37p was what society had to pay to compensate for those choices made in earlier years.

The Cabinet Member for Streetscene and Countryside said these measures were important especially when applying for funding and outlined the work being undertaken by local authorities and the Health Service with regard to prevention. The Cabinet Member for Corporate Management and Assets added that this was a great initiative especially for those living in rural areas who would not only received a good nutritious meal and but would also have contact with another person. We also need to reduce the number of cancers caused by bad diets.

Councillor Paul Johnson raised the following points:-

- At point 1.12 in the report and the first bullet point “inclusion of the social value narrative he suggested it should just read “social value”.
- In the monitoring report reference was made to the Social Value Officer and his question was were these going to be linked. He asked if this would be coming to committee at a later date for members to have a better understanding of what could be delivered as regards social value.
- With regard to the Ethical Employment Model he asked how this would work with the three different partners involved and asked if hairdressers had been consulted as sometimes for people living in isolation their only regular contact would be with their hairdresser. He referred to KIM Inspire and wondered if this would be a way to engage with people?

The Cabinet Member for Social Services referred to the large amount of work being carried out on loneliness and isolation which crossed over into the Housing & Assets portfolio. She also referred to the work being undertaken within the social services portfolio with regard to food poverty and period poverty.

The Cabinet Member for Streetscene and Countryside reported when she worked in a post office / hairdressers which was the hub of the community and recalled a time when an elderly resident had had a stroke and no one knew, it was about having those links in the communities. She then referred to procurement of services and the need to ensure that there was that social element in place. She added that she would raise this and had made a lot of notes.

The Chief Officer referred to the point on Ethical Employment which was important in this model commenting all three partners were working together on this.

The Chair reported on the over 50s’ group which he was involved with saying once people came along, they stayed and then had that support network. He then referred to the young person who went blind because of his poor diet and asked what came first was it education or having that good food available. You need to have the food there and then educate. He then referred to Councillor Jones’ point that every £1 spent on food 37p was added for released diseases, and asked what food that referred to. It was confirmed the reference was for highly processed food, microwave and highly salted food.

Councillor Jones commented on a programme which was provided to hairdressers for them to identify signals of difficulties and providing them with the

ability to signpost that person to the services they needed. The Cabinet Member for Streetscene and Countryside commented previously she had received messages from her local hairdresser asking for help with that the person's permission.

The recommendation was proposed Councillor Martin White and seconded by Councillor David Wisinger

RESOLVED:

That the committee endorsed and supported the proposal for a new Social Enterprise model which will make a significant contribution to reducing food poverty in the County

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

RESOLVED:

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

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

Questions on Business Plan

Councillor Geoff Collett complimented the team on a really good presentation. He referred to the time a family took to prepare a meal had reduced from 2 ½ hours to 6 minutes which highlighted there was a need to educate people. He felt this was a generational thing with children not engaged with cooking.

The Cabinet Member for Streetscene and Countryside referred to a visit to a green food bags project in Mold where they had to put instruction cards on how to cook vegetables in the bags. She agreed there was a need to teach Children how to prepare food and peel vegetables etc.

The Benefits Manager explained the social enterprise model was designed to cover all areas of food insecurity from food equipment, knowledge and skill, affordability and time to cook. She provided information on the Liverpool model and said this was not food aid but a long term change. She added that people in crisis who were hungry could not deal with the other issues going on in their lives.

The Cabinet Member for Corporate Management and Assets agreed with everything that was being said and recalled his childhood where domestic science was a big part of school and that at home the grandparents taught their grandchildren how to cook and bake. In contrast there was now a reliance on convenience foods, home deliveries of readymade meals etc.

Councillor Johnson agreed and was in favour of the social value aspect and added there was the issue of fuel poverty. He referred to the convenience store at the top of the Holway where people had to struggle to carry large items whilst dealing with a pushchair or walker. He asked was there any way to incorporate the delivery of the larger items within this service and ensuring access to public transport.

The Benefits Manager responded to say this was not something that would be considered at this stage but this could come out of the community resilience work and referred to what Councillor Mullin said about families or neighbours looking out for each other. Maybe the outcome of the community resilience work would be asking the convenience store if they would deliver.

The Chair referred to the foods that have no nutritional value at all and reported on an experiment in the 1960s where rats who ate the fast food boxes did better than the rats who ate the fast food. Maybe it needed to be highlighted how little nutritional value there was in these fast foods.

Councillor Jones wondered what the difference between nutritional and dietary value. He referred to the food selection on page 75 of the report and asked if the committee would have an input into the ingredients. He also asked if food had fewer preservatives would it have a shorter shelf life. With obesity concerns over sugar rich diets, high carbs, pastries and cakes it may be it should be stated that this was what we provided if you want these then we don't provide them. The Benefit Manager said the pre-prepared meals had the oxygen removed when they were sealed and that stays fresh in the fridge for 8 to 10 days so preservatives would not be used. The model was about engaging with communities

The Chair commented this had been a good debate but we were not here to scrutinise in the normal sense but to look at ideas and bring ideas forward.

Councillor Jones sought the Chair's discretion to discuss his concerns with committee regarding leisure centres. Welsh Government had recently decided to cut the free swimming grant which was provided to Flintshire who then distributed to the leisure centres and this impacted all Leisure Centres. Holywell Leisure Centre would receive £10,000 less next year but because it was not part of Flintshire it also meant Holywell would also be losing £5,000 in November. Cambrian Aquatics and Aura would be also affected. This year's business plan would prove very difficult. The Minister may have cut the grant to Flintshire but they were also cutting the funding for Charitable Organisations too.

Councillor Jones would be writing to the Minister to raise their concerns but wanted to inform the Committee of the situation.

28. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting started at 10.00 am and ended at 11.30 a.m.)

.....
Chairman

This page is intentionally left blank



ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday, 9 th December 2019
Report Subject	Forward Work Programme and Action Tracking
Cabinet Member	Not applicable
Report Author	Overview & Scrutiny Facilitator
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 Organisational Change Overview & Scrutiny Committee.

The report also shows actions arising from previous meetings of the Organisational Change Overview & Scrutiny Committee and the progress made in completing them. Any outstanding actions will be continued to be reported to the Committee as shown in Appendix 2.

RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Facilitator, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.
3	That the Committee notes the progress made in completing the outstanding actions.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME AND ACTION TRACKING
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?
1.03	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following a meeting of the Corporate Resources Overview & Scrutiny Committee in July 2018, it was recognised that there was a need to formalise such reporting back to Overview & Scrutiny Committees, as 'Matters Arising' was not an item which can feature on an agenda.
1.04	It was suggested that the 'Action tracking' approach be trialled for the Corporate Resources Overview & Scrutiny Committee. Following a successful trial, it was agreed to extend the approach to all Overview & Scrutiny Committees.
1.05	The Action Tracking details including an update on progress is attached at Appendix 2.

2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

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	None as a result of this report.

5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme Appendix 2 – Action Tracking for the Organisational Change OSC.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Minutes of previous meetings of the Committee as identified in Appendix 2. Contact Officer: Ceri Shotton Overview & Scrutiny Facilitator Telephone: 01352 702305 E-mail: ceri.shotton@flintshire.gov.uk

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

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2019/20

Page 17

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 27th January 2020 10.00 am	Update Report on Hft	Monitoring and Assurance	Neil Ayling
	Theatr Clwyd Trust Model Transition Staged Update Report	Consultation	Colin Everett
	AURA Service Contract Renewal	Consultation	Colin Everett
	Social Value	Monitoring and Assurance	Niall Waller
	Forward Work Programme and Action Tracking	Consultation	Margaret Parry-Jones
Monday 16th March 2020 10.00 am	NEWydd Catering and Cleaning Progress Review	Monitoring and Assurance	Steve Jones
	Update report on the Council's CCTV shared Service with Wrexham	Monitoring and Assurance	Neal Cockerton
	Quarter 3 Council Plan 2018/19 Monitoring Report	Monitoring and Assurance	Ceri Shotton
	Forward Work Programme and Action Tracking	Consultation	Ceri Shotton

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2019/20

Page 18

Monday 11th May 2020 10.00 am	AURA Leisure and Libraries Progress Review	Monitoring and Assurance	Colin Everett
	Forward Work Programme and Action Tracking	Consultation	Margaret Parry-Jones
Monday 29th June 2020 10.00 am	Holywell Leisure Centre Community Asset Transfer	Monitoring and Assurance	Neal Cockerton
	Quarter 4/Year-end Council Plan 2018/19 Monitoring Report	Monitoring and Assurance	Ceri Shotton
	Forward Work Programme and Action Tracking	Consultation	Ceri Shotton

Items to be scheduled

- Flintshire County Council's Property Asset Rationalisation Programme
- Social Enterprises
- Site visit to new CCTV facility when operational – Suggested by Committee on 1st July, 2019

ACTION TRACKING FOR THE ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Meeting Date	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
01.07.2019	5. The Councils Closed Circuit Television Service and a Shared Service with Wrexham	In line with recommendation (c), officers considering opening discussions with the Police and Crime Commissioner for a higher contributions to future CCTV costs.	Neal Cockerton	Discussions to take place once the CCTV had been successfully relocated to Wrexham.	On-going.
09.09.2019	There were no actions arising from the meeting.				

This page is intentionally left blank



ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 9 th December 2019
Report Subject	Medium Term Financial Strategy: Council Fund Revenue Budget 2020/21
Cabinet Member	Cabinet Member for Corporate Management & Assets
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 services which were previously structured within Organisational Change 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: Specific Portfolio Pressures

RECOMMENDATIONS

1	That the Committee reviews and endorses the former Organisational Change portfolio cost pressures recommended for inclusion in the budget for 2020/21.
---	--

REPORT DETAILS

1.00	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 £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>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</p>																

	Government budget above the 2019/20 baseline which represents a 2.3% increase.																								
1.07	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.																								
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"> <thead> <tr> <th>Portfolio</th><th>£m</th></tr> </thead> <tbody> <tr> <td>Previous Decisions</td><td></td></tr> <tr> <td>Corporate</td><td>0.000</td></tr> <tr> <td>Social Services</td><td>0.240</td></tr> <tr> <td>Education & Youth</td><td>0.014</td></tr> <tr> <td>Streetscene & Transportation</td><td>0.240</td></tr> <tr> <td>Planning & Environment</td><td>0.091</td></tr> <tr> <td>Housing & Assets</td><td>0.000</td></tr> <tr> <td>Sub Total - Existing</td><td>0.585</td></tr> <tr> <td>New Decision*</td><td></td></tr> <tr> <td>Education and Youth</td><td>0.449</td></tr> <tr> <td>Total Business Plan Efficiencies</td><td>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 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% - a level which would yield an additional £4.3m (having made a</p>																								

	<p>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.</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 once approved.</p>				
1.10	<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. No immediate yield can be relied upon for the 2020/21 financial year.</p>				
1.11	<p>Specific Portfolio Pressures</p> <p>Table 3.</p> <table border="1"> <tr> <th>Pressure</th><th>£m</th></tr> <tr> <td>1) Aura / Newydd additional pay inflation</td><td>0.091</td></tr> </table> <p>1. Contributory amount towards Aura and Newydds pay award.</p>	Pressure	£m	1) Aura / Newydd additional pay inflation	0.091
Pressure	£m				
1) Aura / Newydd additional pay inflation	0.091				
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>Portfolio Efficiencies</p> <p>Organisational Change Efficiencies</p> <p>There are no efficiencies relating to services formerly within the Organisational Change portfolios.</p>
1.17	<p>Budget Summary, Process and Timeline</p>
1.18	<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>
1.19	<p>Service portfolio pressures and efficiencies are being presented to the set of Overview and Scrutiny Committees throughout November and December for review prior to Council receiving stage one of the annual budget on 10 December.</p>
1.20	<p>The Provisional Settlement for Local Government in Wales was originally scheduled for the 26th November. However, Welsh Government have recently confirmed that they will publish the draft Welsh Budget on 16th</p>

	December with the Provisional Settlement being published on the same day. The Final Settlement is expected later than in previous years on 25th February 2020.
1.21	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>

SUMMARY OF PRESSURES		£m	Description
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	
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, service review	0.004
TOTAL - PLANNING & ENVIRONMENT		0.091

This page is intentionally left blank



ORGANISATIONAL CHANGE SCRUTINY AND OVERVIEW COMMITTEE

Date of Meeting	Monday 9 th December 2019
Report Subject	Flintshire Micro-care ADM Project
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

We, like many local authorities, face pressures in meeting the increasing demand for social care, with a growing older population and care agencies finding it difficult to recruit and retain employees. Delivering care into more rural parts can be particularly problematic.

Following a feasibility study we have established a pilot Micro-care enterprises project to innovatively tackle the problem of the supply of care and have been successful in bidding for funding from both Cadwyn Clwyd and the Welsh Government to support the implementation of the project.

Micro-care enterprises are defined as small companies with 5 employees, many of which are sole traders, providing care or care-related services to the citizens of Flintshire.

The pilot will run until June 2021 and together with Social Firms Wales, Wales Co-operative and other stakeholders will support the development of new Micro-care enterprises in Flintshire. This is one of the first pilots of its type in Wales and positive risk-taking and innovation are essential to enable the pilot to succeed.

Two Micro-care officers have been in post since early September and have made significant progress in scoping how the project will operate and addressing key barriers. At this point in time they are actively working with six individuals interested in becoming Micro-care businesses and will be working to promote the pilot and expand significantly the number of Micro-care enterprises operating across Flintshire. In addition they are working with three micro-care business to explore further development opportunities.

RECOMMENDATIONS

1	Note the progress made to date and contribute suggestions as to how the project could develop.
---	--

REPORT DETAILS

1.00	BACKGROUND
1.01	Pressures on the social care sector are well documented. The North Wales Population Assessment (2017) projects that in Flintshire, we are likely to see an unprecedented increase in the number of older people (those aged 65+) from 30,000 in 2014 to 46,000 by 2039. The impact this can have on the current social care sector is vast, given that there are currently issues with a lack of capacity in the sector.
1.02	<p>A Strategic Review of the Care Sector in Flintshire in November 2017 found that:</p> <ul style="list-style-type: none">• Providers of care reported that recruitment and retention in to the sector is a particular challenge.• There were a number of community based approaches outside of the delivery of traditional residential, nursing and domiciliary care services that may play a role in providing support to individuals where needed and add additional resource to a sector that is struggling with a lack of capacity to meet need.
1.03	A Feasibility study carried out by Social Firms Wales on behalf of the Council examined the potential for developing Micro-care enterprises in Flintshire. Following the report in January 2019, approval was given to set up a Pilot Micro-care project in Flintshire and a multi-agency micro-care Implementation Board was established. The project is part of the wider Council Alternative Delivery Model (ADM) Programme.
1.04	The pilot will seek to develop and support the growth of micro-care enterprises in Flintshire to deliver direct care. The growth of Micro-care can divert crisis in the care sector as a preventative measure, whilst delivering care which is efficient, effective and person centred. The project will provide opportunities to build resilience in communities through developing local, bespoke solutions to peoples care needs.
1.05	Micro-enterprises are defined as small enterprises with up to 5 staff, although many will be sole traders. They are operated by people who are entrepreneurial with a flair for overcoming challenging situations and developing new approaches.
1.06	<p>The pilot programme will run until June 2021 to develop a micro-care market across Flintshire. It will:</p> <ul style="list-style-type: none">• Support people to develop ideas to become a micro-provider• Help create more choice in the care market by creating the right conditions for new and different services to be set up and become sustainable• Raise the awareness of micro-enterprise as a model of care• Raise the awareness of care as a profession of choice• Support people develop ideas to become a micro-provider• Develop a network of micro-providers and support them to work co-operatively

	<ul style="list-style-type: none"> • Create a seed fund to support micro-carers to finance their set-up e.g. laptop for record keeping, help with cost of insurance, uniform etc. • Develop resources including a micro-care business tool-kit to support people wanting to develop small care enterprises now and in the future • Develop a dedicated and frequently up-dated, easy to access database to expose care workers to the market place, provide professionals up-to-date information for client referral and provide those needing support and care access to professional, approved care workers • Create a quality framework that safeguards commissioners, clients and care providers • Sign-post new providers and services to relevant development and business advice services • Work with local agencies, organisations and services to find different ways of offering local providers the support, advice, information, products and training they need • Consider direct commissioning challenges and identify solutions to overcome them • Support more people to take up direct payments, to give them more control and choice of care options • Consider how co-operative arrangements can further support the Micro-care model and assist the Council in meeting Section 16 of the Social Services and Well-being (Wales) Act 2014 - promoting social enterprises, co-operatives, user led services and the third sector
1.07	The pilot will involve positive risk-taking to enable us too safely and legally commission with micro-care enterprises and alongside them, develop a new model of care delivery. The project will help to provide a solution to a number of social care and support challenges faced not only by Flintshire County Council, but all local authorities across Wales, e.g. increased demand, reduced budgets, service cuts and limited care options.
	PROJECT UPDATE
1.08	Two Micro-care Development officers have been recruited to deliver the pilot. One of these posts is funded through Invest to Save which allowed a match-funding bid to Cadwyn Clwyd for a second post and development costs within the pilot. An Implementation Board has been established to oversee the project, made up of nominated officers across portfolios, member representatives and wider stakeholders to co-produce and implement the project.
1.09	An additional funding bid was submitted to the Welsh Government's Foundational Economy Fund to work with Social Firms Wales to further support/develop the project. We were awarded £100,000 over two years to support the development of the quality framework, provide seed funding to new micro-enterprises in Flintshire, and evaluate the project at the end of year 2 and to develop a micro-enterprise network.

1.10	<p>To date the following has been explored/achieved:</p> <ul style="list-style-type: none"> • Produced Micro-care leaflet and attended events to promote Micro-care: Care week drop-ins, Flintshire County Forum, Social Enterprise Network, NEWCIS carers drop in events • Meetings with key stakeholders as part of their induction process • Updated project plan and risk log • Developed processes and pathways for engaging with potential Micro-carers • Defined the route by which we can directly commission care from Micro-carers in ways that build business sustainability • Worked with Business and Training organisations to develop our “Support” offer to Micro-carers • Mapped existing provision, community groups, PA's etc. • Developed a database of individuals who have expressed an interest in Micro-care and actively supporting 6 individuals to develop their business ideas • Developing Key Performance Indicators for the pilot • Developing a communications plan <p>The team are currently working on:</p> <ul style="list-style-type: none"> • Devising a written agreement with Social Firm Wales to manage their work on the pilot • Modelling fee rates for Micro-care enterprises • Identifying Insurance requirements and Exploring cost effective options for Micro-care providers • Developing the Quality Framework • Developing new leaflets, posters and branding • Working with the Wales Cooperative Centre to explore opportunities for developing cooperation between Micro-carers in the future • Developing contingency ideas to deal with circumstances where Micro-carers cannot provide planned care, due to for example illness or holidays • Arranging a number micro-care promotional events over a two week period in February 2020 • Currently working with 6 potential micro-care providers and supporting 3 existing providers to develop their services.
------	--

2.00	RESOURCE IMPLICATIONS
2.01	Revenue Funding - Invest to save funding has been secured for one two year development post and match funding secured from Cadwyn Clwyd to fund a second post and project development costs. The total funding from Cadwyn Clwyd amounts to £106, 429 over the 2 years of the project.
2.02	Welsh Government’s Foundational Economy Fund have also agreed to contribute £100,000 over two years to support the project. This is a mix of revenue for Social Firms Wales and the Council, Seed Funding for new enterprises and project development costs. A breakdown is given in the table below:

Foundation Economy Bid Budget Breakdown			
	2019/20	2020/21	Total
Council Officers time	£4,535	£20,904	£25,439
Micro-care Champion Programme		£5,000	£5,000
Social Firms Wales's time including Programme Involvement, Seed Funding Administration, Quality Framework Development and Review, Resource Development and Review, Project Officer Support, Network Support	£14,600	£16,500	£31,100
	(28 days)	(34 days)	
Evaluation (SFW)		£4,500	£4,500
Network and Event Development	£1,000	£1,200	£2,200
Seed Funding (Held by SFW)	£10,000	£15,000	£25,000
IT Equipment	£1,000		£1,000
Project Support Costs	£3,000	£2,761	£5,761
Total	<u>£34,135</u>	<u>£65,865</u>	<u>£100,000</u>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The Micro-care project was risk-assessed as part of the decision-making process that led to the project being initiated. The Risk Assessment is being continually updated as the project progresses.
3.02	Under the five delivery principles of the Well-Being of Future Generations Act, a successful project that leads to the creation of a number of Micro-care enterprises can have a range of impacts which are currently being evaluated as part of an Integrated Impact Assessment for the project. Outcomes of this process will be detailed in future reports. The pilot is of considerable interest to Welsh Government, and is seen as a key initiative in the “rebalancing care” agenda, to strengthen public sector and community led social provision.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	<p>A number of key stakeholders were consulted during the Feasibility Study. In addition a number of organisations will be engaged with throughout the life of the programme including, but not limited to:</p> <ul style="list-style-type: none"> • CIW (Care Inspectorate Wales) • Social Care Wales • Wales Co-operative Centre <p>Since the commencement of the pilot at the start of September the Micro-care officers have engaged with citizens, councillors and enterprises in the following events:</p> <ul style="list-style-type: none"> • Care Week

	<ul style="list-style-type: none"> • Flintshire County Forum • Flintshire Social Enterprise Network <p>As the pilot progresses there will be further opportunities to engage with citizens in both developing and evaluating the pilot.</p>
--	---

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Rob Loudon, Micro-care Officer Telephone: 01352-701461 E-mail: robert.loudon@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Alternative Delivery Model (ADM) - An operating model that is different from the current method of delivery of the service. In the context of the work being undertaken by the Council at present the main models are Collaboration, Shared Services, Independent Trading Company, TECKAL, Mutual, Cooperative, Social Enterprise, and Community Asset Transfer. These models range from those that are closest to public service delivery to those that are the most removed from public sector delivery. This scale also helps indicate (as a rule of thumb) the amount of control that is retained by the Council, and as a result the amount of transfer that is required from the Council to other agencies.</p> <p>Care Inspectorate Wales (CIW) - The inspectorate for Care and Social Services formally known as Care and Social Services Inspectorate Wales (CSSIW).</p> <p>Commissioning - The process of specifying, securing and monitoring services to meet people's needs at a strategic level.</p> <p>Direct Payments (DP) - Are as payment made by a local authority social services department to an individual who has been assessed as having care and support needs who wish to arrange their own care and support services.</p> <p>Grant Funding - Are a type of funding provided by the government, local councils and some private organisations. Organisations have to apply for</p>

	<p>the grant and demonstrate how they will meet the outcomes and conditions of the grant. Grants don't normally have to be repaid but will be subject to clawback in certain circumstances.</p> <p>Invest to Save Budget - An amount of money which the Council has agreed to invest in a service or a project, with a requirement to demonstrate efficiencies equivalent to the spend through the changes which are being made.</p> <p>Micro-care enterprise- a sole trader or small company with up to 5 employees that delivers personal care or care-related type services.</p> <p>North Wales Population Needs Assessment - This report is an assessment of the care and support needs of the population in North Wales, including the support needs of carers. It has been produced by the six North Wales Councils and Betsi Cadwaladr University Health Board (BCUHB) supported by Public Health Wales, to meet the requirements of the Social Services and Wellbeing Act (Wales) 2014.</p> <p>Social Enterprise- a business with conscience that is driven by a cause. It focusses on the impact it has on people or the environment and generates profits which it ploughs back into the community.</p> <p>Seed-funding-Start-up funding that is made available to an enterprise in order to get it off the ground or to support it through start-up.</p> <p>Quality Framework-Describes the accreditation process which Micro-care enterprises will need to be passed through before delivering services. The framework will consist of a number of quality checks designed to ensure Micro-carers will offer quality services to our citizens.</p>
--	--

This page is intentionally left blank



ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday, 9 th December 2019
Report Subject	Council Plan 2019/20 - Mid-Year Monitoring Report
Cabinet Member	Leader of the Council and Cabinet Member for Education; and Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive; Chief Officer (Housing and Assets); and Chief Officer (Social Services)
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 for the Council Plan priorities 'Connected Council', 'Caring Council' and 'Ambitious Council' relevant to the Organisational Change Overview & Scrutiny Committee.

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 and 40% of risks decreasing in significance.

RECOMMENDATIONS

1.	That the Committee consider the Mid-Year Council Plan 2019/20 Monitoring Report to monitor under performance and request further information as appropriate.
----	--

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>There are no performance indicators (PI) which show a red RAG status for current performance against target, relevant to the Organisational Change Overview & Scrutiny Committee.</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)
1.09	<p>There are no major (red) risks identified for the Organisational Change Overview & Scrutiny Committee.</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.

3.02	The mid-year summary of the risk position will be shared with the Audit committee in November.															
3.03	Overview & scrutiny committees are following through areas of risk concern within their forward work programmes.															
3.04	Ways of Working (Sustainable Development) Principles Impact <table><tr><td>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> Well-being Goals Impact <table><tr><td>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> Council's Well-being Objectives <p>The Council's wellbeing objectives will be reported again as part of the Annual Report for 2019/20 by October 2020.</p>		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																

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	<p>Appendix 1 – Mid-Year Council Plan Monitoring Report – Connected Council.</p> <p>Appendix 2 – Mid-Year Council Plan Monitoring Report – Caring Council.</p> <p>Appendix 3 – Mid-Year Council Plan Monitoring Report – Ambitious Council.</p>

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: Ceri Shotton, Overview & Scrutiny Facilitator</p> <p>Telephone: 01352 702305</p> <p>E-mail: ceri.shotton@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> <p>Risk Likelihood and Impact Matrix</p> <table><tr><td rowspan="4">Impact Severity</td><td>Catastrophic</td><td>Y</td><td>A</td><td>R</td><td>R</td><td>B</td><td>B</td></tr><tr><td>Critical</td><td>Y</td><td>A</td><td>A</td><td>R</td><td>R</td><td>R</td></tr><tr><td>Marginal</td><td>G</td><td>Y</td><td>A</td><td>A</td><td>A</td><td>R</td></tr><tr><td>Negligible</td><td>G</td><td>G</td><td>Y</td><td>Y</td><td>A</td><td>A</td></tr><tr><td colspan="2"></td><td>Unlikely (5%)</td><td>Very Low (15%)</td><td>Low (30%)</td><td>Significant (50%)</td><td>Very High (65%)</td><td>Extremely High (80%)</td></tr><tr><td colspan="2"></td><td colspan="6">Likelihood & Percentage of risk happening</td></tr></table>	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					
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																																													
	<p>Actions</p> <p><u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.</p> <p><u>Lead Officer</u> – The person responsible for updating the data on the action.</p> <p><u>Status</u> – This will either be ‘In progress’ if the action has a start and finish</p>																																													

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

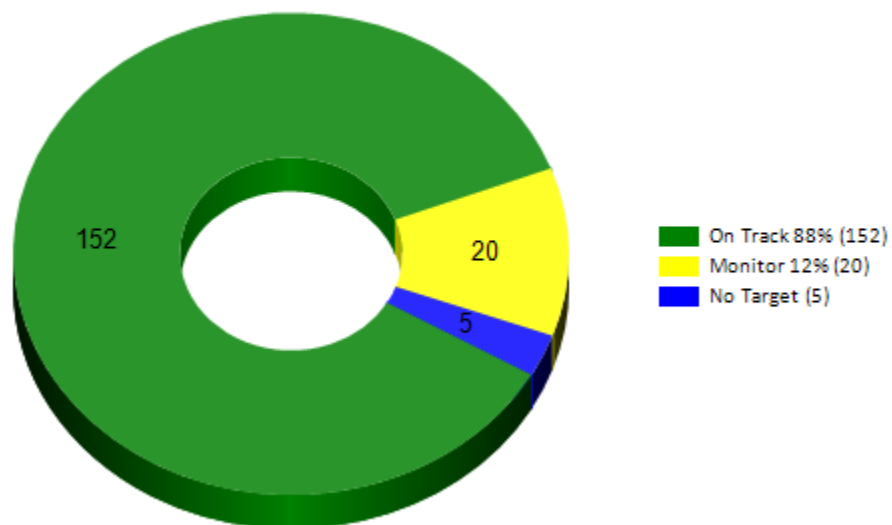
2019/20 Mid-Year Performance Progress Report

Appendix 1 – Connected Council

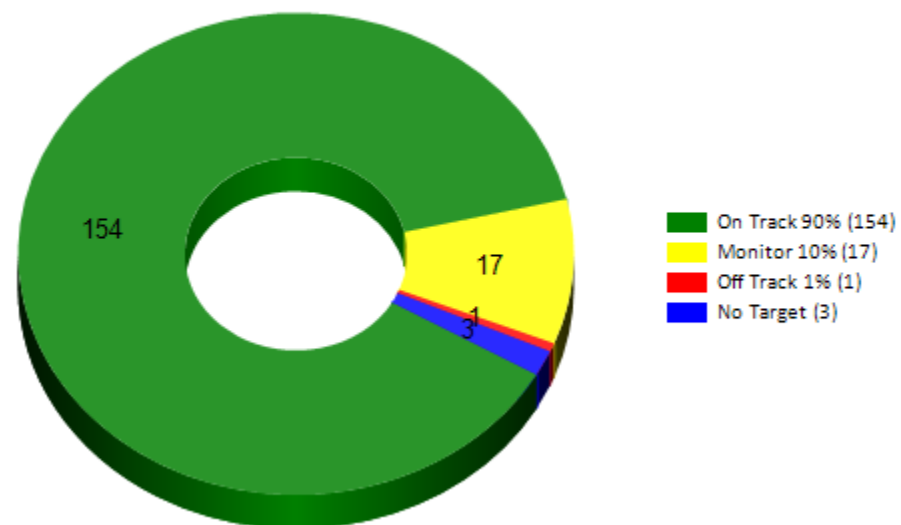
Flintshire County Council

Page 53

Action Progress RAG Status

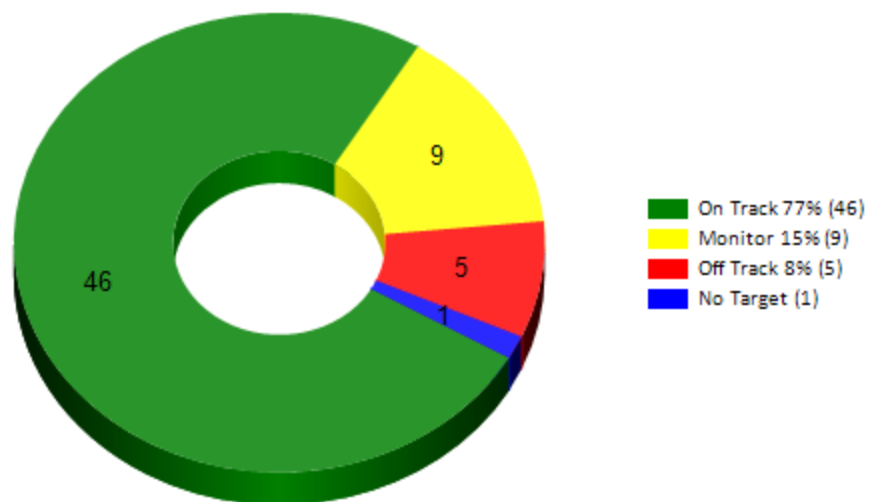


Action Outcome RAG Status

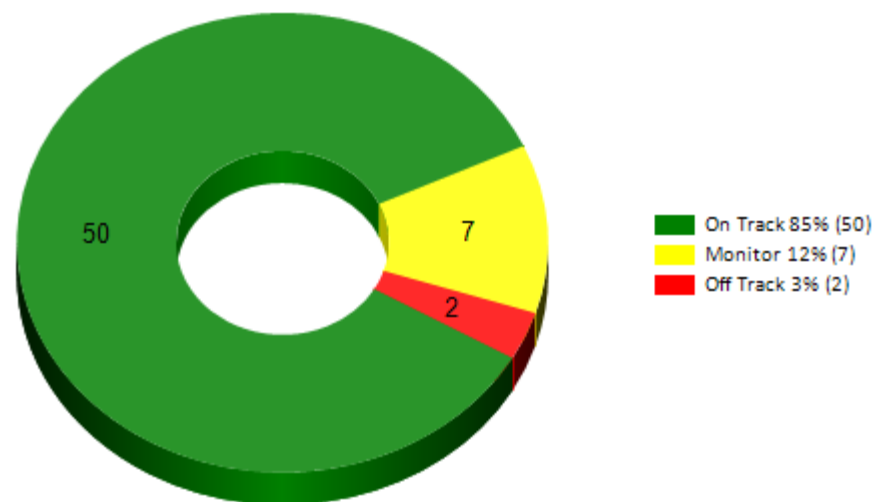


'No Target' for Action Progress and Action Outcome denotes Action has not started.

KPI Progress RAG Status

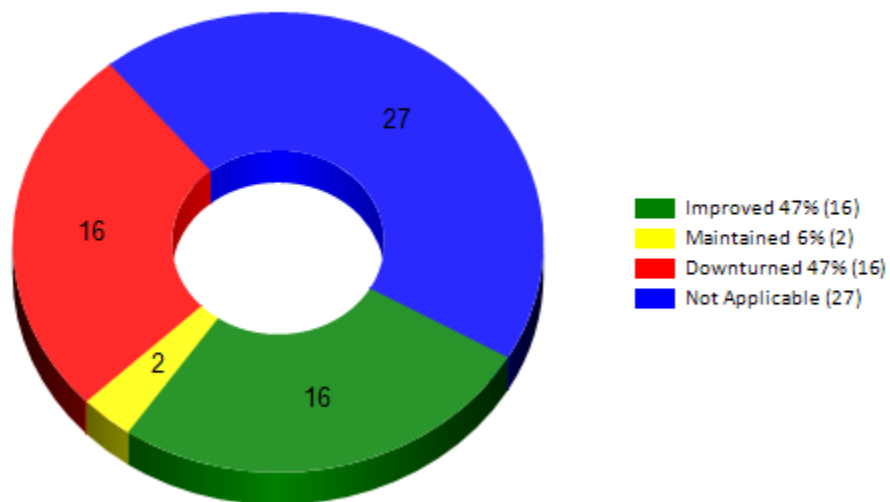


KPI Outcome RAG Status

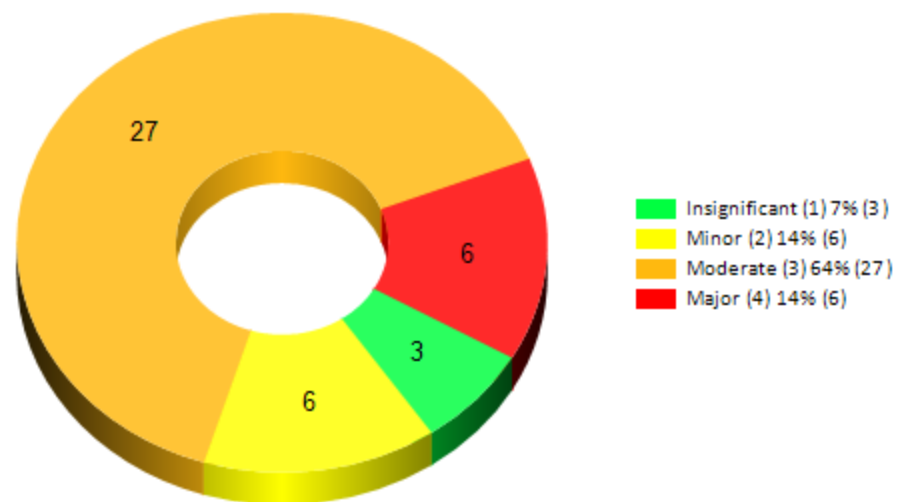


'No Target' for KPI denotes this is a new KPI and a baseline year is being established.

KPI Trend Status





Current Risk Status





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



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:</p> <p>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>							

Page 57

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 (CP) Achievement of the aims, objectives and targets for: Social Value – a social value framework to maximise local investment in communities	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER



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:</p> <p>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
6.1.2.2 (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
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. Last Updated: 18-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.2 (CP) Improvements in customer service response and resolution times	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: 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. Last Updated: 18-Oct-2019							

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
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.							
Last Updated: 30-Oct-2019							

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




[illegible]

Page 68

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CS.2.1M01 Call abandonment rate for a combined Housing and Streetscene contact centre	New Measure	11.67	New Measure	<div><div></div><div></div><div></div>GREEN</div>	New Measure	11.67	New Measure	<div><div></div><div></div><div></div>GREEN</div>
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.								
Last Updated: 04-Nov-2019								

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				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	Amber	Yellow	↓	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

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

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.

Page 55

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

This page is intentionally left blank

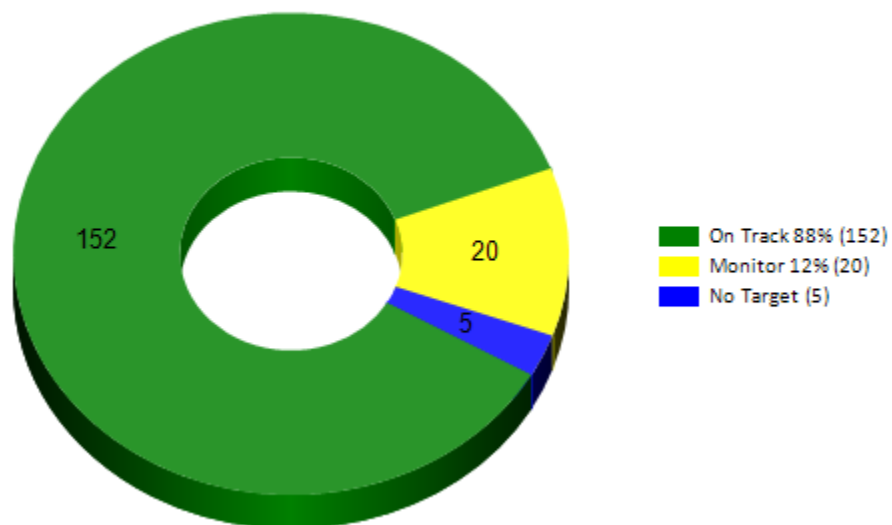
2019/20 Mid-Year Performance Progress Report

Appendix 2 – Caring Council

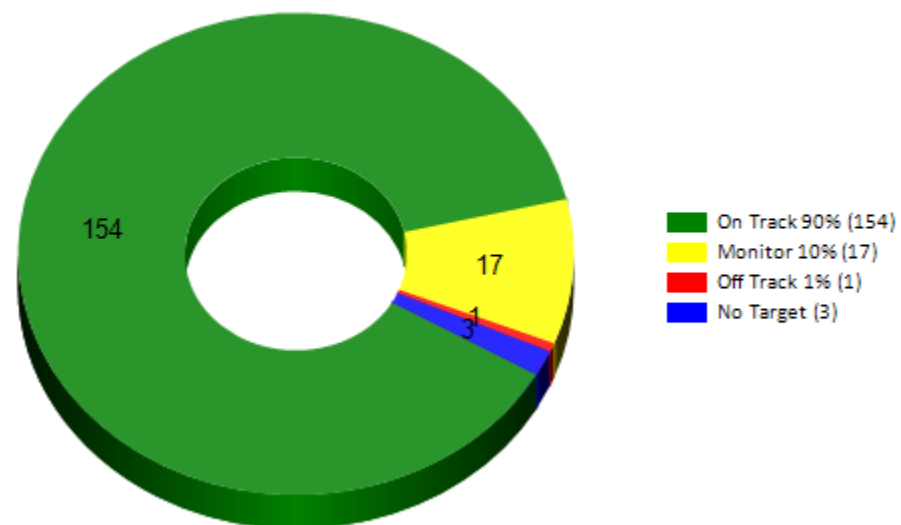
Flintshire County Council

Page 71

Action Progress RAG Status

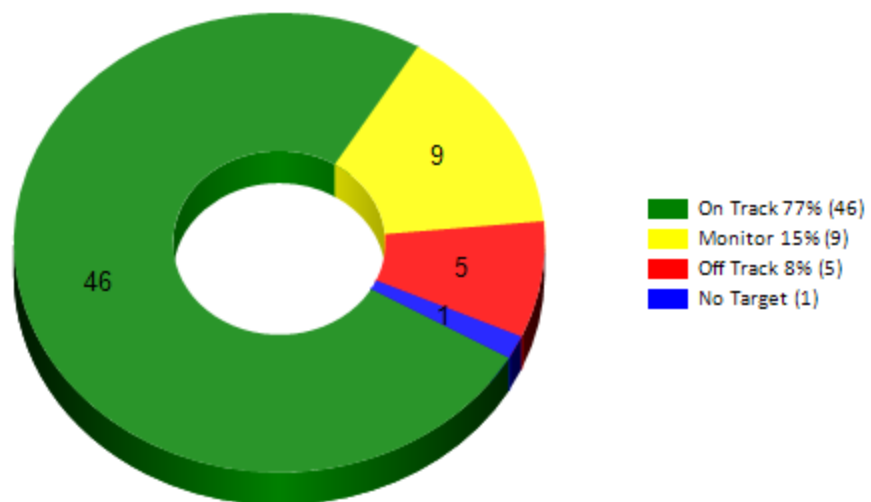


Action Outcome RAG Status

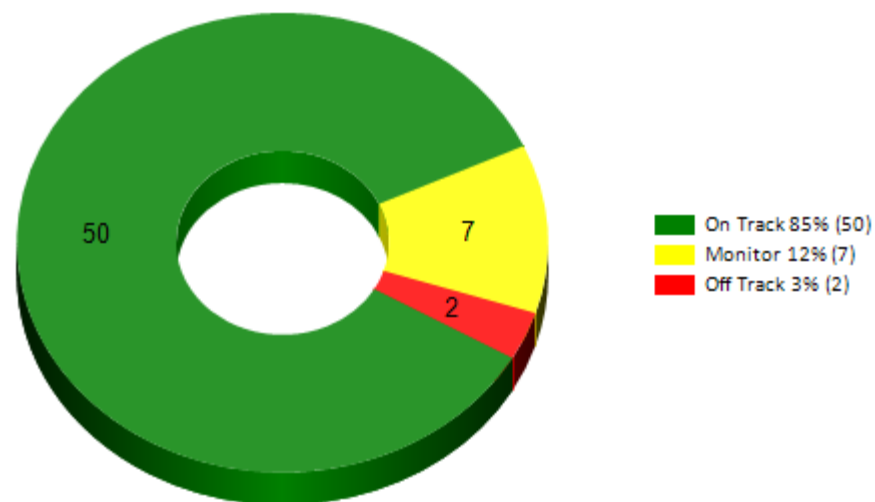


'No Target' for Action Progress and Action Outcome denotes Action has not started.

KPI Progress RAG Status

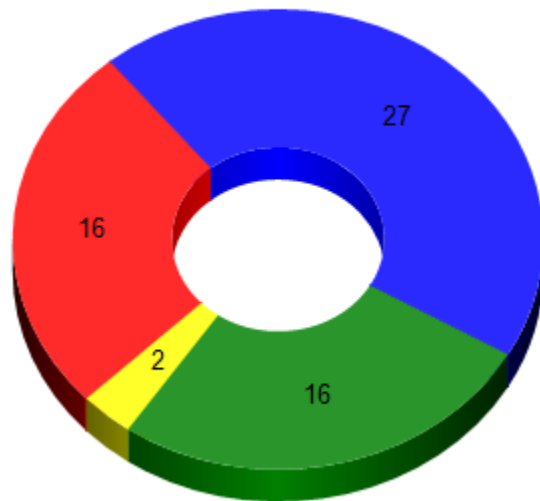


KPI Outcome RAG Status



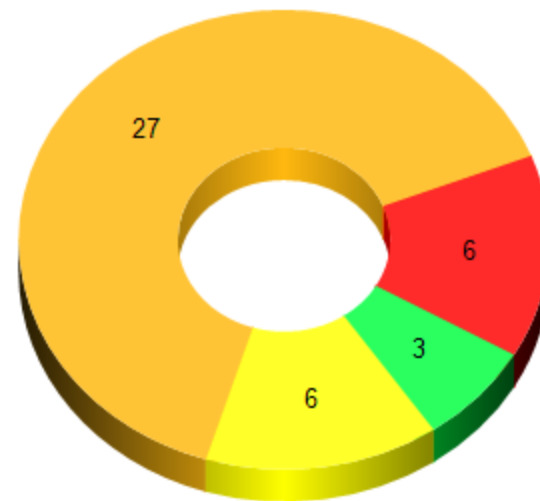
'No Target' for KPI denotes this is a new KPI and a baseline year is being established.

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)

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

Caring Council



Actions

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

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.



Last Updated: 30-Oct-2019

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

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.



Last Updated: 09-Oct-2019



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



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.

Last Updated: 22-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 (CP) Forming a new social food enterprise with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS:</p> <p>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:</p> <p>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
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. Last Updated: 29-Oct-2019							

This page is intentionally left blank

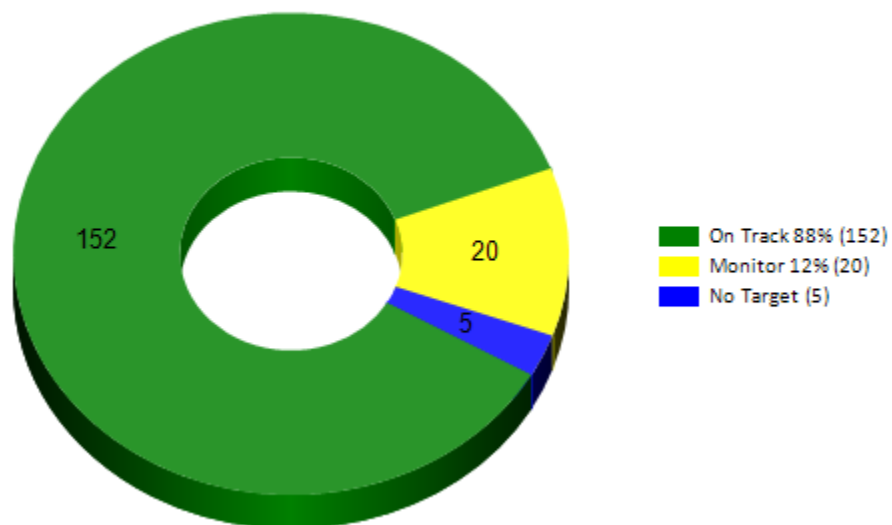
2019/20 Mid-Year Performance Progress Report

Appendix 3 – Ambitious Council

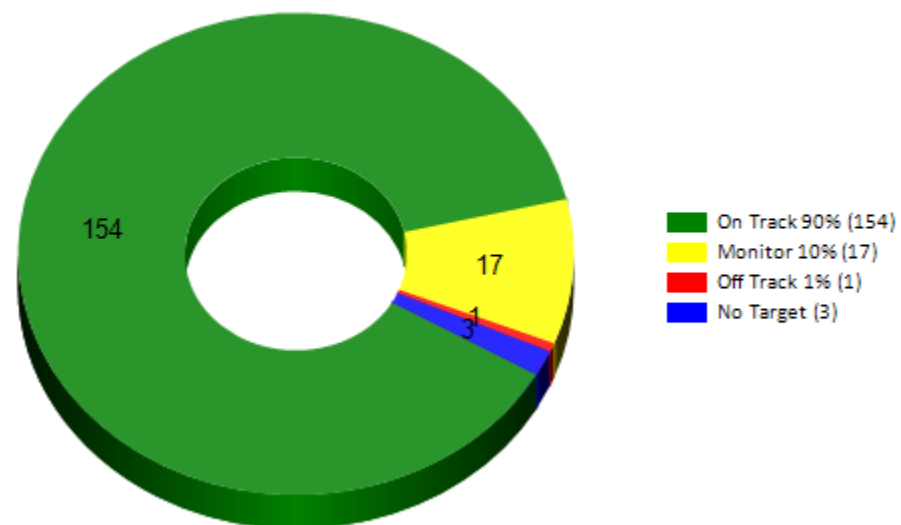
Flintshire County Council

Page 79

Action Progress RAG Status

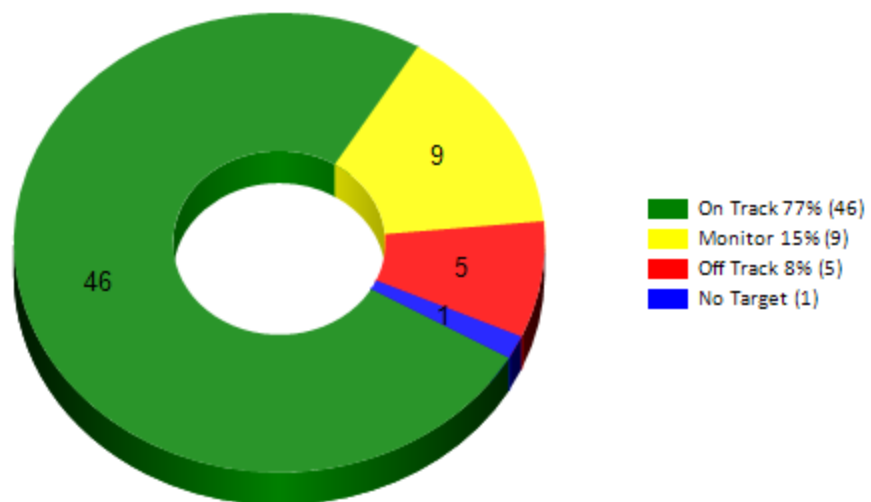


Action Outcome RAG Status

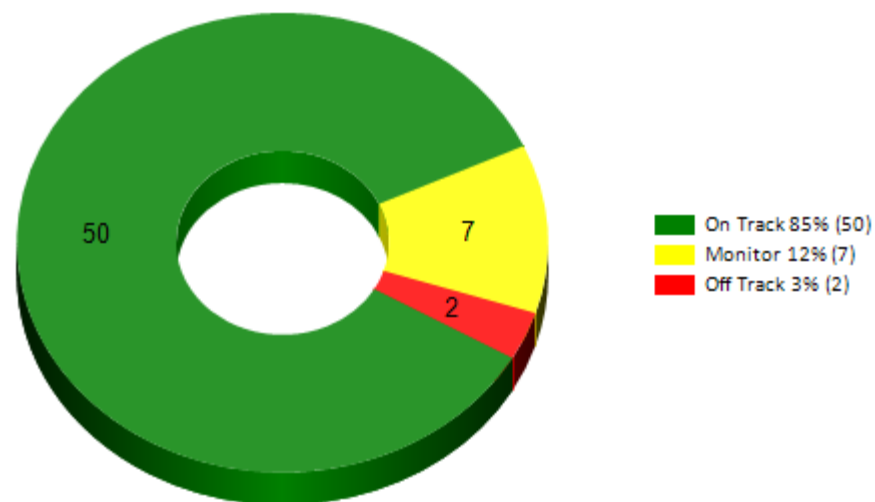


'No Target' for Action Progress and Action Outcome denotes Action has not started.

KPI Progress RAG Status

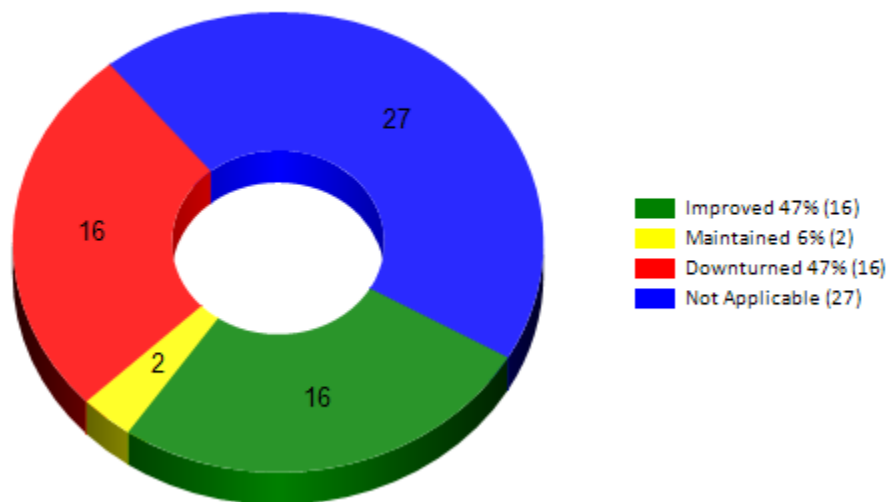


KPI Outcome RAG Status

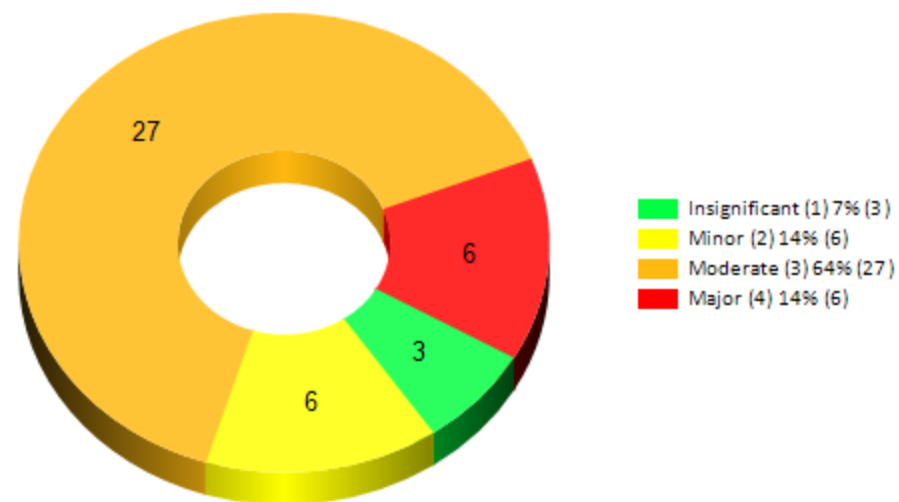


'No Target' for KPI denotes this is a new KPI and a baseline year is being established.

KPI Trend Status





Current Risk Status







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



Ambitious Council



Actions



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
ACTION PROGRESS COMMENTS: A digital action plan for Flintshire has been produced and its priorities are included within the overarching regional digital connectivity strategy.							
Last Updated: 09-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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. 4) 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
2.1.6.1 (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
2.2.1.1 (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							

Performance Indicators

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>								