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To: Cllr Clive Carver (Chairman)

Councillors: Haydn Bateman, Sean Bibby, Geoff Collett, Andy Dunbobbin,
Mared Eastwood, Patrick Heesom, Richard Jones, Kevin Rush, Paul Shotton,
Andy Williams and Arnold Woolley

4 December 2020

Dear Sir/Madam

NOTICE OF REMOTE MEETING
CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE
THURSDAY, 10TH DECEMBER, 2020 at 10.00 AM

Yours faithfully

Robert Robins
Democratic Services Manager

Please note: Due to the current restrictions on travel and the requirement for physical distancing, this meeting will not be held at its usual location. This will be a remote meeting and 'attendance' will be restricted to Committee Members. The meeting will be recorded.

If you have any queries regarding this, please contact a member of the Democratic Services Team on 01352 702345.

A G E N D A

1 **APOLOGIES**

Purpose: To receive any apologies.

2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

Purpose: To receive any Declarations and advise Members accordingly.

3 **MINUTES** (Pages 5 - 20)

Purpose: To confirm as a correct record the minutes of the meetings held on 2 and 12 November 2020.

4 **ACTION TRACKING** (Pages 21 - 24)

Report of Head of Democratic Services -

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

5 **FORWARD WORK PROGRAMME** (Pages 25 - 30)

Report of Head of Democratic Services -

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

6 **EMERGENCY SITUATION BRIEFING (VERBAL)**

Purpose: To update on the latest position and the risks and implications for Flintshire and service and business continuity.

7 **RECOVERY STRATEGY UPDATE** (Pages 31 - 60)

Report of Chief Executive, Chief Officer (Governance), Corporate Finance Manager, Senior Manager, Human Resources & Organisational Development - Collective Cabinet

Purpose: To provide oversight on the recovery planning for the Committee's respective portfolio(s).

8 **COUNCIL PLAN 2020/21 DEVELOPMENT PROCESS** (Pages 61 - 108)

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

Purpose: To consider development of the proposed Council Plan for 2020/21 with focus on the Committee's respective portfolios.

9 **REVENUE BUDGET MONITORING 2020/21 (MONTH 7)** (Pages 109 - 130)

Report of Corporate Finance Manager - Cabinet Member for Finance

Purpose: This regular monthly report provides the latest revenue budget monitoring position for 2020/21 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7, and projects forward to year-end.

10 **CLWYD PENSION FUND UPDATE** (Pages 131 - 134)

Report of Head of Clwyd Pension Fund -

Purpose: To receive an update on the Clwyd Pension Fund including the Annual Report.

11 **PUBLIC SERVICES OMBUDSMAN FOR WALES ANNUAL LETTER 2019-20 AND COMPLAINTS AGAINST FLINTSHIRE COUNTY COUNCIL 2020-21** (Pages 135 - 154)

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

Purpose: To share the Ombudsman's Annual Letter 2019-20 and provide an overview of complaints against Council services in the first half of 2020-21.

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **2 NOVEMBER 2020**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held as a remote attendance meeting on Monday, 2 November 2020

PRESENT: Councillor Clive Carver (Chairman)

Councillors: Haydn Bateman, Andy Dunbobbin, Mared Eastwood, Patrick Heesom, Kevin Rush, Paul Shotton, Andy Williams and Arnold Woolley

APOLOGY: Councillor Geoff Collett

SUBSTITUTION: Councillor Paul Johnson (for Sean Bibby)

ALSO PRESENT: Councillor Christine Jones, Cabinet Member for Social Services attended as an observer

CONTRIBUTORS: Councillor Ian Roberts (Leader and Cabinet Member for Education); Councillor Carolyn Thomas (Deputy Leader and Cabinet Member for Streetscene and Countryside); Councillor Glyn Banks (Cabinet Member for Finance), Chief Executive, Chief Officer (Governance), Corporate Finance Manager

Strategic Finance Manager (Financial Strategy and Insurance), Strategic Finance Manager (Management Accounting) and Principal Accountants were in attendance for minute number 88 – Budget 2021/22 – Stage 1.

IN ATTENDANCE: Head of Democratic Services, Overview & Scrutiny Facilitator and Democratic Services Officer

18. DECLARATIONS OF INTEREST

None.

19. URGENT ITEM: UPDATE ON THE EMERGENCY SITUATION

The Committee noted the Chairman's decision to admit an urgent item as provided for under section 100B4 (b) of the Local Government Act 1972 (as amended).

Following the UK Government announcement that a lockdown was being implemented in England, the Chief Executive had thought it useful to update the Committee on the emergency situation. The Chief Executive advised that a further written briefing would be circulated to all Members following the outcome of the First Minister's statement later in the day. It was expected that the First Minister would announce that Wales would come out of the Firebreak as planned on Monday 9th November with public services which had had to close being able to resume. Ministers continued to work with health officials on specific details

around extended households and permissible numbers of people indoor and outdoor with rules being continually reviewed following the ending of the Firebreak.

The statistics expected for Flintshire, which would be available later in the day, were expected to show the highest number of incident rates had been reached but with overnight case numbers for that day and the following day likely to have declined. Across North Wales, plans were in place to double Test, Trace and Protect workforce capacity by December. There would be a full Emergency Management Recovery Team (EMRT) meeting the following day to discuss the resumption of services and communication would be sent out to Members, the public and workforce following this meeting.

In response to a question on the use of Deeside's Rainbow Hospital, the Chief Executive said that in the long term, the hospital might be used to provide vaccinations. The Health Board was reviewing its potential use over the winter months to ease pressure on the district general hospitals. As soon as an outcome was known, local Members, Aura and Aura business partners would be informed.

RESOLVED:

That the verbal update be received.

20. BUDGET 2021/22 – STAGE 1

The Chief Executive and Corporate Finance Manager introduced the first budget stage report which detailed the forecast and the cost pressures which would make-up the total budget requirement.

A report to Cabinet in October had provided an update on the financial forecast for 2021/22 and the following two financial years. A full review of the forecast had been undertaken to build an accurate and robust baseline of cost pressure which needed to be funded. The review had taken into account the ongoing impacts of the emergency situation including the speed of recovery of income against set targets.

This report set out the limited solutions available to fund the cost pressures with the funding strategy highly dependent on sufficient national funding for local government. The details of the cost pressures for Corporate Services and Corporate Financing were included in the report.

The Chief Executive and Corporate Finance Manager gave a detailed presentation which covered the following:-

- Financial Forecast for 2021/22;
- The Future – What was advised back in February;
- Summary Totals of Cost Pressures;
- Three Part Solutions and Risk-Taking;
- National Position and Funding;
- Potential Funding Scenarios;

- Budget Timetable;
- Support and Challenge Today

Following the presentation, the Chief Executive suggested that a copy of the Ministerial letter and statement which set out the national budget timetable be circulated to the Committee. This was agreed.

Councillor Ian Roberts, Leader of the Council, supported the comments made by the Chief Executive as part of the presentation, highlighting the good working relationship between all local authorities in Wales and Welsh Government (WG). He gave an assurance that clear messages were being sent to WG outlining the need for additional funding to be provided as part of the Revenue Support Grant (RSG). He suggested that an additional meeting for Members be convened after 22 December once the provisional local government settlement had been received. The Chief Executive suggested that a special Cabinet meeting be held on 23 December with an all Members briefing arranged for the same day. The Committee supported this suggestion.

In response to a question from Councillor Patrick Heesom on the business support grant, the Chief Executive advised that a business grant support status report would be made available to Members later in the week. Applications were being received from 26 October.

In response to a question from Councillor Paul Shotton on funding pressures for Test, Trace and Protect (TTP), the Chief Executive advised that the TTP scheme was fully funded for 2020/21. He had requested early budget confirmation for 2021/22 from Welsh Government.

In response to a query from the Chairman on the potential funding scenarios, as outlined within the presentation, the Chief Executive explained that the slides showed a sliding scale with the minimum budget gap of £14.423m shown along the top of the table. This table showed the need for a minimum 5% RSG to provide the flexibility to keep the local Council Tax increase under 5%.

It was requested that a 'protocol' be drawn up for Members on the use of the chat bar during formal meetings.

The Chairman thanked officers for their attendance and the presentation provided to the Committee.

The recommendations, as outlined within the report and presentation slides, were moved by Councillor Paul Shotton and seconded by Councillor Andy Dunbobbin.

RESOLVED:

- (a) That the Committee support the overall budget strategy;
- (b) That the Committee re-affirm the Council's position on local taxation policy;

- (c) That the Committee support the Council's expectations of Governments, as outlined within the presentation provided;
- (d) That the Corporate Services and Corporate Financing cost pressures, as outlined within the report, be noted; and
- (e) That no further cost efficiency areas be proposed by the Committee to be explored further.

21. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 11am and ended at 12.02pm)

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Chairman

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE
12 NOVEMBER 2020

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held as a remote attendance meeting on Thursday, 12 November 2020

PRESENT: Councillor Clive Carver (Chairman)

Councillors: Sean Bibby, Haydn Bateman, Geoff Collett, Andy Dunbobbin, Mared Eastwood, Patrick Heesom, Kevin Rush, Andy Williams and Arnold Woolley

SUBSTITUTES: Councillor: Dave Evans (for Paul Shotton) and Mike Peers (for Richard Jones)

APOLOGY: Senior Manager for Human Resources & Organisational Development

CONTRIBUTORS: Councillor Ian Roberts (Leader and Cabinet Member for Education), Councillor Carolyn Thomas (Deputy Leader and Cabinet Member for Streetscene and Countryside), Councillor Billy Mullin (Cabinet Member for Corporate Management and Assets), Councillor Glyn Banks (Cabinet Member for Finance), Chief Executive, Chief Officer (Governance), Chief Officer (Housing and Assets), Corporate Finance Manager, Strategic Finance Manager and Accountant

IN ATTENDANCE: Head of Democratic Services, Civic & Member Services Officer and Democratic Services Officer

22. DECLARATIONS OF INTEREST

None.

23. MINUTES

The minutes of the meeting held on 28 September 2020 were approved, as moved and seconded by Councillors Bateman and Dunbobbin.

The minutes of 15 October 2020 were approved, as moved and seconded by Councillors Collett and Dunbobbin. Officers were thanked for their responses to questions raised at this meeting.

RESOLVED:

That both sets of minutes be approved as a correct record.

24. ACTION TRACKING

In presenting the report, the Head of Democratic Services confirmed that all actions had been completed, including Councillor Richard Jones' request for

information on the impact of the emergency situation on Out of County Placements.

The recommendation was moved and seconded by Councillors Dunbobbin and Rush.

RESOLVED:

That the Committee notes the progress which has been made.

25. FORWARD WORK PROGRAMME

In presenting the report, the Head of Democratic Services highlighted two reports which had been deferred to the next meeting due to the number of items on this agenda.

The recommendations were moved by Councillor Dunbobbin and seconded by Councillor Rush.

RESOLVED:

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

26. EMERGENCY SITUATION BRIEFING (VERBAL)

The Chief Executive gave a verbal update on the current situation including local and regional statistics. There had been minimal disruption to Council services during the national fire-break period which had now ended. All services were now fully operational and additional resources were being allocated to the Test, Trace & Protect service.

In response to comments from the Chairman, the Chief Executive gave a brief update on the status of emergency hospitals in the region.

Councillors Dunbobbin and Rush moved and seconded that the update be received.

RESOLVED:

That the verbal update be received.

27. NORTH WALES ECONOMIC AMBITION BOARD - FINAL GROWTH DEAL

The Chief Executive presented a report to consider the key documents required to reach Final Deal Agreement for the North Wales Growth Deal with the UK Government and Welsh Government (WG), prior to approval by Cabinet. The

documents were being presented to all partners for approval to formalise their legally binding commitment to the Final Deal Agreement.

Since Governance Agreement 1 had been adopted, Governance Agreement 2 had been developed to include shared benefits and risks along with co-financing arrangements. In Flintshire, the report had been supported by the Environment and Economy Overview & Scrutiny Committee earlier in the week following all-Member workshops held previously. The Agreement included provisions for executive and non-executive functions which required separate decisions to be taken by Cabinet and County Council on 17 November 2020. Feedback from both Overview & Scrutiny Committees would be reported to those meetings.

The Chief Executive provided clarification on the two forms of financial commitment for the Council which involved revenue contributions already built into the base budget and revenue consequences of borrowing capital to facilitate the negative cash flow for the Growth Deal. The latter would require annual contributions of between £100k-140k from Flintshire to access £240m of capital from both Governments to fund the Growth Deal over 15 years. This was regarded this as an affordable approach for the Council in the context of the Medium Term Financial Strategy. The Agreement had the commitment of the leadership of all partners and if signed off by 17 December, would enable capital to be accessed in the current year.

The Chief Officer (Governance) drew comparison between the provisions of the Agreement with those of other existing regional partnerships. He gave an overview of the governance model including provision for each partner to retain control over the level of resources that it contributed.

The Corporate Finance Manager said that he was satisfied with the financial considerations which he considered to be prudent on a project of this scale to deliver programmes in the early years. In echoing the Chief Executive's comments on the financial commitments, he said that the additional annual contributions would need to be built into the 2021/22 budget.

Councillor Dunbobbin paid tribute to Councillor Ian Roberts, the Leader of the Council and his predecessor Councillor Aaron Shotton for all their work on the North Wales Economic Ambition Board (EAB). In praising the report, he said that more clarity in the wording would help to raise awareness of the benefits. In speaking about the complexity of the Agreement, the Chief Executive said that a range of information was available on the EAB website and that the presentation given to the Environment and Economy Overview & Scrutiny Committee would be circulated. He responded to other questions highlighting the commitment of all partners and creation of new projects within the Growth Deal. On digital connectivity, the Chief Officer (Governance) agreed to circulate information on that area of work by the EAB.

On behalf of Councillor Richard Jones, Councillor Peers sought clarification on the recommendations in the report and was advised that feedback provided to

Cabinet would enable precise recommendations to be made to County Council where a full explanation would be shared.

Councillor Peers said that Members could have had a workshop in October as opposed to the briefing sessions that were organised. He had concerns about the level of scrutiny on such an important topic and questioned the removal of three of the original eight programmes within the business plan relating to skills, business growth and transport.

The Chief Executive confirmed that all pre-existing programmes were included in an amalgamated approach as sought by both Governments. He said that local and regional workshops held over previous years had been well received and provided opportunity for Member involvement and scrutiny throughout the process. There had been no requests for more information or engagement at the recent Members' briefings. Failure to sign off the Agreement in accordance with the regional timetable could put the projects within the Growth Deal at risk. Delegated powers would add flexibility to make any minor changes without any material impact on the spirit of the Agreement.

In echoing the comments about the work undertaken by Councillor Aaron Shotton, Councillor Roberts also praised the contributions of the Chief Executive as the regional lead for the work. He spoke about the importance of the Growth Deal and sought Members' support in the spirit of regional cross-party working.

Councillor Bateman gave positive feedback on the presentation previously given by the EAB Programme Director. On the partner contributions, he was advised that the amounts were proportionate to population size.

Concerns were raised by Councillor Heesom about the timetable and the capacity for Members to scrutinise the documents in detail. As such, he noted the recommendations but felt unable to endorse them.

In response, Councillor Roberts said that the future meetings with the Programme Director would provide the opportunity for challenge.

The Chief Executive reminded Members that the Growth Deal provided an opportunity for additional funding over and above current project commitments. He said that there had been no major changes to the Agreement since the Member briefings which had all been well received.

The Chief Officer (Governance) highlighted key areas of governance arrangements such as the commitment for a quarterly update report on the work of the EAB and provision for any decision for additional resources by the Council to be made by Cabinet subject to the usual Overview & Scrutiny process.

In response to comments from Councillor Woolley, the Chief Executive acknowledged the importance of publicising the benefits of the Growth Deal and spoke about significant engagement with businesses and Members.

Councillor Thomas reminded the Committee that the Growth Deal would provide major investment for North Wales. She agreed that more could be done to raise awareness with the public and that links to programmes on climate change and carbon control could be publicised on the website.

The Chief Executive said that signing the Agreement would provide much-needed recognition for North Wales as well as longer term benefits.

Having been moved and seconded by Councillors Dunbobbin and Woolley, the recommendations were carried.

RESOLVED:

- (a) That the Committee formally endorses and recommends that the Cabinet and Council approve the Overarching Business Plan as the document that sets out the arrangements to deliver the North Wales Growth Deal as the basis for entering into the Final Deal Agreement and acceptance of the Grant Funding Letter with the UK and Welsh Governments;
- (b) That the Committee formally endorses and recommends that the Cabinet approves the provisions in Governance Agreement 2 relating to executive functions, recommends that Council approves the provisions relating to non-executive functions, and that Cabinet specifically adopts the delegations and Terms of Reference in '*Governance Agreement 2: Appendix 1*' thereof as the basis for completing the Final Deal Agreement and acceptance of the Grant Funding Letter with the UK and Welsh Governments;
- (c) That the Committee supports the recommendation that the Cabinet formally endorses and recommends that the Council authorises the accountable body, Gwynedd Council, to sign the Grant Funding Offer letter on behalf of the Partners;
- (d) That the Committee supports the Cabinet formally endorsing and recommending that Council approves the method used to calculate the cost of borrowing notionally required to facilitate the negative cash flow for the Growth Deal, and to include a provision within the Council's budget to pay this contribution and the established core and supplementary contributions as set out in GA2 (and in paragraphs 2.5 - 2.7); and
- (e) That the Committee supports that the Chief Executive in consultation with the Leader, Monitoring Officer and Section 151 Officer, be granted delegated authority to agree minor changes to the documents with the Partners as necessary to complete the agreement.

28. RECOVERY STRATEGY UPDATE

The Chief Executive presented a report to update the Committee on the Corporate portfolio risk register and mitigating actions as part of recovery planning.

There had been no significant changes since last month as many of the risks were longer term. As suggested by Councillor Richard Jones at the previous meeting, the presentation of risk trends had been changed for clarity.

On the high level recovery aims, Councillor Banks, praised the workforce for work undertaken during the emergency period.

The recommendation was moved and seconded by Councillors Dunbobbin and Rush.

RESOLVED:

That the Committee endorses the latest updated risk register and risk mitigation actions within the corporate portfolios.

29. MID-YEAR PERFORMANCE INDICATORS FOR RECOVERY, PORTFOLIO AND PUBLIC ACCOUNTABILITY MEASURES

The Chief Executive presented a report to review performance at the mid-year point for priorities relevant to the Committee and focussing on performance measures across portfolios that were most important to recovery.

There were no issues of particular concern and some indicators could not be used in the same way due to the emergency situation. A stable position was reported on the areas of Workforce, Finance and Governance.

Councillor Dunbobbin took the opportunity to thank the workforce for their commitment during the emergency period.

Councillor Mullin also paid tribute to the workforce and referred to good progress on his portfolio areas. His comments were endorsed by the Chief Executive who also recognised the valued support of Trade Union colleagues during the period.

In response to a question from Councillor Peers on Council Tax in-year collection levels, the Chief Executive spoke about the 'soft' enforcement approach which had been taken during the height of the national emergency. Whilst collection levels were an ongoing risk, there would be an impact from the first phase of actions taken in October.

The Chief Officer (Governance) advised that flexible payment arrangements were put in place where possible and that Court action was pursued for individuals who failed to pay or engage with the Council.

The Chief Executive said that an update on this work would be included in a report to the Committee and Cabinet in December, detailing the financial year-end position.

The recommendations were supported.

RESOLVED:

- (a) That the Committee receives the Mid-Year Performance Indicators for Recovery, Portfolio and Public Accountability Measures to monitor areas of underperformance; and
- (b) That the Committee is assured by the explanations given for underperformance, which in the main are explained by the interruption of the pandemic.

30. BUDGET 2021/22 - STAGE 1

The Chief Executive gave a verbal update following an overview of cost pressures and overall budget strategy for 2021/22 presented to each of the Overview & Scrutiny committees at recent meetings.

Each of the five committees had accepted:

- All cost pressures within the forecast for their respective portfolios, with no requests to explore further cost efficiencies in recognition that nothing of scale remained;
- The aim for between £1m-2m of 'true' cost efficiencies across the Council, including adapted ways of working;
- The existing stance that the annual increase in Council Tax should aim to be below 5% as the maximum; and
- That a minimum 6% uplift in the Revenue Support Grant (RSG) to Flintshire was required to clear budget requirements and keep Council Tax suppressed below 5%.

The Chief Executive summarised the budget timetable and advised that an all-Member briefing had been scheduled for 23 December to consider the implications of the Provisional Local Government Settlement due the day before. Collective council engagement with Welsh Government (WG) and Welsh Local Government Association had made clear the expectation for a minimum 5% national uplift.

Councillor Banks reiterated the need for a 6% uplift in RSG for Flintshire. He referred to the positive relationship with WG and thanked both Governments for the financial support received during the pandemic.

The recommendations - which were amended to reflect the debate - were moved and seconded by Councillors Williams and Dunbobbin.

RESOLVED:

That the Committee notes the verbal update from the Chief Executive following the meetings of the five Overview & Scrutiny Committees, as follows:

- All of the listed cost pressures have been endorsed;

- No proposals to review specific areas of cost efficiency/service models have been made;
- The budget corporate efficiency target of £1-2m was noted and accepted;
- The Council's position on Council Tax - as set out in last year's budget-setting - was reinforced by all five committees; and
- The expectations of Government for a minimum 6% increase in RSG, and stability and indexation in specific grants was fully supported.

31. REVENUE BUDGET MONITORING 2020/21 (MONTH 6) AND CAPITAL PROGRAMME MONITORING 2020/21 (MONTH 6)

The Corporate Finance Manager and Strategic Finance Manager presented a report on the revenue budget monitoring position for the Council Fund and Housing Revenue Account (HRA) at Month 6, together with the month 6 position on the Capital Programme of 2020/21 prior to consideration by Cabinet.

Revenue Budget Monitoring

The report reflected the budget position at the close of the financial year if all things remained unchanged and took into account the latest position on Welsh Government (WG) Emergency Grant funding announcements.

On the Council Fund, the projected year-end position - without new actions to reduce cost pressures and improve the yield on efficiency planning - was an operating deficit of £0.569m. This projection included savings achieved through the continued review of non-essential spend but excluded the impact of significant open risks on Council Tax income and Council Tax Reduction Scheme, together with the pay award which would be met by reserves. The reasons for the favourable movement of £0.352m from Month 5 were set out in the report, including significant variances for Social Services, Education & Youth, Governance and Strategic Programmes.

The Strategic Finance Manager provided full details of the key financial risks and new emerging risks, together with the position on emergency funding, achievement of planned in-year efficiencies, reserves and balances as set out in the report.

On the HRA, a projected underspend of £0.478m would leave a closing un-earmarked balance of £2.487m, which was above the recommended guidelines on spend.

In thanking the Finance team for their work, Councillor Banks welcomed the additional £0.200m from WG to part-fund the teachers' pay award.

Councillor Thomas highlighted increasing transportation costs as an area of concern.

The Chief Executive said that despite the national emergency, the Council was in a strong position at this stage and that grant funding claims had been maximised. There were a number of significant risks yet to be resolved with WG

and the year-end outturn would impact on the starting point for the 2021/22 budget.

On the Council Tax Reduction Scheme, the Corporate Finance Manager advised that following WG funding for the first quarter, a positive announcement was expected on funding to be allocated for the second quarter.

The recommendation was moved and seconded by Councillors Dunbobbin and Williams.

Capital Programme

Changes to the revised programme during the period were mainly due to the introduction of grant funding streams for Highways Maintenance, Childcare Offer and Flying Start, with no impact on the core funding for the Council. The summary position on capital expenditure at Month 6 showed a projected underspend of £1.369m on the Council Fund to be carried forward into 2021/22. A one-off saving of £0.027m was identified for work carried out on the All-Terrain Pitch at Elfed High School which was lower than budgeted.

Following approval of the 2020/21 - 2022/23 Capital Programme earlier in the year with a funding deficit of £2.264m, the impact of capital receipts and savings achieved had resulted in a revised projected surplus of £0.403m.

Councillor Thomas gave examples of maximising grant funding for highways and transportation to address related issues.

Councillor Banks commended the mix of projects within the Capital Programme and drew attention to the Mockingbird model.

The recommendation was moved and seconded by Councillors Woolley and Dunbobbin.

RESOLVED:

- (a) That having considered the Revenue Budget Monitoring 2020/21 Month 6 report, the Committee confirms that there are no specific matters to be reported to Cabinet; and
- (b) That having considered the Capital Programme 2020/21 Month 6 report, the Committee confirms that there are no specific matters to be reported to Cabinet.

32. CAPITAL PROGRAMME 2021/22 - 2023/24

The Chief Officer (Housing and Assets) presented a report on the proposed Capital Programme 2021/22 - 2023/24 which set out investment in assets for the long term to enable the delivery of high quality and value for money public services split between the three sections: Statutory/Regulatory, Retained Assets

and Investment. As reported in the previous item, there was an estimated overall funding surplus of £0.403m, with a surplus of £0.617m for 2020/21.

A detailed presentation covered the following:

- Structure - Council Fund Capital Programme
- Current Programme 2020/21-2022/23
- Projected Funding 2021/22 - 2023/24
- Proposed Allocations - Statutory/Regulatory, Retained Assets and Investment
- Summary generally funded Programme
- Specially funded schemes
- Summary Capital Programme
- Potential future schemes
- Next steps

In response to a question from the Chair, the Chief Officer agreed to provide separate information on the development of a solution for Hawarden cemeteries.

Councillor Dunbobbin commended the range of projects that linked with the Council's priorities. In response to other questions, the Chief Officer would provide a separate response on whether the adaptations to foster carers' homes also applied to kinship carers. On support for looked after children, he spoke about various initiatives aimed at helping to keep families together.

Councillor Peers asked whether the allocation for the Standard Yard waste transfer station took account of concerns about the local road network. Officers explained that preliminary work was being undertaken on options to reconfigure the road network. Information was also shared on programmes for replacement laptops and refurbishing toilets at school buildings.

Councillor Thomas provided an update on funding for the Standard Yard waste transfer station. On the Highway Asset Management Plan, she raised concerns about the ending of the funding programme from Welsh Government (WG) and would seek an increase in next year's budget to continue investing in the County's road infrastructure whilst continuing to make representations to WG. She went on to praise the approach taken by the Chief Officer and his team to maximise capital receipts and grant funding to support the Capital Programme.

In praising the report, Councillor Heesom commended the Cabinet Member and Chief Officer for their work.

Councillor Banks paid tribute to the Chief Officer and his team for their work on tackling homelessness.

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

RESOLVED:

- (a) That the Committee supports the allocations and schemes in Table 3 (paragraph 1.09) for the Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2021/22-2023/24;
- (b) That the Committee supports the schemes included in Table 4 (paragraph 1.27) for the Investment section of the Council Fund Capital Programme 2021/22-2023/24;
- (c) That the Committee notes that the shortfall in funding of schemes in 2021/22 in Table 5 (paragraph 1.36) at this point in the approval process allows flexibility. Options including a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of schemes will be considered during 2021/22, and included in future Capital Programme reports;
- (d) That the Committee supports the schemes included in Table 6 (paragraph 1.40) for the specifically funded section of the Council Fund Capital Programme which will be funded in part through borrowing; and
- (e) That the Committee had no comments for Cabinet to consider before the Capital Programme 2021/22-2023/24 report is considered by Council.

33. CAPITAL STRATEGY INCLUDING PRUDENTIAL INDICATORS 2021/22 - 2023/24

The Corporate Finance Manager presented the updated Capital Strategy prior to submission to Cabinet. The Strategy was an overarching document which brought together various strategies and policies, split into a number of sections and included details of the Council's Prudential Indicators for 2021/22 - 2023/24. There were no significant changes since the previous year and no areas of concern. A summary of the key points included the table showing the level of capital financing compared with the overall budget where marginal change was forecast over the three year period.

Officers noted Councillor Banks' suggestion for a change in wording in the Executive Summary to highlight that the Capital Strategy was a requirement.

The recommendations were moved and seconded by Councillors Williams and Dunbobbin.

RESOLVED:

- (a) That the Committee recommends the Capital Strategy to Cabinet; and
- (b) That the Committee recommends to Cabinet:-
 - The Prudential Indicators for 2021/22 - 2023/24 as detailed within Tables 1, and 4-7 inclusive of the Capital Strategy, and

- Delegated authority for the Corporate Finance Manager to effect movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt (Table 6 of the Capital Strategy).

34. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10am and ended at 12.45pm)

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Chairman



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 10 December 2020
Report Subject	Action Tracking
Report Author	Head of Democratic Services
Type of Report	Operational

EXECUTIVE SUMMARY

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

RECOMMENDATIONS

1	That the Committee notes the progress which has been made.
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REPORT DETAILS

1.00	EXPLAINING ACTION TRACKING
1.01	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following the meeting of the committee in July 2018, it was recognised that there was a need to formalise such reporting back, as 'Matters Arising' is not an item which can feature on an agenda.
1.02	This paper summarises those points and where appropriate provides an update on the actions resulting from them. The Action Tracking details are attached in appendix A.

2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.
3.00	RISK MANAGEMENT
3.01	Not applicable
4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	In some cases, action owners have been contacted.
5.00	APPENDICES
5.01	Appendix 1 – December 2020 Action Tracking
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Minutes of previous meetings, as identified in the appendix.
7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Robert Robins, Head of Democratic Services Telephone: 01352 702320 E-mail: robert.robins@flintshire.gov.uk
8.00	GLOSSARY OF TERMS
	None

Action Tracking Appendix for December 2020 CRO&SC

Meeting	Agenda item	Action Required and by whom	Action taken	Timescale
12.11.20	7. Economic Ambition board	Circulate the slides used at the E&E O&SC presentation to CRO&SC Members.	Slides circulated to CRO&SC Members on 16/11 and following amendment at Council, to all Members on 23/11	Completed
		Provision of information on the work programme of the Digital Connectivity Board Chief Officer (Governance)	Included in the CRO&SC update emailed to members by Head of Democratic Services .	Completed
12.11.20	Item 12. Capital Programme 2021/22 – 2023/24	Does the Adaptation for Foster carers policy also apply to kinship carers? Chief Officer (Housing& Assets)	Included in the CRO&SC update emailed to members by Head of Democratic Services	Completed
		Update on Hawarden Cemeteries	Update provided to Cllr Carver on 13/11/20	Completed.

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 10 December 2020
Report Subject	Forward Work Programme
Report Author	Head of Democratic Services
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATIONS

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

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Council 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?6. Is the issue of public or Member concern?

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

3.00	RISK MANAGEMENT
3.01	Not applicable

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Publication of this report constitutes consultation.

5.00	APPENDICES
5.01	Appendix 1 – draft Forward Work Programme

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Robert Robins, Head of Democratic Services Telephone: 01352 702320 E-mail: robert.robins@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>Corporate Governance: the system by which local authorities direct and control their functions and relate to their communities. It is founded on the basic principles of openness and inclusivity, integrity and accountability together with the overarching concept of leadership. It is an inter-related system that brings together the underlying set of legislative requirements, governance principles and management processes.</p> <p>Revenue Support Grant: is paid to each Council to cover the cost of providing standard services less the council tax income at the standard level.</p>

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Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2020/21

DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT(S) FROM
Thursday 14 th January 2021	Emergency Situation Briefing (Verbal)	Information and assurance	Chief Executive
	Action tracking Forward work programme	Progress chasing Approval	Robert Robins
	Community Safety Partnership Annual Report	Monitoring & Assurance	Sian Jones
	Member Communication and Case Management Support update.	Monitoring	Rebecca Jones
	Workforce update	Monitoring	Sharon Carney/ Andrew Adams
	Revenue Budget Monitoring (Month 7)	Monitoring	Dave Ledsham
Thursday 11 th February 2021 10.00	Emergency Situation Briefing (Verbal)	Information and assurance	Chief Executive
	Flintshire Community Endowment Fund - Annual Report	Information and assurance	Fiona Mocko
	Monthly Revenue Budget Monitoring 2020/21 (Month 9)	Monitoring	Dave Ledsham
Thursday 11 th March 2021 10.00	Emergency Situation Briefing (Verbal)	Information and assurance	Chief Executive
	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2020/21

	Monthly Revenue Budget Monitoring 2020/21 (Month 10)	Monitoring	Dave Ledsham
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Item to be allocated

- North Wales Councils Regional Emergency Planning Service,
- North Wales Fire & Rescue authority – annual consultation
- Alignment of risks identified from the Annual Governance Statement



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 10 th December 2020
Report Subject	Recovery Strategy Update
Cabinet Member	Collective Cabinet
Report Author	Chief Executive, Chief Officer (Governance), Corporate Finance Manager and Senior Manager, Human Resources & Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

The Council has developed a corporate Recovery Strategy for the pandemic emergency situation.

Cabinet requested each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-

1. The portfolio risk register(s) and the risk mitigation actions, both live and planned;
2. The objectives for recovery for the portfolio(s);
3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and
4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.

This report provides the Committee with an update on the portfolio risk register and risk mitigation actions (shown at Appendix 1 and 2). A presentation will be made at the meeting on the main changes and live issues on risk and recovery within the corporate portfolios.

RECOMMENDATIONS

1	That the Committee review the latest updated risk register and risk mitigation actions within the corporate portfolios.
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REPORT DETAILS

1.00	EXPLAINING THE EMERGENCY RECOVERY
1.01	<p>The Council has developed a corporate Recovery Strategy for the pandemic emergency situation. The Strategy covers:-</p> <ol style="list-style-type: none"> 1. The chronology of the emergency response phase and transition to recovery 2. The handover arrangements or recovery 3. Organisational recovery of the corporate organisation 4. Community recovery of the communities we serve 5. Strategic priorities and performance for the remainder of 2020/21 6. The roles the Council will play in regional recovery 7. The democratic governance of recovery
1.02	<p>The development of the Recovery Strategy was overseen by a cross-party Member Recovery Board. Cabinet endorsed the Recovery Strategy at a special meeting on 15 September.</p>
1.03	<p>Cabinet invited each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-</p> <ol style="list-style-type: none"> 1. The portfolio risk register(s) and the risk mitigation actions both live and planned; 2. The objectives for recovery for the portfolio(s); 3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and 4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.
1.04	<p>The latest version of the risk register (Appendix 1) and table of risk mitigations (Appendix 2) for the Corporate Services portfolio are attached.</p>
1.05	<p>The recovery aims for the organisation are:-</p> <ul style="list-style-type: none"> • the stabilisation of the finances of the organisation • assuring the financial resilience of the organisation through medium-term financial planning • a managed transition to new ways of working as an organisation e.g. greater digitisation, and expansive home/remote working • the protection of the health and well-being of the workforce in the resumption of services <p>An update on the recovery objectives for the service portfolio(s) for this Committee is shown below:</p>

Governance

- **To restore collection rates of Council Tax, NNDR and housing rents to improve income levels**

Recovery continues whilst the service has delivered a second round of grants and relief to businesses during the recent 'fire-break'.

Collections are still improving but remain under close scrutiny. We have resumed court enforcement for Council Tax and Non-Domestic Rates but there are delays collecting rents due to longer lead in times before action is permitted and backlogs in the County Court.

- **Registrars Service**

Services have resumed including marriage and civil partnership ceremonies. The number of ceremonies scheduled for the remainder of 2020-21 is low due to the current restrictions on the number of people who can attend a ceremony, and further restrictions on wedding receptions. There are very few ceremonies scheduled to take place at approved premises (hotels) this year where the Council is able to charge more.

- **To restore full democratic oversight**

We are now holding Council meetings and all of our committees with remote 'attendance' via Webex technology. The recordings of these meetings are available on our website. In quarter four of 2020/21, we intend to have all of our remote or virtual meetings available to be watched live by the public and other interested parties.

We are currently exploring the use of additional software to enable increased public participation in meetings such as Planning Committee before the end of quarter four of 2020/21.

- **To continue to support and expand digital means of service delivery**

The Council enabled applications to be made on line for a range of services over the summer such as childcare, waste collections and key worker accommodation. It continues to add new services to *My Account* and will shortly be upgrading methods for online payment.

- **To restore the internal control environment and audit inspections**

A revised Internal Audit plan, with sufficient scrutiny to enable a full assurance statement to be prepared, has been approved by the Audit Committee.

Workforce

- **To ensure that the legal and ethical duties of the employer are met in recovery**

We continue to navigate new legislation and provide guidance for complex situational questions, to tackle the short and long term obstacles associated with the impact of the emergency e.g. Furlough, the Job Support Scheme, annual leave, working from home, quarantine and self-isolation). In addition, we have extended our

seasonal flu programme to all key workers and are currently working with colleagues in health to co-ordinate key worker access to the oncoming vaccination plan.

- **To return the workforce to safe and productive working environments**

There are no plans to return everyone to the workplace just yet and we have readied our buildings for a gradual return. This includes the development of a variety of materials including an animation, video and guidance documents to support managers and employees in their return. All are accessible via a newly created Living and Working with COVID-19 hub on the Infonet.

- **To restore and protect the well-being of the workforce over time**

The emergency situation has had an impact on all of us, how we live, work and interact. In work it has impacted on how we interact and communicate with each other, as teams, with managers, colleagues and friends. We provide a range of ongoing support at an individual, manager, and team level both practical and emotional and will continue to look for alternative methods of providing ongoing help and support.

- **To recommend and implement working practices for the immediate future e.g. use of technology and digital practices, remote working, distance learning**

We have implemented a number of technology solutions to support the workforce working remotely and maintain contact with service users. Moving forward we continue to explore technologies to allow a hybrid approach to methods of working.

- **To review opportunities for organisational re-design based on learning from the emergency response phase**

Changes in working the practices and patterns of our front line services, and the effectiveness of technological solutions in supporting home working during the height of the pandemic, has demonstrated that services can operate successfully without the need to be physically co-located. It is important that where feasible to do so, we capitalise on these changes and build on them where it is right to do so.

Finance

- **To ensure the liquidity of the organisation**

We are continuing to monitor our cash flow on a daily basis to ensure that we have sufficient available resources to undertake our business. Ensuring the overall financial sustainability of the Council is a key consideration in the current work on the Medium Term Financial Strategy.

- **To maximise national assistance from emergency and other government funds**

We maintain a financial 'tracker' with the details of all additional costs and income losses arising from the pandemic and continue to make

	<p>monthly claims for additional costs and quarterly claims for income losses from the Welsh Government Hardship Fund. Reports are made regularly to Cabinet and to this Committee.</p> <ul style="list-style-type: none"> <p>To recover and restore income over time The Income loss Hardship Fund is assisting with the immediate shortfall in budgeted income. Work on the resilience of Portfolio Business Recovery Plans on income recovery and the specific work on debt recovery continues.</p> <p>To recover debt over time We are continuing to engage with residents and businesses to provide advice and to set-up realistic and affordable re-payment agreements for corporate debts. Invoices payable to the Council are due within 30 days of invoicing but we are adopting a pragmatic approach by setting up longer term payment plans on a case-by-case basis. We have recommenced debt recovery processes and initially targeted high-debt values as a first priority.</p> <p>To restore reserves and balances over time The Council will need to utilise its reserves to meet the additional costs of any elements not claimable from the Hardship Fund and also to deal with any overall in-year overspend. The level of reserves held will be a key consideration of the current work on the Medium Term Financial Strategy and Budget 2021/22.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications from this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None specific as this report is based on documented response and recovery work.

4.00	RISK MANAGEMENT
4.01	This report specifically covers emergency situation risk management.

5.00	APPENDICES
5.01	Appendix 1 – Updated Corporate Recovery Risk Register Appendix 2 – Updated Corporate Risk Mitigation Actions

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Colin Everett Telephone: 01352 702101 E-mail: chief.executive@flintshire.gov.uk

Corporate Recovery Risk Register

Version 09

Reviewed: 3.12.20

Key		
Underlying Risk Rating	The risk rating before any mitigating actions	
Current Risk Rating	This risk rating following the planned mitigation actions	
Target Risk Rating	The risk rating which is realistically achievable and by when	
Risk Trend	The trend of the risk since the last review date	
NC ↔	No change in risk trend since last review	
Risk Status	Open denotes a live risk	Closed denotes a closed risk

Finance – Income

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF01	No Government funding to replace income lost during the response phase	Strategic	Gary Ferguson	Sara Dulson	R	G	G Q3 2020/21	NC ↔	Open
CF02	A continued loss of income in the recovery phase and beyond should public behaviour change	Strategic	Gary Ferguson	Sara Dulson	R	A	A Open	NC ↔	Open
CF03	A continued loss of income in trading services in a phased lock-down	Strategic	Gary Ferguson	Sara Dulson	R	A	A Q2 2021/22	NC ↔	Open
CF04	A continued loss of income for Aura as Deeside Leisure Centre is retained as an emergency hospital for a prolonged period	Strategic	Colin Everett	Rachael Corbelli	R	A	G Q3 2021/22	NC ↔	Open
CF05	An increase in the overall level of debt owed to the Council	Strategic	Gary Ferguson	David Barnes	R	R	A Q2 2021/22	NC ↔	Open
CF19	A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool	Strategic	Gary Ferguson	David Barnes	R	R	A Q4 2020/21	NC ↔	Open
CF20 Updated	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may impact debt recovery capacity Note: risk trend is increasing due to a further grant announcement is expected in early December which will impact on resources further	Strategic	Gary Ferguson	David Barnes	R	R	A Q4 2020/21	R ↑	Open

Finance - Reserves

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF06	Insufficient reserves remain following the response phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	NC ↔	Open
CF07	Insufficient reserves impact on the financial resilience of the Council to sustain a lengthy recovery phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	NC ↔	Open

Finance - Council Tax

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF08	A reduction in Council Tax collection impacts on (1) cash-flow and (2) the annual budget	Strategic	David Barnes	Sara Dulson	A	R	A Q2 2021/22	NC ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF09 Updated	Budget impacts of additional immediate demand under the Council Tax Reduction Scheme (CTRS) due to a shortfall in Government subsidy Note: reducing risk trend as quarter two additional costs now reimbursed by Welsh Government	Strategic	David Barnes	Sara Dulson	A	A	A Q4 2020/21	G ↓	Open
CF09a	Rise in demand for CTRS has financial impacts on the Council budget because the base subsidy from Welsh Government is not increased to meet the additional cost	Strategic	David Barnes	Gary Ferguson	R	A	A Q1 2021/22	NC ↔	Open

Finance - Inflation and Markets

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF10	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies	Operational	Gary Ferguson	Sara Dulson	A	G	G Open	NC ↔	Open

Finance - Treasury Management

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF11	Principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	Strategic	Gary Ferguson	Liz Thomas	A	A	A Open	NC ↔	Open
CF12	Affordability of having to borrow at an earlier stage to fund the capital programme due to lower level of reserves being held	Strategic	Gary Ferguson	Liz Thomas	A	G	G Q4 2020/21	NC ↔	Open
CF13	Clwyd Pension Fund principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	Strategic	Gary Ferguson	Phil Latham	R	A	A Open	NC ↔	Open

Finance - Housing Revenue Account

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF14 Updated	Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan Note: risk trend is increasing due to escalating arrears, backlog of County Court cases and the need to provide six months' notice for eviction can take place	Strategic	Neal Cockerton	Rachael Corbelli David Barnes	R	R	A Open	R ↑	Open

Finance - Capital Programme

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF15 Updated	Impact on the Capital Programme of loss of/reduction in planned Government specific grants Note: target risk date amended to correct timeline	Strategic	Neal Cockerton	Liz Thomas	A	G	G Q4 2020/21	NC ↔	Open
CF16 Updated	Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances Note: target risk date amended to correct timeline	Strategic	Neal Cockerton	Liz Thomas	A	A	G Q3 2020/21	NC ↔	Open

Finance - Unplanned Expenditure

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF17	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	Strategic	Gary Ferguson	Sara Dulson	A	A	G Q1 2021/22	NC ↔	Open

Finance - Financial Settlements

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF18	Impact on the stability of the Medium-Term Financial Plan of negative Welsh Government Local Government Settlements from 2021/22 due to a change to fiscal policy as part of national recovery planning	Strategic	Colin Everett	Gary Ferguson	R	R	A Open	NC ↔	Open

Workforce - Financial

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW01a	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	Strategic	Sharon Carney	Rachael Corbelli	R	G	G Q3 2020/21	NC ↔	Open
CW03	Cost associated with carry forward of accrued leave across multiple leave years	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	NC ↔	Open

Workforce - Capacity

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW07	The operational impacts of managing high levels of accrued annual leave across multiple leave years (see CW03 above)	Operational	Sharon Carney	Business Partners	A	G	G Q3 2020/21	NC ↔	Open
CW08a	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	Operational	Sharon Carney	Julie Luff	A	G	G Q4 2020/21	NC ↔	Open
CW09	Excessive and unsustainable demands for deployment to the regional Test, Trace and Protect (TTP) Programme depletes the workforce and compromises the resumption of full council services	Strategic	Colin Everett	Sharon Carney	A	A	G Q3 2020/21	NC ↔	Open
CW10	Impacts of a second wave in the pandemic on the continuous availability of key workers to operate services in a second response phase	Strategic	Sharon Carney	Chief Officers	A	A	G Open	NC ↔	Open
CW11	Increase in demand for Occupational Health and supplementary services	Operational	Sharon Carney	Julie Luff	A	A	G Open	NC ↔	Open
CW12	Impact of changes to service performance/continuity from any changes to service models in the recovery phase.	Strategic	Sharon Carney	Chief Officers	A	G	G Q4 2020/21	NC ↔	Open
CW13	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices	Operational	Sharon Carney	Chief Officers	A	G	G Open	NC ↔	Open
CW14	Volatility and change in the employment market which impacts on successful recruitment to vacancies	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW21	Impact on the most vulnerable members of our workforce due to ongoing (1) isolation and (2) remote working	Operational	Sharon Carney	Business Partners	A	A	G Q4 2020/21	NC ↔	Open
CW22	Impact on our workforce due to the requirement to self-isolate for up to 14 days prior to themselves or a member of their family being admitted to hospital for a medical procedure	Operational	Sharon Carney	Business Partners	A	A	G Q4 2020/21	NC ↔	Open
CW23	Impact on our workforce as a result of having to quarantine for 14 days on return to the UK from non-exempt countries or territories	Operational	Sharon Carney	Business Partners	A	G	G Q4 2020/21	NC ↔	Open
CW24	Impact on workforce availability/productivity as a result of caring responsibilities, specifically to care for children who have been sent home from school to self-isolate.	Operational	Sharon Carney	Business Partners	R	A	G Q4 2020/21	NC ↔	Open
CW26 New	The impacts on workforce planning in critical work groups as a result of facilitating COVID vaccinations to key workers.	Operational	Sharon Carney	Julie Luff	R	A	G Q2 2021/22	NC ↔	Open

Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW16	Increased sickness absence both COVID and non COVID related	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Open
CW17	Increased numbers of mental health related absences	Operational	Sharon Carney	Julie Luff	A	G	G Open	NC ↔	Open
CW18	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	NC ↔	Open

Workforce - PPE

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW25	Impact on International/European PPE supply chain following Brexit	Operational	Andrew Farrow	Vanessa Johnson	A	A	G Q1 2021/22	NC ↔	Open

Governance - Information and systems

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG01	Cyber-attack through bogus Covid-19 email	Strategic	Gareth Owens	Aled Griffith	R	A	A Open	NC ↔	Open
CG02	Loss of data or system hack due to malware or the use of unauthorised apps	Strategic	Gareth Owens	Aled Griffith	R	A	A Open	NC ↔	Open
CG03	Data loss or inaccuracy due to disrupted ways of working	Operational	Gareth Owens	Alun Kime	R	G	G Q4 2020/21	NC ↔	Open
CG04	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects	Strategic	Gareth Owens	Mandy Humphreys	A	R	G Q3 2021/22	NC ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG05 Updated	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home Note: risk to be closed as solution has been successfully implemented and tested	Strategic	Gareth Owens	Aled Griffith	A	A	G Q3 2020/21	NC ↔	Closed
CG14 Updated	Delay in or increased cost of obtaining digital devices due to demand and Brexit Note: risk title amended for more accurate wording and to include new potential trigger	Strategic	Gareth Owens	Aled Griffiths	A	A	G Q3 2021/22	NC ↔	Open

Governance - Governance and Control Recovery

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG07 Updated	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency Note: risk target date extended to reflect predicted duration of alternative arrangements	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q1 2021/22	NC ↔	Open
CG08 Updated	Emergency legislation is repealed prematurely and before we are ready to resume normal services Note: risk target date extended to reflect predicted duration of alternative arrangements	Strategic	Gareth Owens	Matt Georgiou	R	A	G Q1 2021/22	NC ↔	Open
CG09	Technology and/or the functioning of remote meetings impedes inclusive and effective decision-making	Operational	Gareth Owens	Robert Robins	A	A	G Q4 2020/21	NC ↔	Open
CG10	Technology failure during member meeting prevents or undermines inclusive and effective decision-making	Operational	Gareth Owens	Aled Griffith	A	A	G Open	NC ↔	Open

Previously Closed Risks

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW01	Impact on Council Alternative Delivery Models (ADM's) subsidies of our applications for Furlough being declined by HMRC under Government guidelines and interpretation resulting in additional costs to the Council	Strategic	Sharon Carney	Rachael Corbelli	A	G	G Q3 2020/21	G ↓	Closed
CW02	Impacts if pressure brought to apply temporary pay uplift (10%) to staff working in critical frontline teams by other Welsh Local Authorities or other body (WLGA, JCW): (1) workforce division (2) potential grievances and Equal Pay claims from other occupational groups and (3) affordability	Strategic	Sharon Carney	Business Partners	A	G	G Q3 2020/21	G ↓	Closed
CW04	Cost impacts of the retrospective approval of claims for overtime and other payments (i.e. ex-gratia)	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	NC ↔	Closed
CW08b	Insufficient resilience in regional capacity operational systems to support CW08a	Risk removed due to duplication with CW08a and CW09							
CW20	Impact of school closures (response phase) on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents	Operational	Sharon Carney	Business Partners	A	G	G Open	G ↓	Closed
CG11	Insufficient information availability to provide an adequate annual statement of assurance	Strategic	Chief Executive	Lisa Brownbill	R	G	G Q2 2020/21	G ↓	Closed

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG14	Inability to confirm insurance cover for claims/liability arising from the Council's role in TTP	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q2 2020/21	G ↓	Closed
CW02a	Administration of the Welsh Government decision to make a one-off payment to care workers causes a local administrative burden and has unfunded residual costs for the Council as an employer e.g. superannuation	Strategic	Sharon Carney	Gary Ferguson	R	G	G Q3 2020/21	G ↓	Closed
CW05	Increase in cost from changes to sick pay policy for those whose recovery has been affected by cessation of or interruption to medical treatment	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	G ↓	Closed
CW06	Insufficient availability of occupational work groups to restore services	Strategic	Sharon Carney	Business Partners	A	G	G Q3 2020/21	G ↓	Closed
CW09a	Inadequate funding availability from Welsh Government to support a regional TTP Programme	Strategic	Colin Everett	Sharon Carney	R	G	G Q2 2020/21	G ↓	Closed
CW09b	Failure to secure partner agreement across the six local authorities and the Health Board to enter into a single regional TTP programme	Strategic	Colin Everett	Sharon Carney	R	G	G Q2 2020/21	G ↓	Closed
CW20a	Impact on our workforce due to schools operating in a different way from September onwards	Operational	Sharon Carney	Business Partners	A	A	G Q3 2020/21	G ↓	Closed
CW15	The resilience of senior and supporting management following a long and demanding response phase	Strategic	Sharon Carney	Julie Luff	A	G	G Q3 2020/21	G ↓	Closed
Page 42 CW19	Impact of delayed bereavement leave – on attendance and mental health	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	G ↓	Closed
CG06	Resumption of democratic processes reduces our capacity to support recovery work	Strategic	Chief Executive	Gareth Owens	R	G	G Q3 2020/21	G ↓	Closed
CG12	Changes to established managerial and democratic systems results in challengeable decision-making	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q3 2020/21	G ↓	Closed
CG13	Changes to established managerial and democratic systems result in failure to properly authorise a decision	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q2 2020/21	NC ↔	Closed
CW09c	The impacts on workforce planning of the unavailability of antibody testing	Strategic	Colin Everett	Sharon Carney	A	G	G Q3 2020/21	NC ↔	Closed

Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Significant	G	G	Y	A	A	R
	Marginal	G	G	G	Y	Y	A
		Unlikely	Very Low	Low	High	Very High	Extremely High
Likelihood of risk happening							

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Corporate Recovery Risk Register

Version 09

Reviewed: 3.12.20

Finance

Finance – Income

Mitigation Urgency Key	
IM – Immediate	Now
ST – Short Term	Within 1 month
MT – Medium Term	1 month plus
Upward arrow	Risk increasing
Downward arrow	Risk decreasing
Sideways arrow	No change in risk

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF01 Page 45	No Government funding to replace income lost during the response phase	↔	IM	Welsh Government has made available £78m to compensate Councils for income losses in Q1 of the financial year. Our claims for quarter one have been submitted in two tranches: tranche one - £1.4m and tranche two - £0.616m. The first tranche has been settled (with the exception of net income loss for Theatre Clwyd which is now being considered separately from the new Cultural Fund with an application submitted). The second tranche has been settled in part with some elements provisionally settled at 50% pending a review later in the financial year. Welsh Government have also announced that a further £264m has been made available to continue to support additional costs incurred and income losses. The risk is reduced as it has been confirmed that quarterly claims for income losses can continue to be submitted for the remainder of the financial year - eligibility details have been received which is consistent with claims made to date (with the exception of car park income). Second quarter claim was submitted by 11 November
CF02	A continued loss of income in the recovery phase and beyond should public behaviour change	↔	MT	This risk will be taken into account in the current review of the Medium-Term Financial Strategy (MTFS) and reported throughout the year under monthly budget monitoring reports. Income recovery will also be included in the Portfolio Business Recovery Plans that have recently been developed. The risk is reduced now that funding is confirmed to the end of the financial year.
CF03	A continued loss of income in trading services in a phased lock-down	↔	IM	As CF01 above.
CF04	A continued loss of income for Aura as Deeside Leisure Centre is retained as an emergency hospital for a prolonged period	↔	MT	All income lost to Aura at Deeside Leisure Centre (DLC) for the period from which leisure centres are allowed to re-open (from 10.08.20) but DLC is out of commission as it remains a temporary hospital, can be recovered from the Health Board under the terms of the license/commercial agreement agreed for their occupation of the facility. This protection should also apply to commercial tenants and operators. The income losses recoverable are subject to negotiation and based on physical distancing restrictions and reduced access. The negotiations are advanced.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF05	An increase in the overall level of debt owed to the Council	↔	IM	Income collection continues and we actively engaging with tax-payers, tenants, customers and businesses to offer flexible arrangements. We have run two phases of 'soft enforcement' and have now resumed formal recovery procedures for Council Tax, Business Rates, Corporate Debt and Housing Rent initially for those customers that have not paid nor engaged with the Council over several months. This risk will is being taken into account in the review of the Medium-Term Financial Strategy (MTFS).
Page 46 CF19	A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool	↔	IM	<p>The risk is tracked weekly and interventions made wherever possible through advice and support to businesses by extending payments and ensuring entitlement to grants and rate reliefs. The first and second stages of 'soft' enforcement for businesses who are falling into debt and who have not made any contact with us have been completed. As income was significantly lower than the target, formal debt processes re-commenced in August, starting with those businesses who have not paid nor engaged with the Council and who owe several months of unpaid Non-Domestic Rates (NDR).</p> <p>Income collection continues through the re-introduction of formal recovery processes. We continue to engage with businesses to provide flexible payment agreements. However, businesses who fail to engage or pay, will now continue to be tracked and progressed through the debt recovery systems. Legal action through the Magistrates Courts re-commenced from October in cases where businesses ignore repeated request for payment. Monthly courts are now scheduled to take place throughout quarter four of 2020/21/</p> <p>NDR Income levels are £4.86m off target in October as a result of non-payment in general together with a small number of deferrals of payment where full payment is now expected in quarter four of 2020/21. However, the situation has improved significantly in November and income levels are now £4.15m off target.</p> <p>This risk of losses in collection is also being tracked on a monthly basis by Welsh Government to 'stress-test' the resilience of the National Collection Pool as this forms a critical part of Aggregate External Finance (AEF) and the money distributed by WG through the settlement. This also includes redistributed non-domestic rates.</p>
CF20 Updated	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may affect the support to local businesses	↑	IM	The Revenues Service is delivering grants and rate relief to support businesses in addition to trying to recoup income lost during the response phase placing strains upon capacity. Additional resource has been allocated to the service to compensate for the extra workload and cover staff absences. Levels of grant delivery will be monitored weekly to ensure that local businesses maximize their entitlement to WG support and financial aid. A further business support grant has been announced to principally support the hospitality, leisure and retail sector – this scheme is expected to commence in early December which will impact on

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
				resources further but can be mitigate through planned overtime and utilisation of resources from other areas of the Council where necessary

Finance - Reserves

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF06	Insufficient reserves remain following the response phase	↔	IM	Our strategy is to protect an over-exposure of our reserves by maximising our claim grants to Welsh Government for refunds of additional emergency expenditure and the recovery of lost income. The latest budget monitoring position to be reported to Cabinet in November shows that there will be sufficient reserves available based on current demand and taking into account anticipated Welsh Government Funding.
CF07	Insufficient reserves impact on the financial resilience of the Council to sustain a lengthy recovery phase	↔	MT	This risk is being taken into account in the review of the Medium-Term Financial Strategy (MTFS) and is impacted by CF06 above.

Finance - Council Tax

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF08	A reduction in Council Tax collection impacts on (1) cash-flow and (2) annual budget	↔	IM	<p>The risk is tracked weekly and interventions made wherever possible through advice and support by extending payments or signposting to Council Tax Reduction Scheme (CTRS). The first and second stages of 'soft' enforcement for tax-payers who are falling into debt and who have not made any contact with us have been completed. As income in August was £1.415mm less than target to achieve the same results in 2019/20 formal debt processes recommenced in August starting with those taxpayers who have not paid nor engaged with the Council and owe several months of unpaid council tax.</p> <p>Income collection continues through the adoption of formal recovery processes. We continue to engage with taxpayers to provide flexible payment agreements. However, taxpayers who fail to engage or pay, will now continue to be tracked and progressed through the debt recovery systems. Legal action through the Magistrates Courts placer-commenced</p>

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
				<p>in October in cases where taxpayers ignore repeated request for payment. Further monthly court hearings are now scheduled throughout quarter four of 2020/21.</p> <p>The re-commencement of recovery is now helping to increase income levels and at the end of November resulted in being £1.02m off-target –a significant improvement of the previous month, as collections in October were still £1.34m off target. The position remains as challenging but stabilising.</p> <p>This ongoing risk is being taken into account in the review of the Medium-Term Financial Strategy (MTFS).</p>
CF09 Updated	Budget impacts of additional demand under the CTRS due to a shortfall in Government subsidy	↓	IM	The impact of the additional demand is tracked weekly through Finance Tactical Group with additional demand and budget impact escalated to Welsh Government (WG). All additional costs for the first quarter have been met by Welsh Government (£58.5k) and it has recently been confirmed that the quarter two impact (£89k) has also been reimbursed by Welsh Government.
Page 48 CF09a	Rise in demand for CTRS has financial impacts on the Council budget because the base subsidy from Welsh Government is not increased to meet the additional cost	↔	MT	The impact of the additional demand is tracked through Finance Tactical Group with additional demand and budget impact escalated to Welsh Government (WG). All additional costs for the first quarter have been met by Welsh Government (£58.5k) and it has recently been confirmed that the quarter two impact (£89k) has also been reimbursed by Welsh Government. An increase in the base subsidy is sought from 2021/22.

Finance - Inflation and Markets

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF10	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies	↔	MT	There is still no evidence of inflationary pressures of this type at this stage. Our normal procurement and value for money tendering exercises continue.

Finance - Treasury Management

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF11	Principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	↔	IM	Investments have been made in line with our Treasury Management Strategy and primarily with the Government Debt Management Office to protect security and liquidity. The position has been reviewed and investments will now be extended to Money Market Funds, where

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
				appropriate, which will generate a higher rate of return. Current interest rates/investment returns continue to be low.
CF12	Affordability of having to borrow at an earlier stage to fund the capital programme due to lower level of reserves being held	↔	IM	Cash flow is monitored daily with accurate intelligence from across the organisation, and is a standing agenda item at the Finance Tactical Group. Affordability of borrowing will need to be a consideration when reviewing the profile of capital projects at later date.
CF13	Clwyd Pension Fund principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	↔	IM	The Fund Investment Strategy has a diversified portfolio to manage risk and seeks return from a range of sources and asset classes. In February and March the Fund suffered as with all investors with the COVID 19 driven market volatility and falls. Since late March markets have recovered and are now considerably more stable. The funding level (value of assets as a proportion of liabilities) has recovered and is back on target but much uncertainty remains. The Fund has a range of risk management tools and when combined with the range of internal controls in place with officers and advisers who ensure that the Fund's exposure to market volatility is mitigated wherever possible. This is under regular review by the Pensions Team and the external advisor team. Initial discussions with employers on the potential impact on costs from the Actuarial Valuation 2022 will commence next year.

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Finance - Housing Revenue Account

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF14 Updated	Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan	↑	IM	We have not been able to move to evict tenants, who might then be risk of becoming homeless during the emergency response phase under Government guidance, this guidance has now been lifted. We are encouraging tenants to continue to make payments and offering a range of support to those who are struggling to pay so that we can maintain tenancies. The HRA Business Plan has been 'stress tested' for the impacts of increased arrears with optional mitigations on cost reductions. A full report is being made to Cabinet and the Community and Enterprise Overview and Scrutiny Committee. More recently Welsh Government has increased the notification period to end a tenancy from three months to six months under the Coronavirus Act 2020. This is limiting our enforcement activity and in turn puts further pressure on the rent arrears position, which is, on average, £184k higher than the same point last year

Finance - Capital Programme

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF15 Updated	Impact on the Capital Programme of loss of/reduction in planned Government specific grants	↔	IM	Risk target date amended to correct timeline. The Capital Programme and the draw-down/protection of specific grants is reported regularly to the Finance Tactical Group. There is regular liaison with Welsh Government lead contacts to protect grants for delayed/deferred schemes. Contractors for projects from Marleyfield Residential Care Home to highways construction projects are progressing with works in line with grant deadlines, and all other capital programmes have resumed e.g. Disability Facilities Grants. Works are being completed whilst strictly adhering to social distancing regulations. All grant claims have been submitted on time and there is no evidence to date of changes to existing grants. Welsh Government is making additional capital grant awards in policy areas such as economic stimulus and homelessness and we expect our capital programme to be enhanced.
CF16 Updated	Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances	↔	MT	Risk target date amended to correct timeline. Affordability and risk appetite are to be reviewed as part of the Medium-Term Financial Strategy. Views can then be taken on setting future year Capital Programmes together with assessments of interest rates to enable/track potential borrowing.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF17	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	↔	MT	The first in-year budget update was reported to Cabinet in July. A full budget monitor report was submitted to Cabinet and Corporate Resources Overview and Scrutiny Committee in September. Alternative funding options will need to be explored for these areas of expenditure if they are to be continued beyond the emergency response phase. Otherwise, they will become in-year budget pressures. No new commitments to unscheduled spend have been made in quarter two unless reported to/consented by Cabinet.

Finance - Financial Settlements

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF18	Impact on the stability of the Medium-Term Financial Plan of negative Welsh Government Local Government Settlements from 2021/22 due to a change to fiscal policy as part of national recovery planning	↔	MT	Our strategy is to continue our regular engagement with Welsh Local Government Association (WLGA) and Welsh Government to gain support for sustainable settlements for the future. This is now a topical issue as we enter the period for national budget-setting.

Workforce

Workforce - Financial

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
Page 51 CW01a	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	↔	IM	Mitigation has been successful and no new actions are needed. The Scheme has been maximised to support the businesses and their employees and claims for reimbursement are being submitted regularly. Alternative Delivery Models are factoring-in the tapering into their business plans. The recently announced extension of the Furlough Scheme is being factored into revised business plans.
CW03	Cost associated with carry forward of accrued leave across multiple leave years	↔	MT	The Working Time (Coronavirus) (Amendment) Regulations 2020 amends the Working Time Regulations 1998 to provide, where it is not reasonably practicable for a worker to take some or all of the holiday to which they are entitled, the right to carry the four weeks leave forward into the next two leave years. Many employees are continuing to take annual leave as planned/needed but it is too early to assess the extent of the potential backlog and the impacts of managing it. Following an assessment by each portfolio the anticipated level of carry-forward anticipated has not materialised. Services have been managing leave effectively and only a handful of services have needed to ask employees to cancel or postpone leave as a direct result of COVID.

Workforce - Capacity

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW07	The operational impacts of managing high levels of accrued annual leave across multiple leave years	↔	MT	The Working Time (Coronavirus) (Amendment) Regulations 2020 amends the Working Time Regulations 1998 to provide, where it is not reasonably practicable for a worker to take some or all of the holiday to which they are entitled, the right to carry the four weeks leave forward into the next two leave years. Following an assessment by each portfolio the anticipated level of carry-forward anticipated has not materialised. Services have been managing leave effectively and only a handful of services have needed to ask employees to cancel or postpone leave as a direct result of COVID.
CW08a	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	↔	IM	The regional plans make provision for sufficient antigen testing and the testing systems are sufficiently reliable for us as an employer. The risk target date has been amended due to the forecast increase of positive cases.
Page 52 CW09	Excessive and unsustainable demands for deployment to the regional Test, Trace and Protect (TTP) Programme depletes the workforce and compromises the resumption of full council services	↔	IM	The new workforce has been appointed to mitigate this risk of an over-reliance on our core workforce to provide a Trace Test Protect (TTP) service (refer to the July Cabinet report). However, an increase in demand has necessitated some draw-down of our deployment 'bank' employees. This may increase as a risk as a second wave in the pandemic emerges.
CW10	Impacts of a second wave in the pandemic on the continuous availability of key workers to operate services in a second response phase	↔	MT	This remains an open risk and subject to change as we approach the winter. Subject to order fulfillment, the flu vaccine will be offered to all key workers. The procurement of sufficient supplies will result in a budget pressure of £25-30k. As a management action this a good investment to protect our workforce.
CW11	Increase in demand for Occupational Health and supplementary services	↔	MT	This risk is being taken in account in our planning for the return of the workforce. Additional capacity may need to be acquired and this will need to be taken into account in a mid-year review of the 2020/21 Council Fund Revenue Budget. A Psychological support and Trauma group is established and additional counselling resource is on offer for self-referrals. The cost estimate is £8k for 12 weeks. This will be a budget pressure.
CW12	Impact of changes to service performance/continuity from any changes to service models in the recovery phase	↔	MT	This risk is being taken in account in our planning for and following the return of the workforce particularly in trading services where future income levels are uncertain e.g. Newydd. No major changes to service models have been necessary at this stage.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW13	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices	↔	MT	This risk has not materialised to date, but is will continue to be monitored.
CW14	Volatility and change in the employment market which impacts on successful recruitment to vacancies	↔	MT	This risk has not materialised to date. In addition, as part of controlling expenditure at a time of uncertainty over our financial resources, caused by the impact and disruption of the emergency situation, Service managers wishing to recruit to a vacancy now need to complete a business case which will then be considered by a corporate panel. Where the case is well made, and there is an imperative for the position for business continuity and service resilience, the panel will support a recruitment going ahead. This is a management action to control in-year expenditure due to the financial risks of the recovery period.
CW21	Impact on the most vulnerable members of our workforce due to ongoing (1) isolation and (2) remote working	↔	MT	As per CW11 and CW17 and our strategy for a safe return to work for the workforce. This strategy is progressing well with employee being able to access some Council premises on managed rotas. Effective workforce management is supporting teams and individuals. Home working remains an open offer for vulnerable employees.
CW22	Impact on our workforce due to the requirement to self-isolate for up to 14 days prior to themselves or a member of their family being admitted to hospital for a medical procedure	↔	IM	Employees whose role allows it, and who are fit to work, are expected to work from home. For those who role does not allow them to work from home, they will be on 'approved paid absence'. A limited number of requests have been received to date but as the NHS starts to reschedule its non COVID related activity, this could increase. We will continue to monitor requests.
CW23	Impact on our workforce as a result of having to quarantine for 14 days on return to the UK from none exempt countries or territories	↔	IM	The introduction of the HPZ and the subsequent 'firebreak' does not permit international travel other than for exceptional circumstances. Therefore the anticipated level of interruption has not materialised.
CW24	Impact on workforce availability/productivity as a result of caring responsibilities, specifically to care for children who have been sent home from school to self-isolate.	↔	IM	Employees whose role allows it, and who are fit to work, are expected to work from home. For those who role does not allow them to work from home, they will be on 'approved paid absence'.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW26 New	The impact on workforce planning in critical work groups as a result of facilitating COVID vaccinations to key workers.	↔	IM	Employees in two of the priority groups for vaccination will be given time to attend either a mass vaccination centre or local vaccination centre. Working closely with health colleagues is required to ensure any impact on services is minimal.

Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW16	Increased sickness absence both COVID and non COVID related	↔	ST	Sickness absence is being managed through the Council's Attendance Management policy and procedure. Current levels of sickness absence are running at below seasonal averages for past years. Also see CW17.
CW17	Increased numbers of mental health related absences	↔	IM	A Wellbeing and Trauma Support Task Group is established to support the workforce in Social Services (as the highest risk service area) to manage their mental health during the pandemic. We continue to provide online training / advice and support to managers and their teams and to signpost to support from outside agencies. An Operational Task Group is now established with the role to ensure that all workplaces are safe to return to, and to communicate the measures in place to manage employee anxiety over a return to work. Links to a number of helpful websites / webinars on health and well-being to be provided via Human Resources and the Infonet.
CW18	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	↔	IM	Deferred medical events are being re-scheduled. Where delays have resulted in extended absence which has impacted on sick pay entitlement, measures are in place to extend pay for up to three months. Only two requests for extension to sick pay have been made to date.

Workforce – PPE

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW25	Impact on International/European PPE supply chain following Brexit	↔	MT	WG's Winter Protection Plan for the supply of all care setting PPE provides for a 24-week stockholding, to mitigate supply risks. On a corporate level PPE suppliers have reported that masks, aprons, hand sanitisers and eye protection in the short term will not change, with some suppliers holding high stock levels. However gloves present a real concern, not only being extremely expensive but uncertainty about long-term supply – we will continue to monitor closely.

Governance

Governance - Information and systems

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG01	Cyber-attack through bogus Covid-19 email	↔	IM	Risk is being mitigated through the use of mail scanning tools and staff education. The likelihood of the risk can be mitigated. The impact will remain as significant due to the potential disruption to services and the continued attempts to compromise security.
CG02	Loss of data or system hack due to malware or the use of unauthorised apps	↔	IM	The security measures that we have in place in order to achieve PSN compliance continue to mitigate the risks.
CG03	Data loss or inaccuracy due to disrupted ways of working	↔	IM	Current policy, practice and controls continue. Risk trend has improved due to a reduction in the number of incidents.
CG04	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects	↔	MT	The response to the emergency situation has placed peaks in demand on the ICT Service as new ways of working and supporting technologies have been introduced. Large scale technology projects such as the transition to Office 365 are being prioritised to avoid IT license issues/costs and other projects being advised to set realistic timescales to ensure delivery.
CG05 Updated	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	↔	IM	Risk to be closed. The solution has been successfully implemented and tested. Full implementation of the solution is nearly complete.
CG14 Updated	Delay in or increased cost of obtaining digital devices due to demand and Brexit	↔	MT	Increased delivery times and/or increased costs are occurring due to scarcity of digital devices in the market place and this may worsen after the Brexit transition period ends. Projects being advised to set realistic timescales.

Governance - Governance and Control Recovery

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG07 Updated	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency	↔	IM	This risk continues to be managed by ensuring that we comply fully with Welsh Government regulations for the emergency period, and by following recognised good/required practice in meeting management e.g. publication of agendas, reports and minutes, due notice being given of meetings, only urgent items being taken forward for decision etc

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG08 Updated	Emergency legislation is repealed prematurely and before we are ready to resume normal services	↔	IM	Welsh Government (WG) has agreed to permanently enact some of the current emergency changes to legislation. WG has agreed to monitor the infection rates and impact on local government when current emergency legislation is due to expire with a view to lobbying for an extension in its period of effect. WG is consulting on possible extension of social care emergency legislation.
CG09	Technology and/or the functioning of remote meetings impedes inclusive and effective decision-making	↔	IM	Meetings are able to proceed using video conferencing or telephone connections
CG10	Technology failure during member meeting prevents or undermines inclusive and effective decision-making	↔	IM	This will always remain a risk dependent upon the IT connection of every participant. However, if necessary, meetings can be adjourned and alternative telephone facilities are always available as a back-up

Previously Closed Risks

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
Page 56 CW01	Impact on Council ADM subsidies of our applications for Furlough being declined by HMRC under Government guidelines and interpretation resulting in additional costs to the Council	↓	IM	-
CW02	Impacts if pressure brought to apply temporary pay uplift (10%) to staff working in critical frontline teams by other Welsh LAs or other body (WLGA, JCW): (1) workforce division (2) potential grievances and Equal Pay claims from other occupational groups and (3) Affordability	↓	MT	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW04	Cost associated with retrospective approval of claims for overtime and other payments (i.e. ex-gratia)	↔	MT	-
CW08b	Insufficient resilience in regional capacity operational systems to support CW08a	Risk removed due to duplication with CW08a and CW09		
CW20	Impact of school closures on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents	↓	IM	-
Page 57 CG11	Insufficient information availability to provide an adequate annual statement of assurance	↓	IM	-
CG14	Inability to confirm insurance cover for claims/liability arising from the Council's role in TTP	↓	IM	-
CW02a	Administration of the Welsh Government decision to make a one-off payment to care workers causes a local administrative burden and has unfunded residual costs for the Council as an employer e.g. superannuation	↓	IM	-
CW05	Increase in cost from changes to sick pay policy for those whose recovery has been affected by cessation of	↓	MT	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	or interruption to medical treatment			
CW06	Insufficient availability of occupational work groups to restore services	↓	IM	-
CW09a	Inadequate funding availability from Welsh Government to support a regional TTP Programme	↓	IM	-
CW09b	Failure to secure partner agreement across the six local authorities and the Health Board to enter into a single regional TTP programme	↓	IM	-
CW20a	Impact on our workforce due to schools operating in a different way from September onwards.	↓	MT	-
CW15	The resilience of senior and supporting management following a long and demanding response phase	↓	IM	-
CW19	Impact of delayed bereavement leave – on attendance and mental health	↓	MT	-
CG06	Resumption of democratic processes reduces our capacity to support recovery work	↓	IM	-
CG12	Changes to established managerial and democratic systems results in challengeable decision-making	↓	IM	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG13	Changes to established managerial and democratic systems result in failure to properly authorise a decision	↔	IM	-
CW09c	The impacts on workforce planning of the unavailability of antibody testing	↔	IM	-

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 10 th December 2020
Report Subject	Council Plan 2021/22 Development Process
Cabinet Member	Leader of the Council
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan for 2017-23 sets out the key priorities of the Council. The Plan is subject to annual review.

The updated draft Council Plan for 2020/21 did not pass through the democratic process due to the interruption of the emergency situation. The Cabinet, with the contributions of the Overview and Scrutiny Committees, has adopted an interim Plan for the second half of 2020/21.

This report covers the background leading to the review of the Council Plan for re-adoption for 2021/22 onwards.

RECOMMENDATIONS

1	To note the process and timeline for the review of the Council Plan for re-adoption for 2021/22.
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REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2021/22 DEVELOPMENT PROCESS
1.01	<p><u>Draft Council Plan 2020/21</u></p> <p>The draft Council Plan for 2020/21 (attached as Appendix 1) retained the structure of seven themes and supporting priorities as follows:</p>

Caring Council	Adult Services
	Children's Services
	Adult and Children's Services
	Housing
	Protecting People from Poverty
Ambitious Council	Business Sector Growth and Regeneration
	Investing in our Communities
Learning Council	Education and Skills
Green Council	Sustainable Development and Environmental Management
	Safe and sustainable Travel Services
Safe and Clean Council	Safe and Clean Communities
Connected Council	Resilient Communities
	Customer Journey
Serving Council	Effective Resource Management – Workforce
	Effective Resource Management – Finance / Assets
	Effective Resource Management – Digital

Mid-year performance has been reported to Cabinet and the Overview and Scrutiny Committees in November. Strong performance was reported against targets for the period March to September 2020 with 69% of the performance indicators having met or exceeded their targets. Where performance could be measured against last year there has been a 64% downturn in trend with 31% of measures improving on last year's performance and 5% remaining stable.

1.02

Recovery Strategy

The Recovery Strategy as adopted in September set out the most important parts of the Service Portfolio Business Recovery Plans for recovery from the ongoing emergency situation.

1.03

Council Plan 2021/22 Development Process

The content of the Council Plan for 2021/22 will need to take into account continued recovery in addition to our longer-term strategic objectives.

The initial framework for next year's Council Plan is built around six themes:

- Economy
- Education and Skills
- Environment
- Housing
- Personal and Community Well-being
- Poverty

Each of these six themes will be accompanied by a strategic statement. The statements will lend themselves to being Well-Being objectives.

A working example under development is:

	<p>Poverty – <i>Protecting people from poverty by supporting them to meet their basic needs</i></p> <p>The priority areas under Poverty would include:</p> <ul style="list-style-type: none"> - Child poverty - Digital poverty - Food poverty - Fuel poverty - Income poverty <p>The six themes will be mapped out against the respective lead portfolios for reporting to the Overview and Scrutiny Committees.</p> <p>The timeline for the Plan is outlined below:</p> <ul style="list-style-type: none"> • Cabinet First Stage of outline content - January • Overview and Scrutiny Committee Consultation – January/February • Cabinet Second Stage - March • County Council Adoption – April / May
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2.00	RESOURCE IMPLICATIONS
2.01	Council planning and service portfolio business planning is dove-tailed with the periodic review of the Medium Term Financial Strategy and Capital Programme.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation has been carried out with Chief Officers, Cabinet members and the wider internal senior management network on the framework of the Plan.

4.00	IMPACT ASSESSMENT AND RISK MANAGEMENT						
4.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 40%;">Long-term</td> <td rowspan="5">Throughout the 2021/22 Council Plan development we will ensure the five ways of working are embedded within our ambitions and easily reported on.</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table>	Long-term	Throughout the 2021/22 Council Plan development we will ensure the five ways of working are embedded within our ambitions and easily reported on.	Prevention	Integration	Collaboration	Involvement
Long-term	Throughout the 2021/22 Council Plan development we will ensure the five ways of working are embedded within our ambitions and easily reported on.						
Prevention							
Integration							
Collaboration							
Involvement							

	Well-being Goals Impact								
	<table border="1"> <tr><td>Prosperous Wales</td></tr> <tr><td>Resilient Wales</td></tr> <tr><td>Healthier Wales</td></tr> <tr><td>More equal Wales</td></tr> <tr><td>Cohesive Wales</td></tr> <tr><td>Vibrant Wales</td></tr> <tr><td>Globally responsible Wales</td></tr> </table>	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales	Throughout the 2021/22 Council Plan development we will be ensuring we capture our contributions to the seven well-being goals within our ambitions.
Prosperous Wales									
Resilient Wales									
Healthier Wales									
More equal Wales									
Cohesive Wales									
Vibrant Wales									
Globally responsible Wales									
	Council's Well-being Objectives								
	These are under review as part of this work.								
4.01	Risk Management Non-specific.								

5.00	APPENDICES
5.01	Appendix 1 – Draft Council Plan 2020/21

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Recovery Strategy

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Jay Davies Telephone: 01352 702744 E-mail: jay.davies@flintshire.gov.uk

COUNCIL PLAN 2020-2023

In-year priorities for 2020/21

Theme	In-year Priority	Page number
Caring Council	Adult Services	2-4
	Children's Services	5-6
	Adult and Children's Services	7-8
	Housing	9-11
	Protecting People from Poverty	12-14
Ambitious Council	Business Sector Growth and Regeneration	15-18
	Investing in our Communities	19-21
Learning Council	Education and Skills	22-24
Green Council	Sustainable Development and Environmental Management	25-27
	Safe and sustainable Travel Services	28-29
Safe and Clean Council	Safe and Clean Communities	30-32
Connected Council	Resilient Communities	33-34
	Customer Journey	35-36
Serving Council	Effective Resource Management – Workforce	37-39
	Effective Resource Management – Finance / Assets	40-42
	Effective Resource Management – Digital	43

Theme: Caring Council

Priority	Sub - Priority	Definition
Adult Services	Extra Care Strategy	Providing a service to fill the gap between traditional care in the home and long term residential care
Longer term outcome / impact		Meeting the forecast demand for accommodation for older people through a sufficient and sustainable supply of quality and adaptable provision
Achievement will be measured through:		
<ul style="list-style-type: none"> Review capital investment in accommodation for Older People with the Extra Care expansion completed and contributing to need. 		

Priority	Sub - Priority	Definition
Adult Services	Domiciliary and Residential Care	Care services delivered to individuals in their own home / live-in accommodation with 24 hour-a-day supervised staffing for older people who may need extra help and support with their personal care
Longer term outcome / impact		Meeting the forecast demand for accommodation for older people through a sufficient and sustainable supply of quality and adaptable provision Developing the care provider market to meet demand with innovation and flexibility
Achievement will be measured through:		
<ul style="list-style-type: none"> Re-balance Adult Social Care by extending in-house provision to support quality and improve supply: <ul style="list-style-type: none"> Progress in-house residential care expansion schemes, to include the extension of provision at Marleyfield Care Home, and other opportunities to develop across the County; Increase the provision and adapt the models of domiciliary care to meet demand, including Microcare. Support the introduction of the care registration requirements of the Regulation and Inspection of Social Care Act (RISCA) to maintain provision in the domiciliary and residential sectors. <ul style="list-style-type: none"> Provide ongoing support to the Domiciliary Care sector to meet the requirements of registration under RISCA up to and following the introduction of mandatory registration of the workforce. Support providers in the voluntary registration of residential care workers from April 2020 up until mandatory registration of the workforce. 		

Priority	Sub - Priority	Definition
Adult Services	Independent Living	Supporting greater independence for individuals with a frailty and / or disability
Longer term outcome / impact		Supporting people to regain their independence, reduce reliance on the statutory sector and access care closer to home.
Achievement will be measured through:		
<ul style="list-style-type: none"> Support the development of the 'iCan' community based service in Flint Library, to promote good mental health. Improve the numbers of people with a learning disability working up to 16 hours a week. 		

Priority	Sub - Priority	Definition
Adult Services	Strategic Review of Care needs	Proving care and support within available resources
Longer term outcome / impact		To transform the way health and social care are delivered in Wales, through seamless models of care.
Achievement will be measured through:		
<ul style="list-style-type: none"> Implementing the programme of activity under the regional Community Services Transformation Programme 		

Priority	Sub - Priority	Definition
Adult Services	Dementia Friendly Council	Award accredited by the Alzheimer's Society to recognise Councils leading and inspiring a change that will transform the lives of people with dementia
Longer term outcome / impact		Flexibility in the delivery of all services to better support the needs of those living with dementia
Achievement will be measured through:		
<ul style="list-style-type: none"> Extension of age friendly & dementia friendly communities: <ul style="list-style-type: none"> Further develop actions to support people living with dementia; Continue to be recognised as a Council 'Working Towards Becoming Dementia Friendly'. 		

These are priorities this year because we need to:

- Meet the forecasted demand for accommodation and care services for older people through a sufficient and sustainable supply of quality and adaptable provision;
- Develop the care provider market to meet demand with innovation and flexibility;
- Help adults with a frailty or disability to live independently;
- Deliver seamless health and social care;
- Support people who are living with dementia;

Risks to manage:

- There are insufficient residential and nursing beds to meet needs
- We are unable to source care for individuals at home due to pressures on the care market
- It becomes increasingly difficult to recruit and retain staff in the domiciliary and residential sectors due to Regulation and Inspection of Social Care Act (RISCA)

National Policy Issues:

- National focus on supporting integrated approaches between health and social care;
- NHS service pressures and capacity;
- Parity of funding between local authorities and NHS funded provision;
- National trends for increasing demand on Adult Safeguarding services;
- Instability in the care market and insufficient scope for recruitment of direct care workers.
- Implications on the care workforce of RISCA

What we mean by:

- Microcare: Small organisations (fewer than five full time staff) coming together to deliver care in the home to individuals who live in rural areas, where traditional domiciliary care is not available.
- iCan: is our new approach to improving the mental health and wellbeing of people across North Wales.
It is rooted in local communities and led by people with lived experience of mental health problems, people working and volunteering in mental health services and those involved in local mental health charities.

Priority	Sub - Priority	Definition
Children's Services	Improving local placements for Children	Working with placement providers to enhance the local provision for children in Flintshire.
Longer term outcome / impact		Meeting the forecast demand with supply Developing the children's placement market to flexibly meet demand
Achievement will be measured through:		
<ul style="list-style-type: none"> Extend residential provision for children with complex needs. Launch a short term residential service to inform the most appropriate move-on placement and support package for young people 		

Priority	Sub - Priority	Definition
Children's Services	Fostering Service Models	Foster carers provide a home for children whose family are unable to look after them
Longer term outcome / impact		Ensuring a resilient pool of in-house foster carers to provide care for local children with a variety of needs
Achievement will be measured through:		
<ul style="list-style-type: none"> Launch our first In House Mockingbird (Foster Care) scheme and reduce reliance on high cost external placements. 		

Priority	Sub - Priority	Definition
Children's Services	Children on the edge of care	Children with a high level of need, such that risk of family breakdown is present and entry to care is imminent
Longer term outcome / impact		Strengthening families and improving relationships to enable children to remain living within the family home safely and sustainably
Achievement will be measured through:		
<ul style="list-style-type: none"> Pilot a new integrated health and social care Team to provide intensive assessment, support and therapy to children and families who are at risk of entering the care system, or experience a breakdown in their care arrangements. 		

Priority	Sub - Priority	Definition
Children's Services	Early Help Hub	A multi-agency Hub which provides a collective response to support families with greater needs to build their resilience and Wellbeing.
Longer term outcome / impact		Building resilience in families and reducing reliance on statutory services
Achievement will be measured through:		
<ul style="list-style-type: none"> Enhance mental health support to parents through the Early Help Hub so they are better placed to meet the needs of their children. 		

These are priorities this year because we need to:

- Meet the forecasted demand for children's care services through a sufficient and sustainable supply of quality and adaptable provision;
- Develop the children's placement market to flexibly meet demand;
- Further develop our edge of care services and improve outcomes for children in care;
- Ensure a resilient pool of in-house foster carers to provide care for local children with a variety of needs;
Protect children who are at risk of going missing, being exploited or being trafficked
- Build resilience in families and reduce reliance on statutory services

Risks to manage:

- Expenditure on out of county placements increases because there are insufficient local placements for children with complex needs

National Policy Issues:

- National trend of increasing demand on Children's Services;
- Insufficient supply and high cost of care placements for young people with complex needs;
- National drive to reduce the numbers of children in care;

What we mean by:

- Mockingbird model of foster care: local foster carers come together in the form of 'constellations' which consist of a 'hub' home and several 'satellite' homes nearby. The specially recruited and trained hub home carers offer respite care, peer support, regular joint planning and social activities in an extended family model.

Priority	Sub - Priority	Definition
Adult and Children's Services	Safeguarding Children, Adults and Families	Measures to protect the health, well-being and human rights of individuals and allow them to live free from abuse, harm and neglect
Longer term outcome / impact		Protecting children, adults and families who are at risk of abuse and neglect, and preventing them from becoming at risk
Achievement will be measured through:		
<ul style="list-style-type: none"> Carry out a multiagency review to strengthen our approach to safeguarding children at risk of going missing, being exploited or being trafficked <ul style="list-style-type: none"> Implement approaches identified through the review, including contributing to regional work in relation to County Lines Implement the national Liberty Protection Safeguards 		

Priority	Sub - Priority	Definition
Adult and Children's Services	Learning Disability Transformation	Providing support to adults and children with a learning disability to become more independent
Longer term outcome / impact		Transforming the service for people with a learning disability, in line with the Social Services and Wellbeing Act, to give people the opportunity to live independently and have more control over their lives
Achievement will be measured through:		
<ul style="list-style-type: none"> Leading Regional Transformation in Learning Disability and other services to improve greater work opportunities for people with learning disabilities Improve the numbers of people with a learning disability working up to 16 hours a week. 		

Priority	Sub - Priority	Definition
Adult and Children's Services	Autism Service	Regional service supporting autistic individuals, parents and carers.
Longer term outcome / impact		Providing support for those who would otherwise struggle to access services because they do not meet the eligibility criteria.
Achievement will be measured through:		
<ul style="list-style-type: none"> Leading the Regional Integrated Autism Service to promote awareness and integrated approaches to support the needs of people with autism. 		

These are priorities this year because we need to:

- Improve work opportunities for people with learning disabilities
- Support people living with autism

Risks to manage:

- Individuals with learning disabilities or autism fail to achieve their potential because services are not accessible
- Our inability to comply with legislative requirements for Deprivation of Liberty Safeguards (DoLS) assessments means that some individuals are illegally detained
- Agencies fail to work together effectively to protect children and young people from being exploited.

National Policy Issues:

- Transformation of the service for people with a learning disability in line with legislation.
- National Autism Team hosted by WLGA in partnership with Public Health Wales

What we mean by:

- Autism: a developmental disorder characterized by difficulties with social interaction and communication, and by restricted and repetitive behavior.
- People with a learning disability: individuals who find it harder to learn certain life skills, such as learning new things, communication, managing money, reading, writing, or personal care.

Priority	Sub - Priority	Definition
Housing	Homelessness Strategy and Local Action Strategy	A strategy that sets out a regional approach to tackling homelessness in all its forms and delivers on the local issues within Flintshire
Longer term outcome / impact		Preventing homelessness in all its forms and where homelessness cannot be prevented ensuring it is rare, brief and unrepeated
Achievement will be measured through:		
<ul style="list-style-type: none"> Leading a multi-agency response to homelessness prevention Developing Progressing a collaborative response to the street homelessness agenda Delivering a Housing First model Embedding Establishing a Young Persons Positive Pathway 		

Priority	Sub - Priority	Definition
Housing	Welsh Housing Quality Standard (WHQS)	The WHQS is a national standard of quality for homes set by Welsh Government
Longer term outcome / impact		Meet the requirements of the Welsh Housing Quality Standard which will ensure that Council tenants live in good quality homes which as far as possible suit the specific requirements of the household (e.g. specific disabilities)
Achievement will be measured through:		
<ul style="list-style-type: none"> Completion of WHQS programme Develop work streams around decarbonisation agenda 		

Priority	Sub - Priority	Definition
Housing	Housing Strategy	The strategy which enables an increase in the delivery of affordable quality housing, as well as the right support for our residents to enable them to remain independent in their own home
Longer term outcome / impact		Ensuring the supply of affordable and quality housing of all tenures
Achievement will be measured through:		
<ul style="list-style-type: none"> Increasing housing supply, sustainability and quality for those in housing need Supporting and delivering social and affordable housing growth Increase the number of social rented units through Housing Revenue Account (HRA) and housing association partners Increase the number of affordable units through North East Wales Homes and housing association partners Increased housing provision for Social Services clients. 		

Priority	Sub - Priority	Definition
Housing	Provision of new social and affordable homes	To increase the supply of new build provision of affordable housing
Longer term outcome / impact		Ensuring a supply of affordable and quality housing of all tenures
Achievement will be measured through:		
<ul style="list-style-type: none"> • Provide a new build housing delivery model • Continue and accelerate new build scale and pace • Housing provision within the Growth Deal • RSL partnership working in sites • NEW Homes provision of housing and business growth <ul style="list-style-type: none"> ○ Grow the number of high quality sustainable and energy efficient homes 		

Priority	Sub - Priority	Definition
Housing	Housing needs of vulnerable groups	Suitable housing and support which meets the needs of vulnerable people
Longer term outcome / impact		Housing which provides a range of options to enable people to be suitably housed Provision of appropriate interventions (i.e. support or adaptations) to assist people to remain in their homes wherever possible
Achievement will be measured through:		
<ul style="list-style-type: none"> • New models of housing provision for young people • Lifetime homes and flexible facilities • Recommission the service model to reflect what users want 		

These are priorities this year because we need to:

- Prevent homelessness;
- Meet the diverse housing and accommodation needs of the local population;
- Develop more opportunities for people to access affordable rent and low cost home ownership;
- Build the maximum number of Council houses possible as part of the housing supply solution;
- Build the maximum number of Council houses possible to support and contribute to Flintshire's overall housing supply; and;
- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

Risks to manage:

- We are not able to meet the demand for Council Housing
- Homelessness increases
- There will be a lack of affordable homes for specific demographics
- Welfare reform demand outstrips the housing services capacity

National Policy Issues:

- National and Welsh Government measures to address Coronavirus pandemic and impact upon customers, applicants and tenants upon all housing providers and support agencies in Flintshire;
- Welfare Reform and Work Act 2016;
- Maintaining the funding of Major Repairs Allowance (MRA) so that the Council can meet the WHQS by 2020;
- Implementation of the recommendations from the Affordable Housing Supply Review including Local Authorities being able to access grant funding to support new build affordable and social housing
- Delivery of Welsh Government's Housing First Policy.

What we mean by:

SHARP: Strategic Housing and Regeneration Programme: Programme to build 500 new Council and affordable homes over a five-year period.

Priority	Sub - Priority	Definition
Protecting People from Poverty	Food Poverty	Inability to afford, or to have access to, food to make up a healthy diet. It is not just about hunger, but also about being appropriately nourished to attain and maintain health and wellbeing
Longer term outcome / impact		Reducing food poverty and food insecurity in Flintshire
Achievement will be measured through:		
<ul style="list-style-type: none"> • Development of the new social Enterprise to deliver healthy, nutritious and affordable food solutions throughout the County • Improve and increase access to Healthy food during school holidays • Introduction and growth of community Good Food Hubs in Flintshire • Map food solutions and activity across Flintshire to identify gaps in provision to enable targeted action 		

Priority	Sub - Priority	Definition
Protecting People from Poverty	Fuel Poverty	When a household spends more than 10% of its income on heating their home
Longer term outcome / impact		Increasing the level of funding and work/schemes to reduce fuel poverty in our communities
Achievement will be measured through:		
<ul style="list-style-type: none"> • Improving the energy efficiency ratings of current housing in Flintshire measured through Energy Performance Certificate Scores. 		

Priority	Sub - Priority	Definition
Protecting People from Poverty	Child Poverty	A child is considered to be growing up in poverty if they are living in a household where the income is below 60% of the median income.
Longer term outcome / impact		Reduction in the impacts of poverty on children across Flintshire
Achievement will be measured through:		
<ul style="list-style-type: none"> • Deliver the Childcare Offer Capital Grant Programme to develop and/or refurbish childcare settings across Flintshire. • Review and revise funding for free school meals • All schools adopted 'Ask Ceri' resource • Refresh council wide model for uniform exchange 		

Priority	Sub - Priority	Definition
Protecting People from Poverty	Flexible Funding Programme	Welsh Government grant regime which aims to deliver a wide range of support services for the most vulnerable people in our communities. The grant includes Housing Support Grant (including Supporting People and the Homelessness Prevention Grant) and Children's and Communities Grant (Social Services).
Longer term outcome / impact		Achieve the best possible outcomes for the most vulnerable people in our communities through the most flexible use of the funding
Achievement will be measured through:		
<ul style="list-style-type: none"> Bring together initiatives to deliver effective early years, family support and employability support into a coherent framework under the Funding Flexibilities programme, including the Early Years Pathfinder. 		

Priority	Sub - Priority	Definition
Protecting People from Poverty	Becoming Work-ready	Integrated employability programme that provides support for people in or at risk of poverty throughout Flintshire
Longer term outcome / impact		Continued provision of an employability mentor service that covers the whole of Flintshire and focuses on the most deprived areas
Achievement will be measured through:		
<ul style="list-style-type: none"> Achievement of targets for supporting individuals to enter employment, learning or support 		

These are priorities this year because we need to:

- The number of children entitled to free school meals has risen
- The number of families defined as living in poverty has not reduced
- To increase the aligned availability of childcare and early education in all communities through the Wales Government Child care Offer.
- Reduce the risk of poverty amongst Flintshire households
- Reduce the impact of rising fuel costs
- Developing joined up and responsive Early Years' services to ensure every child has the best start in life
- Provide support to access employment training

Risks to manage:

- Less of a childcare offer for communities'
- The direct impact on energy programmes from reduced external funding

National Policy Issues:

- Welsh Government Child Poverty Strategy
- Welsh Government Childcare Offer
- Early Years Integration Transformation Programme

What we mean by:

- Childcare Offer – funding for 3-4 year olds for working parents, combined offer of childcare and education up to 30 hours per week during term time, and up to 9 weeks of up to 340 hours childcare during the holidays, for up to 48 weeks of the year during eligibility.
- Childcare Offer Capital – these are capital schemes and small capital grants via application for 2018-21 to support the delivery of the Childcare Offer
- ‘Ask Ceri’ Resource – support pack for teachers for Personal and Social Education to highlight the impact of poverty in relation to school activities
- Early Years Pathfinder: The ambition is to develop joined up and responsive Early Years’ services to ensure every child has the best start in life. Children should be at the centre of excellent, integrated services that put their needs first, regardless of traditional organisational and professional structures.

Theme: Ambitious Council

Priority	Sub - Priority	Definition
Business Sector Growth and Regeneration	Growth Deal and Infrastructure	The collaborative strategy between Governments, councils and public sector partners and the business community for (1) investment in regional infrastructure - digital, transport, and sites and premises (2) priority economic sector support and growth (3) foundation sector support and growth and (4) skills and employment
Longer term outcome / impact		<p>Sustaining economic growth through local and regional business development, employment and training support</p> <p>Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites</p> <p>Meeting demand for business and housing growth through a ready supply of sites</p> <p>Skills and employment support enables individuals to take advantage of economic opportunities</p>
Achievement will be measured through:		
<ul style="list-style-type: none"> • Develop the priority projects for inclusion in the Growth Deal e.g. Warren Hall; • Progression of the Councils Integrated Transport Strategy through the delivery of key interventions 		

Priority	Sub - Priority	Definition
Business Sector Growth and Regeneration	Regional Business Growth	A coordinated approach to inward investment and the demands of businesses
Longer term outcome / impact		An environment and infrastructure where business is sustained and grown
Achievement will be measured through:		
<ul style="list-style-type: none"> • FCC to support the introduction of a regional hub by Welsh Government and North Wales Economic Ambition Board to co-ordinate inward investment and respond to the demands of businesses • Building the resilience of local businesses and increasing their ability to supply the Public Sector 		

Priority	Sub - Priority	Definition
Business Sector Growth and Regeneration	Production of the Local Development Plan (LDP)	15 year plan to guide development within the County whilst protecting and enhancing the built and natural environments
Longer term outcome / impact		<p>Identification of a portfolio of sites and policies to meet ambitions in relation to growth in the residential, commercial and industrial sectors</p> <p>Identification of a portfolio of sites and policies to protect and enhance the built and natural environments</p>
Achievement will be measured through:		
<ul style="list-style-type: none"> • Local Development Plan <ul style="list-style-type: none"> ○ Prepare the plan for submission to Welsh Government in June 2020 ○ Fully engage with Welsh Government in examination process due to start Autumn 2020 		

Priority	Sub - Priority	Definition
Business Sector Growth and Regeneration	Future of Town Centres	Clarification of the role which the County Council will take in its long term support for our Town Centres
Longer term outcome / impact		Town centres and their businesses which can thrive whilst adapting to changing economic circumstances
Achievement will be measured through:		
<ul style="list-style-type: none"> • Implement the enhanced Town Centre Strategy in partnership with WG and local stakeholders to support the long term sustainability of towns. This will include greater intervention in relation to town centre properties and further support for the street markets. 		

Priority	Sub - Priority	Definition
Business Sector Growth and Regeneration	Integrated Transport Strategy	A long term sustainable transport solution which successfully integrates all modes of transport whilst maintaining and promoting at its heart, a sustainable, affordable and environmentally friendly Public Transport Service
Longer term outcome / impact		Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites
Achievement will be measured through:		
<ul style="list-style-type: none"> • Flintshire Integrated Transport Plan - developing integrated, sustainable and reliable transport services including: <ul style="list-style-type: none"> ○ Services on the Wrexham to Bidston Line ○ Developing the number of bus quality partnerships on the core network ○ Development of Demand Responsive Transport (DRT) linking into the Core Bus Network. ○ Developing the metro concept ○ Developing the hydrogen energy hub at Deeside Industrial Park through Growth Deal funding. 		

Business Sector Growth and Regeneration	Alternative Delivery Models	Replacing traditional methods of service delivery with a mixed portfolio of provision, including Social enterprise, mutual, cooperative and collective ownership models
Longer term outcome / impact		Increased engagement with staff and communities, promoting innovation and reducing dependence on council funding
Achievement will be measured through:		
<ul style="list-style-type: none"> • Continue to support our existing Community Asset Transfer (CAT) programme and grow • Newydd – success with a more expansive business plan • Aura Leisure & Libraries; <ul style="list-style-type: none"> ○ Begin initial stages for the replacement of Deeside Leisure Centre • Alternative Delivery Models (ADM) – feasibility development <ul style="list-style-type: none"> ○ Housing ○ Microcare 		

These are priorities this year because we need to:

- Successfully integrate all modes of transport, whilst developing the individual demands of each whilst maintaining and promoting at its heart, a sustainable, affordable and environmentally friendly public transport service, with links to all of Flintshire and the wider region.
- Provide residents in rural areas of the County with valuable links to transport services along Flintshire's Core Network where commercial services are not currently available, thus facilitating access to health facilities, education and employment.
- Continue to grow the local and regional economy
- Protect the economic viability of our Town Centres
- Work collaboratively to achieve key priorities for major infrastructure projects which will support economic growth projects
- Support for businesses in Flintshire does not match need and fails to encourage investment.

Risks to manage:

- Infrastructure investment does not keep pace with needs and business is lost to the economy
- Welsh Government take over the process for production of the LDP

National Policy Issues:

- Infrastructure investment to create the platform for advancing economic growth
- Welsh Government approach to Regeneration

What we mean by:

- Flintshire Integrated Transport Strategy: Aims to provide long term sustainable transport solutions through the successful integration of all modes of transport, which links to all of Flintshire and the wider region
- Demand Responsive Transport: Provided in rural areas of the County on the request of an individual(s) where commercial services are not available.
- Quality Bus Partnership: A partnership between bus operators, often with commitments to investment in new vehicles, and local authorities, with commitments to improve bus stops and other bus infrastructure and to introduce bus priority measures such as bus lanes.

Priority	Sub - Priority	Definition
Investing in our Communities	Theatre Capital Plan	Investment in the Theatr Clwyd site in support of a sustainable business plan and operating model for the Theatr as a primary arts industry hub and provider in the region and in Wales
Longer term outcome / impact		The theatre continues to be sustainable and high performing
Achievement will be measured through:		
<ul style="list-style-type: none"> • Theatr Clwyd <ul style="list-style-type: none"> ○ final decision made to transfer to a new governance model for 2021/22 ○ completion of the capital resourcing plan ○ Welsh Government funding commitment 		

Priority	Sub - Priority	Definition
Investing in our Communities	Future of County Hall Campus / Civic Estate	Developing a Masterplan for the Mold Campus
Longer term outcome / impact		A sustainable and deliverable plan for the long term future of the campus which supports public sector partners' ambitions
Achievement will be measured through:		
<ul style="list-style-type: none"> • Develop Masterplan for County Hall civic centre • Adopt a County Hall Masterplan 		

Priority	Sub - Priority	Definition
Investing in our Communities	Implementation of major capital Education Programmes: 21 st Century Schools - Band B Welsh Medium Capital Investment	Investment in high quality school buildings for the future
Longer term outcome / impact		Providing high quality learning opportunities and learning environments for learners of all ages
Achievement will be measured through:		
<ul style="list-style-type: none"> Continue C21st School and Schools Capital Investment – an agreed programme for the next 3-5 years of investment; Consultation for school organisational change for new school Ysgol Croes Atti Flint, and consultation for area review in Saltney/ Broughton; Federation processes completed in Lixwm/Caerwys area; Cost certainty and construction at Ysgol Castell Alun and Ysgol Glanrafon; Capital release from Wales Government at full business case stage 		

Priority	Sub - Priority	Definition
Investing in our Communities	Sustainable and Modern Archive Services	Development of a North East Wales Archive Service and a new purpose-built archive facility
Longer term outcome / impact		Providing high quality, accessible, responsive and cost effective public archive services
Achievement will be measured through:		
<ul style="list-style-type: none"> Joint Archive Service <ul style="list-style-type: none"> Start the Joint Archive Service from April 2020 (Flintshire County Council and Denbighshire County Council) Complete Stages 1 & 2 New Heritage Lottery Fund bid 		

Priority	Sub - Priority	Definition
Investing in our Communities	New Pupil Referral Unit – Plas Derwen	Specialist educational provision for vulnerable learners
Longer term outcome / impact		Providing high quality learning opportunities and learning environments for learners of all ages
Achievement will be measured through:		
<ul style="list-style-type: none"> Local public sector strategic site interventions explored on former John Summers High School Site which includes investment at Queensferry CP school, Plas Derwen PRU and community Hub 		

These are priorities this year because we need to:

- Continue to deliver the long term strategy for capital investment in high quality school buildings and in provision for vulnerable learners
- To deliver a cost effective and resilient archive service
- Support our communities to be more resilient

Risks to manage:

- Insufficient school places to meet demand
- Deteriorating school buildings impacts on curriculum delivery
- Long term repairs and maintenance costs increase
- Not able to meet archive accreditation standards due to unsuitable accommodation for the housing of archive materials in Flintshire and in Denbighshire

National Policy Issues:

- Welsh Government funding for 21st Century Schools (Band B)
- Social Services & Wellbeing (Wales) Act
- Future Generations of Wales Act

What we mean by:

- 21st Century Schools – a long term strategic investment programme in the education estate in Wales. A unique collaboration between Welsh Government, Welsh Local Government Association, Local Authorities, Colleges and Dioceses.
- Band B investment programme runs from 2019-2024.

Theme: Learning Council

Priority	Sub - Priority	Definition
Education and Skills	Core Education Offer and Performance	Providing high quality learning opportunities for learners of all ages
Longer term outcome / impact		Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement
Achievement will be measured through:		
<ul style="list-style-type: none"> Estyn Action Plan - Implement the actions against the four recommendations from the Estyn Inspection 2019 Pupil performance in 2020 assessment/examination outcomes at ages 7,11,14,16 and 18 years 		

Priority	Sub - Priority	Definition
Education and Skills	Implementation of the new National Curriculum	A revised national curriculum for Wales
Longer term outcome / impact		By 2026, all pupils from 3-16 will be taught the new curriculum which better prepares them for their future lives and employment
Achievement will be measured through:		
<ul style="list-style-type: none"> Schools demonstrating their progress against key milestones in the implementation of the new curriculum All schools have delivered their statutory professional learning day for the new curriculum 		

Priority	Sub - Priority	Definition
Education and Skills	Additional Learning Needs (ALN) Tribunal Act	Revised legislation to support children and young people with Additional Learning Needs
Longer term outcome / impact		Implement a new statutory approach from September 2021 for supporting children and young people with learning needs from 0-25 to enable them to achieve their potential
Achievement will be measured through:		
<ul style="list-style-type: none"> Schools demonstrating their progress against key milestones in the implementation of the new ALN reforms Continue the delivery of LA transition plan for ALN reform 		

Priority	Sub - Priority	Definition
Education and Skills	Supporting Additional Learning Needs	Exploring resource options to support vulnerable learners
Longer term outcome / impact		To ensure children and young people with Additional Learning Needs have access to appropriate provision and succeed
Achievement will be measured through:		
<ul style="list-style-type: none"> • Complete a feasibility study on options regarding specialist learning provision • Develop a project plan for approval by Cabinet 		

Priority	Sub - Priority	Definition
Education and Skills	Extend the impact of the Integrated Youth Provision	Increasing the range of support services to schools through the Integrated Youth Provision to keep children and young people engaged in education
Longer term outcome / impact		To offer bespoke, holistic, needs-led intervention for young people in schools, hospitals and their communities
Achievement will be measured through:		
<ul style="list-style-type: none"> • Continue to reduce first time entrants into Youth Justice Service • Complete the evaluation of the Inspire Mental Health Programme • To complete the evaluation of the pilot Youth Work Immersion Programme • To increase the number of Immersion Youth Workers in secondary schools 		

Priority	Sub - Priority	Definition
Education and Skills	Post 16 Transport Policy	Review of Council policy for transportation of post 16 learners
Longer term outcome / impact		To have in place an affordable and sustainable model for post 16 transport
Achievement will be measured through:		
<ul style="list-style-type: none"> • Policy change for Post 16 charging agreed by Cabinet 		

These are priorities this year because we need to:

- To ensure young people achieve their potential
- To meet statutory duties under Welsh Government legislative reform for the National Curriculum and Additional Learning Needs
- Demonstrate progress against Estyn Recommendations
- Increase the resilience of children and young people in schools and their communities to stay safe and healthy
- Develop our specialist provision to meet learner needs as effectively and efficiently as possible

Risks to manage:

- New national curriculum is not appropriately implemented, adversely impacting on learners
- Increased legal challenge to schools and the local authority under the Additional Learning Needs legislation
- An increase in the number of young people not in education, employment or training
- **National Policy Issues:**
- Welsh Government National Curriculum Reform
- Welsh Government Additional Learning Needs Reform
- Future Generations of Wales Act

What we mean by:

- National Curriculum reform – a new national curriculum for Wales for 3-18 year olds
- ALN Tribunal Act – a new statutory framework for supporting children and young people with additional learning needs.

Theme: Green Council

Priority	Sub - Priority	Definition
Sustainable Development and Environmental Management	Carbon Reduction	Calculating the Council's total carbon footprint (inclusive of all sources and sinks of carbon emissions) across all Council activities to support The Carbon Reduction Strategy
Longer term outcome / impact		Carbon emissions are reduced across all council activities
Achievement will be measured through:		
<ul style="list-style-type: none"> • Strategy for Climate Change Response <ul style="list-style-type: none"> ○ Agree Carbon Reduction Strategy with priority projects and resources: <ul style="list-style-type: none"> ▪ Low Carbon Sustainable Energy interventions ▪ Solar PV (Stage 2) ▪ Tree Planting Plan ▪ Electrified vehicle fleet ▪ Introducing an electric pool car system ▪ Developing a corporate electric charging policy ▪ Exploring hydrogen fuel cell technology for HGV vehicles ▪ De-carbonisation of the Housing Estate ▪ Reduction of the council's consumption of single use plastic ▪ Development of the Councils Public Charging Infrastructure 		

Priority	Sub - Priority	Definition
Sustainable Development and Environmental Management	Affordable and sustainable collection and treatment services for recyclable, compostable and residual waste	Increase the rates and quality of recyclable and compostable waste whilst reducing residual waste
Longer term outcome / impact		Maximising the recovery and rates of recyclable, re-usable and compostable waste, and reduce landfilled waste Treatment of residual waste at the regional Parc Adfer facility as a sustainable and cost-effective solution

Achievement will be measured through:

- Improve Waste Recycling
- Following the consultation process on the current waste service, a number of changes to operating practices to maintain our recycling level and achieve future targets. Areas of improvement include:
 - Develop Standard Recycling Centre
 - Improvements Greenfield Composting Facility and Transfer Station yard
- Parc Adfer
 - a successful first full year of operation meeting waste and cost and income targets
 - the launch of the Community Benefit Fund with the first grants discharged within the financial year
 - provision of recycling education programme at Park Adfer
- Develop Household Recycling Centres “Adoption” by charities

Priority	Sub - Priority	Definition
Sustainable Development and Environmental Management	Natural Environment	Optimising the role in which the natural environment can play in meeting our communities’ needs
Longer term outcome / impact		A vibrant natural environment which promotes access to open and green spaces and their value in contributing to well-being

Achievement will be measured through:

- Sustainable Urban Drainage Systems
 - Establish a structure to assess and discharge our S.A.B function
- Ash die back – develop plan to deal with current issue and the future protection of our woodlands.
- Effective management of our natural environment and accessible green space networks to deliver health, wellbeing and resilience goals
- Protecting the resilience of our natural environment by increasing the biodiversity value of Council owned or managed land

These are priorities this year because we need to:

- Maximise the re-use and recycling of waste items to reduce our carbon emissions.
- Improve public understanding of re-use and recycling.
- Address the requirements of the sustainable development principles of the Well-being of Future Generations Act and the Environment Bill;
- Balance the need for sustainable development with the protection of the natural environment;
- Continue to reduce our carbon emissions to meet Welsh Government targets and play our part in helping to address the consequences of climate change; and
- Be prepared for the impact of Ash-Dieback
- Meet our statutory requirements for Sustainable Urban Drainage Systems

Risks to manage:

- Public acceptance and support for recycling and re-use

National Policy Issues:

- Review of Statutory recycling targets;
- Reclassification of waste types e.g. wood removed from recycling calculation;
- Environmental pressures and legislation;
- Financial pressures on WG grant support; and

What we mean by:

- Recycling Targets: set by WG with the threat of infraction fines for councils not achieving the targets;

Priority	Sub - Priority	Definition
Safe and sustainable Travel Services	Alternative local transport arrangements	Alternative transport services in local communities where no public transport services exist
Longer term outcome / impact		Connecting passengers to key destination hubs and enable access to education, employment, retails, health, social and leisure destinations
Achievement will be measured through:		
<ul style="list-style-type: none"> The number of Local Travel Arrangements introduced via a process of continual review. Development of Demand Responsive Transport (DRT) linking into the Core Bus Network. 		

Priority	Sub - Priority	Definition
Safe and sustainable Travel Services	Core Bus Network	Core bus network is characterised by a number of key destinations across the County (hubs), such as main towns or public transport interchanges/railway stations with direct, high frequency bus services operating between the hubs and on some cross-boundary corridors
Longer term outcome / impact		Connecting passengers to key destination hubs and enable access to education, employment, retails, health, social and leisure destinations
Achievement will be measured through:		
<ul style="list-style-type: none"> Connecting passengers to key destination hubs and enable access to education, employment, retails, health, social and leisure destinations 		

Priority	Sub - Priority	Definition
Safe and sustainable Travel Services	Highway Network	Prioritising the Council's road infrastructure maintenance
Longer term outcome / impact		Improved travel connectivity across the road transport network
Achievement will be measured through:		
<ul style="list-style-type: none"> The implementation of the annual capital investment in the road network through the Highway Asset Management Plan (HAMP) 		

Priority	Sub - Priority	Definition
Safe and sustainable Travel Services	Active Travel	Provide opportunities for increasing levels of walking and cycling (active travel) and enable access to sustainable and alternative methods of travel
Longer term outcome / impact		Developing and increase active travel infrastructure; improve connectivity and enable access to education, jobs and services
Achievement will be measured through:		
<ul style="list-style-type: none"> • Provide opportunities for increasing levels of walking and cycling (active travel) for localised journeys, whilst also forming an integral part of the Councils Integrated Transport Strategy. 		

These are priorities this year because we need to:

- Enable people to access key services and link communities across Flintshire;
- Minimise congestion and delays on our highway network;
- Maximise the benefits of available funding;

Risks to manage:

- Not able to meet Welsh Governments carbon reduction target;
- Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth;
- Adverse weather conditions on the highway network;

National Policy Issues:

- Highway condition deteriorating with limited Welsh Government support available.

What we mean by:

- HAMP: Highway Asset Management Plan. Dictates where maintenance funding should be spent to maximise benefit to the network.

Theme: Safe and Clean Council

Priority	Sub - Priority	Definition
Safe and Clean Communities	Community Safety	Adopting a consistent and collaborative approach to address community safety across Flintshire and the region
Longer term outcome / impact		Reduced crime and re-offending, plus lower levels of anti-social behaviour within our communities
Achievement will be measured through:		
<ul style="list-style-type: none"> Work with statutory partners across North Wales to support the new partnership arrangements for Community Safety. Once the partnership priorities have been agreed produce a delivery plan for Flintshire's implementation 		

Priority	Sub - Priority	Definition
Safe and Clean Communities	Community and Business Protection	Protecting public health by providing services in Food Safety and Standards and Food Hygiene
Longer term outcome / impact		Providing high quality, accessible, responsive and cost effective public Services
Achievement will be measured through:		
<ul style="list-style-type: none"> Responding appropriately to the challenges posed by European Union Exit with respect to Food Safety and Food Standards 		

Priority	Sub - Priority	Definition
Safe and Clean Communities	Streetscene and Transportation Standards	A range of service standards and performance measures for the provision and management of Streetscene Services
Longer term outcome / impact		An agreed set of standards for Streetscene services which can be monitored and provide assurance about performance of the "visible" public realm services
Achievement will be measured through:		
<ul style="list-style-type: none"> Performance against agreed standards for front-line Streetscene and Transportation services Review relevance of existing performance standards with key stakeholders 		

Priority	Sub - Priority	Definition
Safe and Clean Communities	Environmental Improvement and Enforcement	Improve the natural environment by utilising relevant enforcement measures
Longer term outcome / impact		To improve the natural environment by reducing environmental crime and parking contraventions
Achievement will be measured through:		
<ul style="list-style-type: none"> • Introduction of enhanced enforcement on residual waste collections • Develop education programme on public responsibilities and awareness 		

Priority	Sub - Priority	Definition
Safe and Clean Communities	Service/ Infrastructure Resilience	Ensure that services and infrastructure are resilient to external influences e.g. severe weather, pandemic, significant IT loss etc.
Longer term outcome / impact		Having robust plans and procedures in place to ensure that impact on service and infrastructure are minimised
Achievement will be measured through:		
<ul style="list-style-type: none"> • Council wide business continuity plans are up to date and reviewed periodically 		

These are priorities this year because we need to:

- Provide quality parking provision for town centres and ensure availability through appropriate short / long stay provision;
- Safeguard the environment from illegal activities of waste deposit;
- Maintain a standard of service delivery within the Streetscene and Transportation Portfolio;
- Ensure the direction of the service is aligned with the needs of the residents of Flintshire and their representatives
- Protect Public Health of residents within Flintshire
- Ensure that there is business continuity

Risks to manage:

- Lack of public support for enforcement services;
- Decrease in Food Safety and Food Standards in Flintshire following European Union withdrawal
- The services and infrastructure are not resilient

National Policy Issues:

- Changes in legislation that permits local authorities to undertake more enforcement activities;
- Highway condition deteriorating with limited Welsh Government support available.
- The Food Law Code of Practice (Wales) 2018 is statutory guidance issued under Food Hygiene legislation; and
- The Food Hygiene Rating (Wales) Act 2013 places a duty on the local authority to inspect food premises within their area in accordance with the Food Law Code of Practice.

What we mean by:

- Enforcement service: provision of an integrated enforcement team to address a parking contraventions and environmental crime such as fly tipping, littering and dog fouling;
- Streetscene Standards: A set of Standards detailing minimum performance standards;

Theme: Connected Council

Priority	Sub - Priority	Definition
Resilient Communities	Community Resilience	Working with communities to help them to develop skills and resources to be able to deal with challenging and difficult situations which exist or when they occur
Longer term outcome / impact		Supporting local communities to be resilient and self-supporting
Achievement will be measured through:		
<ul style="list-style-type: none"> • Community Resilience <ul style="list-style-type: none"> ○ Agree model and implement the Holway Hub within the community ○ Identify and develop other area based community work • Area Interventions <ul style="list-style-type: none"> ○ Masterplan for the former John Summers site and Shotton 		

Priority	Sub - Priority	Definition
Resilient Communities	Community Health	Supporting our services and partners to further develop programmes of Social Value
Longer term outcome / impact		Improving the health of communities through our social value programmes
Achievement will be measured through:		
<ul style="list-style-type: none"> • Aura Leisure and Libraries <ul style="list-style-type: none"> ○ Agreement of a funding ambition and sustainable service contract/ business plan for years 4 and 5 ○ Agreement of long term strategies e.g. play, community joint use of schools 		

Priority	Sub - Priority	Definition
Resilient Communities	Social Value	Establishing a framework to collaborate directly with contractors and suppliers to support additional social value investment in communities, directly linked to PSB identified, corporate and community priorities Building sustainable partnerships between the public sector supply chain and local communities
Longer term outcome / impact		Securing community benefits through social value investments
Achievement will be measured through:		
<ul style="list-style-type: none"> • Implement Social Value Strategy with clear measurable gains for social issues, charities and local communities 		

These are priorities this year because we need to:

- Be smarter about securing and linking potential social investment to locally identified priorities
- Work proactively with our supply chain to maximize the impact that our investment and collaboration has for communities across Flintshire

Risks to manage:

- Capacity of Social Value officer to support the organisation and external contractors

National Policy Issues:

- Wellbeing and Future Generations Act drives a focus on resilience and long term sustainability

What we mean by:

- Social Value: is the additional value that the council, its partners and its suppliers can give to individuals and communities through how they use their money and resources. This is often agreed during contract negotiations, with suppliers invited to describe how they will give social value over and above the core services they are being commissioned to provide

Priority	Sub - Priority	Definition
Customer Journey	Corporate Contact Centre	Combining customer contact teams from services across Flintshire County Council with parallel redesign of digital self-serve capabilities via <i>My Account</i>
Longer term outcome / impact		Widening digital access to public services Provide a single, resilient, consistent point of contact for the customer
Achievement will be measured through:		
<ul style="list-style-type: none"> • Increase the number of Council services delivered by the Contact Centre – three new services during 2020/21 • Introduction of technology to support the Digital Strategy creating a Digital Customer who is less reliant on telephone contact • Customer satisfaction when contacting the Contact Centre 		

Priority	Sub - Priority	Definition
Customer Journey	Complaints Handling	Customers find it easy to complain when things go wrong and services learn from complaints to improve services now and in the future.
Longer term outcome / impact		Review the Council's policy for managing and responding to complaints in line with the revised model for managing complaints across public services in Wales.
Achievement will be measured through:		
<ul style="list-style-type: none"> • Introduction of a new complaints policy • Introduction of a policy to effectively manage customer behaviour • Meeting response targets for complaints handling 		

These are priorities this year because we need to:

- Continue to develop the Contact Centre to support customer-facing services and reduce multiple handling of telephone calls across the Council;
- Improve the speed in which we are able to answer telephone calls when customers contact the Council;
- Embrace technology to make it easy for customers to self-serve on the Council's website thus ensuring face to face and telephone contact is available for our most vulnerable customers;
- Ensure that customers receive consistently excellent customer service when they contact the Council;
- Ensure customers know what to do when things go wrong and find it easy to raise their concerns;
- Learn from complaints to effectively respond to trends and patterns to inform service improvements.

Risks to manage:

- Customers do not have access to technology or the skills and confidence to use it;
- Insufficient resource to modernise business processes and technologies.

National Policy Issues:

- Welsh Government and customer expectations are changing and local authorities need to have a plan to modernise and support customers to access services by their channel of choice;
- Public Services Ombudsman for Wales's model procedure for dealing with complaints in public services.

What we mean by:

- My Account – an area on Flintshire's website that enables customers to view a personalised area of enquiries they have submitted to the Council, pay for services and view information such as Councillor, Planning and Waste and Recycling. My Account is created using the customer's email address and password.
- Digital access - the ability for customers to use tools and technologies such as the internet and computers when contacting the Council.
- Contact Centre – a single team responsible for handling calls to Streetscene and Housing services.

Theme: Serving Council

Priority	Sub - Priority	Definition
Effective Resource Management – Workforce	Health and Well-being Strategy	Measures to support and maintain a safe and healthy working environment
Longer term outcome / impact		Continuing to be a high performing and innovative public sector organisation with ethical and social values
Achievement will be measured through:		
<ul style="list-style-type: none"> • Workforce attendance rates • Reduction in the number of referrals to Occupational Health on the grounds of mental health • Deliver aims and objectives from action plan agreed in support of the 'Time to Change' pledge. 		

Priority	Sub - Priority	Definition
Effective Resource Management – Workforce	People Strategy	Enables the Council to attract and retain the most talented individuals to drive forward the Council's challenging agenda
Longer term outcome / impact		Continuing to be a high performing and innovative public sector organisation with ethical and social values
Achievement will be measured through:		
<ul style="list-style-type: none"> • Effective succession planning for senior and supporting management positions • Increasing the number of apprenticeships which result in a positive outcome • Retention rates of key personnel through maintaining competitive pay and reward • Reductions in the local gender pay gap 		

Priority	Sub - Priority	Definition
Effective Resource Management – Workforce	Welsh Language Promotion Strategy	Strategy to increase the number of Welsh speakers, increase the use of Welsh and creating favourable conditions for the Welsh language to flourish
Longer term outcome / impact		We are able to deliver more bilingual services and meet the needs of our Welsh speaking customers and employees
Achievement will be measured through:		
<ul style="list-style-type: none"> • Welsh language skills requirements embedded within the recruitment and selection process • Reduction in the number of employees who report that they do not have any Welsh language skills • Increase in the number of employees who report their Welsh language skills are level 3 and above • Increase in the number of initiatives to promote the Welsh language 		

Priority	Sub - Priority	Definition
Effective Resource Management – Workforce	Corporate Safeguarding	Enabling all our workforce, elected members, volunteers and contractors to recognise and report safeguarding concerns
Longer term outcome / impact		Adults and children are safeguarded and protected from others who may abuse them
Achievement will be measured through:		
<ul style="list-style-type: none"> • Achievement against the actions and targets of the Corporate Safeguarding Action Plan • Improve number of employees who complete safeguarding training • Launch the National Safeguarding Procedures with a corporate approach; • Embed the National Safeguarding Procedures, raising the ability of employees to recognise and report safeguarding issues. 		

These are priorities this year because we need to:

- Deliver bilingual services to meet the needs of our Welsh speaking customers and meet the statutory Welsh Language Standards
- Ensure we meet our corporate safeguarding responsibilities to protect children, young people and adults.

Risks to manage:

- We will not be able to develop the skills of the workforce to deliver bilingual services and meet the needs of Welsh speaking customers
- Children, young people and adults at risk are not protected

National Policy Issues:

- Compliance with the Welsh Language Standards
- Welsh Government’s Strategy “Cymraeg 2050” which aims to increase the number of Welsh speakers in Wales
- Welsh Government’s “More Than Words” - Strategic Framework for delivering Welsh Language Services in Health, Social Services and Social Care
- Wellbeing of Future Generations (Wales) Act 2015
- Social Services and Wellbeing (Wales) Act 2014 places a duty on all local authority employees, elected members and relevant partners to report any actual or suspected incidents of abuse or harm

What we mean by:

- Welsh Language Standards set out what each organisation has to do and provide through the medium of Welsh and also the date by which they are required to comply with a standard
- Welsh language skills levels- Assessment of Welsh language skills based on types of communication tasks (reading, writing, listening/speaking) individuals are able to undertake in Welsh. Skill levels are assessed from 0 – 5 with 0 being no skills to 5 being fluent
- Safeguarding – doing everything we can to keep people safe, including minimising the risk of harm and accidents, taking action to tackle safety concerns and ensuring people grow up and live in safe circumstances

Priority	Sub - Priority	Definition
Effective Resource Management – Finance / Assets	Housing Revenue Account Business Plan	An account in which the Councils housing revenue (rent) and housing costs (property management and maintenance) are held. The business plan sets out the strategic direction for activity within the Housing Revenue Account
Longer term outcome / impact		Provision of high quality social housing and support services to our tenants through effective business planning
Achievement will be measured through:		
<ul style="list-style-type: none"> • Complete WHQS 2020 • Increase new build provision • Complete service restructure • Reduce housing rent loss • Improve void property performance 		

Priority	Sub - Priority	Definition
Effective Resource Management – Finance / Assets	Income and Concessions / Commercialisation	Ensuring that the Council’s approach to raising income is maximised in an ethical way
Longer term outcome / impact		Providing high quality, accessible, responsive and cost effective public services
Achievement will be measured through:		
<ul style="list-style-type: none"> • Explore further opportunities for income generation and achieving sustainable sources of revenue through the development of services and more commercial models of service delivery <ul style="list-style-type: none"> • Feasibility studies/options appraisals conducted for: <ul style="list-style-type: none"> ▪ Further enhancement of Bereavement Services; ▪ Extending tradable services in domestic and commercial markets; and ▪ Business support services • Agreement and implementation of new/improved commercial models for Streetscene and Transport services, including trunk road operations, street lighting operations and trade waste services 		

Priority	Sub - Priority	Definition
Effective Resource Management – Finance / Assets	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 to deploy those resources to meet its priorities, duties and obligations
Longer term outcome / impact		Continuing to be a high performing and innovative public sector organisation with ethical and social values
Achievement will be measured through:		
<ul style="list-style-type: none"> • Medium Term Financial Strategy – Revenue <ul style="list-style-type: none"> ○ A fully funded Medium Term Financial Strategy ○ Meeting Medium Term Financial Strategy Key Performance Indicators • Medium Term Financial Strategy – Schools <ul style="list-style-type: none"> ○ A sufficiently funded delegated schools funding formula ○ Responses to close the secondary schools funding deficit gap • Medium Term Financial Strategy – Capital <ul style="list-style-type: none"> ○ A fully funded Capital Programme Strategy which meets Council Plan aspirations / priorities ○ Fully costed and affordable Capital Programme 		

These are priorities this year because we need to:

- Ensure sufficient resources are available to meet the Council’s priorities;
- Have a balanced budget, supported by maximising revenue generation through operating services at full cost recovery, wherever possible; and
- Secure sustainable funding to protect and maintain discretionary services.

Risks to manage:

- The scale of the financial challenge, both nationally and locally;
- Fully funding demand led services and inflationary pressures;
- Meeting internal targets;
- Increasing costs of service delivery and rising demand for some services; and
- Potential impact on service demand when setting fees and charges.

National Policy Issues:

Fully funding new legislation e.g. Additional Learning Needs and Education Tribunal (Wales) Act 2018 (ALN), Sustainable Drainage systems (SuDs)

What we mean by:

- **Balanced budget:** the legal requirement for Councils to have a financial plan that demonstrates how its income will meet what it expects to spend;
- **Full cost recovery:** all the costs associated with delivering a service being recovered through the fee or charge applied for that service;
- **Discretionary services:** services that the Council can provide but which it is not required to provide. For example, allotments, market stalls and pest control; and
- **Impact on service demand when setting fees and charges:** the effect changes in price for services may have in terms of increasing or decreasing the demand from customers for them. This will include consideration of market rates (the usual price charged) for services that operate in a commercial market, and affordability for customers.

Priority	Sub - Priority	Definition
Effective Resource Management –Digital	Digital Strategy	Re-designing services to use technology to improve digital access to services for customers and improved ways of working for employees
Longer term outcome / impact		More people have digital access to public services and make use of digital
Achievement will be measured through:		
<ul style="list-style-type: none"> • Implementation of priority projects within the Digital Strategy programme. • Increased number and range of digital services – payment portal, direct debit, revenues and benefits account • More people will use My Account to self-serve and monitor progress of their enquiries with the Council. • Introduction of Digital Champions in partnership with other public and third sector partners to support customers who lack digital skills and confidence. 		

These are priorities this year because we need to:

- Meet growing customer expectations to be able to access services online;
- Practically modernise by changing the way we design and deliver services;
- Ensure vulnerable people in our communities can access services in person or by telephone;
- Support people who lack the skills and confidence in a modern society.

Risks to manage:

- Limited resource slow the pace of change;
- Services cannot support digital ways of working due to a lack of digital skills in teams;

People are unable to access the support they need to access services digitally.

National Policy Issues:

- Welsh Government are supporting investment in digital services to support modernisation in the delivery of public services;
- Wales Audit Office are monitoring progress to embrace digital technologies and use data as a key tool in the design of services in the future.

What we mean by:

- Digital access - the ability for customers to use tools and technologies such as the internet and computers when contacting the Council.
- Digital Champions – trained employees and third sector partners who assist customers to use tools and technologies to use digital services.

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 10 th December, 2020
Report Subject	Revenue Budget Monitoring 2020/21 Month 7
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2020/21 (Month 7) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2020/21 (Month 7) report. Any specific matters for attention will be noted and reported back to the Cabinet when it considers the report.
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REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2020/21 (MONTH 7)
1.01	The Revenue Budget Monitoring 2020/21 (Month 7) report will be presented to Cabinet on Tuesday 15th December, 2020. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2020/21 (Month 7).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2020/21 (Month 7).

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2020/21 (Month 7)

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Dave Ledsham, Finance Manager Telephone: 01352 704503 E-mail: dave.ledsham@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p>

CABINET

Date of Meeting	Tuesday, 15th December, 2020
Report Subject	Revenue Budget Monitoring Report 2020/21 (Month 7)
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest detailed revenue budget monitoring position 2020/21 for the Council Fund and Housing Revenue Account for the financial year and presents the position, based on actual income and expenditure, as at Month 7. This report projects how the budget would stand at the close of the financial year if all things remain unchanged; it also takes into account the latest position on Welsh Government Emergency Grant Funding announcements.

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

Council Fund

- An operating deficit of £0.196m (excluding the impact of the pay award which will be met by reserves), which is a favourable movement of £0.373m from the deficit figure reported at Month 6.
- A projected contingency reserve balance as at 31st March, 2021 of £1.415m

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.460m lower than budget
- A projected closing balance as at 31st March, 2021 of £2.633m

As reported in previous reports and to assist with mitigating the overall projected overspend the following measures were introduced from Month 5:-

- 1) All non-essential spend be reviewed and challenged with a view to ceasing/delaying where able and
- 2) Further Portfolio Management Team challenge of recruitment to vacancies i.e. ceasing/delaying.

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2021.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).

REPORT DETAILS

1.00	EXPLAINING THE MONTH 7 POSITION
1.01	<p>Council Fund Projected Position</p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none">• An operating deficit of £0.196m (excluding the impact of the pay award which will be met by reserves)• A projected contingency reserve available balance as at 31 March 2021 of £1.415m. <p>To assist with mitigating the overall projected overspend the following measures have been introduced:-</p> <ol style="list-style-type: none">1) All non-essential spend is being reviewed and challenged with a view to ceasing/delaying where able and2) Introduction of a vacancy management process to consider new recruitment requests <p>The outcome of this work is shown within the report and will continue as part of the robust challenge of the future monthly monitoring position.</p>

1.02	<p>Table 1. Projected Position by Portfolio</p> <p>The table below shows the projected position by portfolio:</p> <table border="1" data-bbox="320 255 1394 1211"> <thead> <tr> <th data-bbox="320 255 786 450">Portfolio/ Service Area</th> <th data-bbox="786 255 975 450">Approved Budget £m</th> <th data-bbox="975 255 1182 450">Projected Outturn £m</th> <th data-bbox="1182 255 1394 450">In-Year Over / (Under) spend £m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>68.458</td> <td>68.584</td> <td>0.126</td> </tr> <tr> <td>Out of County Placements</td> <td>11.940</td> <td>12.424</td> <td>0.484</td> </tr> <tr> <td>Education & Youth</td> <td>8.776</td> <td>8.247</td> <td>(0.529)</td> </tr> <tr> <td>Schools</td> <td>98.722</td> <td>98.722</td> <td>0.000</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>30.650</td> <td>31.748</td> <td>1.098</td> </tr> <tr> <td>Planning & Environment</td> <td>5.762</td> <td>6.161</td> <td>0.399</td> </tr> <tr> <td>People & Resources</td> <td>4.491</td> <td>4.464</td> <td>(0.027)</td> </tr> <tr> <td>Governance</td> <td>9.193</td> <td>9.334</td> <td>0.141</td> </tr> <tr> <td>Strategic Programmes</td> <td>4.943</td> <td>4.636</td> <td>(0.307)</td> </tr> <tr> <td>Housing & Assets</td> <td>16.115</td> <td>15.620</td> <td>(0.495)</td> </tr> <tr> <td>Chief Executive</td> <td>2.789</td> <td>2.497</td> <td>(0.292)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>24.147</td> <td>23.745</td> <td>(0.402)</td> </tr> <tr> <td>Total</td> <td>285.986</td> <td>286.182</td> <td>0.196</td> </tr> </tbody> </table>	Portfolio/ Service Area	Approved Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m	Social Services	68.458	68.584	0.126	Out of County Placements	11.940	12.424	0.484	Education & Youth	8.776	8.247	(0.529)	Schools	98.722	98.722	0.000	Streetscene & Transportation	30.650	31.748	1.098	Planning & Environment	5.762	6.161	0.399	People & Resources	4.491	4.464	(0.027)	Governance	9.193	9.334	0.141	Strategic Programmes	4.943	4.636	(0.307)	Housing & Assets	16.115	15.620	(0.495)	Chief Executive	2.789	2.497	(0.292)	Central & Corporate Finance	24.147	23.745	(0.402)	Total	285.986	286.182	0.196
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1.03	<p>The reasons for the favourable net movement of £0.373m from the previous month are shown in Appendix 1. The reasons for the overall projected variances are summarised within Appendix 2 showing the detail of all variances over £0.050m and a summary of minor variances for each portfolio.</p> <p>Within the projected overspend position of £0.196m, there are COVID-19 related cost pressures and income shortfalls totalling £1.526m which are shown in a separate column in Appendix 2 (net costs pressures of £0.102m and income shortfalls of £1.424m). We will continue to look at legitimate funding opportunities from the Welsh Government Hardship Fund which if confirmed will have a positive impact on the overall deficit position.</p>																																																								
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1.04	<p>Social Services (£0.040m)</p> <p>The favourable movement follows the rescheduled opening of Plas yr Ywen Extra Care facility in Holywell, reducing the overall projected spend. Within Disability Services, a contribution from Welsh Government towards some education placements has been agreed at a higher rate than originally forecast.</p>																																																								

	<p>Out of County Placements £0.345m</p> <p>The net impact of new placements and changes of placements forecast to the end of the financial year with some mitigation of costs being approved from the Integrated Care Fund Grant.</p> <p>Streetscene & Transportation (£0.148m)</p> <p>An improved position for the Portfolio as a result of a number of factors:</p> <ul style="list-style-type: none"> • a refresh of the service demand plan and the use of agency to fill vacant posts at a reduced rate • Revised projection on the pressure relating to fuel costs following market update and revision of actual usage • Increased Post 16 income contribution projections, partially offset by an increase in the re-procurement of bus routes. • Adjustment to the level of income recoverable on car parking income losses from the WG Hardship Fund <p>Planning Environment & Economy (£0.055m)</p> <p>Receipt of the Lockdown Business Grant 2% Admin Fee in association with Revenues improved the Portfolio position by £0.033m with the remainder due to minor variances across the portfolio.</p> <p>Governance (£0.270m)</p> <p>The Council received an award of funding in relation to Lockdown Business Grant in October, 2020. With this award, Welsh Government introduced a 2% admin fee £0.163m, shared 80/20 between the Revenues and Regeneration services in order to ensure disbursement of the grant conditions in a timely manner.</p> <p>All debt recovery activities, with the exception of enforcement/bailiff duties re-commenced during August. The levels of fee income remain a risk, but the first court hearing has taken place in October and with further hearings scheduled on a monthly basis from November to March, income from fees is projected to increase over the next 5 months, projected income therefore improved by £0.100m.</p> <p>Housing & Assets (£0.107m)</p> <p>Positive movement on Electricity projections following detailed analysis of usage comparisons from the previous year, together with a confirmed reduction in tariff prices from October, 2020.</p> <p>Chief Executives (£0.035m)</p> <p>An agreed salary recharge for Chief Officer time due to an agreed temporary arrangement with Wrexham County Borough Council.</p>
1.05	<p>Key Financial Risks – Council Tax Income and Council Tax Reduction Scheme</p> <p>There have been significant impacts on Council Tax income and the Council Tax Reduction Scheme.</p>

	<p>The potential financial impact of these two areas is being reported separately due to 1) the difficulties in predicting the impacts of these risks and 2) the potential for these areas to be further supported by additional Welsh Government funding.</p> <p>However, if these cost pressures are not met by additional funding they will add to the projected overspend of £0.196m. An update on the latest position on each area is detailed below.</p>
1.06	<p>Council Tax Income</p> <p>As with all Councils the pandemic has significantly impacted on council tax collection. At this stage council tax income is 1.4% below target which equates to £1.37m. Income is expected to continue to recover now that recovery processes have resumed in full and when agreed payment deferrals are settled. Welsh Government are monitoring the situation, but taking a longer term view as to any potential support when the recovery impacts are more certain.</p>
1.07	<p>Council Tax Reduction Scheme (CTRS)</p> <p>During the pandemic there has been a significant increase in demand with additional costs of £0.294m identified as at the second quarter. Welsh Government have confirmed funding for the first two quarters estimated at £0.147m. However, the risk remains for the remaining two quarters of the year for existing clients together with the costs of any further increases in demand which is likely in the current economic climate.</p>
1.08	<p>OPEN RISKS</p> <p>Members were made aware when setting the budget that there were a number of open risks that would need to be kept under close review. An update on these is provided below.</p>
1.09	<p>Pay Award</p> <p>The Teachers Pay Award which is effective from September 2020 has now been set at 3.1% and the financial impact of this for 2020/21 is estimated to be £0.535m. Welsh Government recently announced grant funding of £0.200m to part fund this increase. The remainder will need to be met from Schools delegated budgets.</p>
1.10	<p>Charging for Post 16 Transport</p> <p>The budget for 2020/21 provides for expected additional income of £0.449m based on the assumption that charging would be introduced from September 2020. This policy decision was reversed by Cabinet in May.</p> <p>The developing financial solution through effective partnership working with Coleg Cambria will assist with mitigating the financial risk for 2020/21 and the outcome will be included in future reports. An agreement has been</p>

	<p>reached with the college that a level of the anticipated value of the journeys would be reimbursed to the Portfolio. However, the level of this reimbursement is currently £0.047m less than that included in the budget. Therefore this remains a risk to the containment of any costs associated with the journey provision.</p>
1.11	<p>Out of County Placements</p> <p>Additional funding of £2.7m was included in the budget for 2020/21 to address the historic significant increase in demand. At this stage, based on current activity there is an overall net projected overspend of £0.484m (underspend of £0.153m within Education together with an overspend of £0.637m within Children's Services).</p>
1.12	<p>NEW EMERGING RISKS</p> <p>Free School Meals</p> <p>Schools have a delegated budget for free school meals (FSM) which is based on the number of pupils eligible for FSM. The budget for 2020/21 is £1.256m. Following the closure of schools in March, the Council made direct payments to families and there was a marked increase in the number of claims. Based on current free school meal claims and making projections for a range of take-up percentages in the remainder of the year, it is estimated that the budget could overspend by between £0.222m and £0.344m.</p>
1.13	<p>Transportation</p> <p>Under School Transport, there has been a significant financial increase in private hire coach, minibus and taxi quotations, which is due to the operators including the cost of the cleaning of vehicles, driver PPE and the fact the school contract is the only business they are receiving at the moment, i.e. no private hire for weekends, during the day such as swimming lessons, school trips or private tour excursions. There has also been additional financial pressure in relation to the re-procurement of a subsidised local bus contract in which we have seen a significant cost increase due to the operator now building the loss of fare revenue (reduced patronage) into their quotations.</p> <p>The Transport team have been assessing the overall financial impact of this and some of these costs are included in the Month 7 monitoring report.</p>
1.14	<p>Emergency Funding</p> <p>In addition to the Hardship Fund, Welsh Government has previously confirmed further funding of £264 million across Wales to continue to support local government for additional costs and income losses. Eligibility criteria for this funding has now been confirmed and income loss claims will continue to be made on a quarterly basis for the remainder of the financial year.</p>

	<p>Welsh Government have previously confirmed that additional costs for Social Care and Schools will continue to be a priority when considering the use of this funding which is encouraging to ensure that the Council can continue to meet the impact of these additional costs.</p> <p>The announcements on funding for the first two quarters of increased demand for the Council Tax Reduction Scheme is also a positive outcome and is currently under consideration for the remainder of the financial year as well as any further increases in demand.</p>
1.15	<p>Achievement of Planned In-Year Efficiencies</p> <p>The 2020/21 budget contains £5.206m of specific efficiencies which are being tracked and monitored. The Council aims to achieve a 95% rate in 2020/21 as reflected in the MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2020/21 shows that £4.982m or 96% of the efficiencies will be achieved.</p> <p>Further details on the current status on efficiencies can be seen in Appendix 2 with the overall impact in relation to any impact for 2021/22 being reviewed as part of the ongoing work on the MTFS.</p>
1.16	<p>Reserves and Balances</p> <p>Un-earmarked Reserves</p> <p>The level of Council Fund Contingency Reserve brought forward into 2020/21 was £2.370m as detailed in the 2019/20 outturn report. This is the amount available for general purposes following the set-aside of £3.0m for Emergency Funding.</p>
1.17	<p>Taking into account the above and, the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2021 is projected to be £1.415m as detailed in Appendix 3.</p> <p>This assumes that the projected overspend of £0.196m is met from the £3m emergency ring-fenced fund which would leave an amount of £2.446m remaining after allowing for other known ineligible items.</p>
1.18	<p>A review of the Earmarked Balances and Reserves is on-going, balances challenged and identified as no longer required are to be returned to the Contingency Reserve.</p>
1.19	<p>Housing Revenue Account</p> <p>The 2019/20 Outturn Report to Cabinet on 16 June 2020 showed an un-earmarked closing balance at the end of 2019/20 of £2.009m and a closing balance of earmarked reserves of £0.437m.</p>

1.20	The 2020/21 budget for the HRA is £36.672m which includes a movement of £0.164m to reserves.
1.21	The monitoring for the HRA is projecting in year expenditure to be £0.460m lower than budget and a closing un-earmarked balance as at 31 March 2021 of £2.469m, which at 6.86% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%. Appendix 5 attached refers.
1.22	The budget contribution towards capital expenditure (CERA) is £12.928m.

2.00	RESOURCE IMPLICATIONS
2.01	As set out within the report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The financial impacts of the emergency as set out in the report are a combination of actual costs and losses to date and estimates of costs and losses for the future. There is the possibility that the estimates will change over time. The budget will be monitored closely and mitigation actions taken wherever possible.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None specific.

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 6 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Various budget records.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Dave Ledsham Strategic Finance Manager

	Telephone: 01352 704503
	E-mail: dave.ledsham@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Council Fund: the fund to which all the Council's revenue expenditure is charged.</p> <p>Financial Year: the period of twelve months commencing on 1 April.</p> <p>Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.</p> <p>Intermediate Care Fund: Funding provided by Welsh Government to encourage integrated working between local authorities, health and housing.</p> <p>Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p>Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.</p> <p>Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.</p> <p>Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.</p>

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
<i>Older People</i>		
Localities	0.044	The demand for homecare has increased and resulted in an increase to the forecasted expenditure by £0.058m. This was mitigated slightly by a drop in demand in residential care which reported a decreased outturn of £0.015m.
Resources & Regulated Services	-0.075	A postponement in opening Plas Yr Ywen extra care facility has resulted in a decrease of the projected spend by £0.030m. Some employee costs, £0.033m, have been identified as eligible for external funding. The balance is due to minor variances.
Minor Variances	0.002	
<i>Adults of Working Age</i>		
Disability Services	-0.047	The contribution from Welsh Government towards some education placements have been agreed at a higher amount than originally forecast.
Residential Placements	0.038	Increased cost of services to support people with mental health needs.
Minor Variances	0.032	
<i>Children's Services</i>		
Professional Support	-0.030	The variance is mostly due to one less newly qualified social worker joining Childrens Services than had previously been expected following a recent recruitment exercise.
Minor Variances	0.001	
<i>Safeguarding & Commissioning</i>		
Minor Variances	-0.005	
Total Social Services (excl Out of County)	-0.040	
Out of County		
Children's Services	0.300	Net impact of new placements, changes of placements and an allocation of grant income from the Integrated Care Fund
Education & Youth	0.045	Mainly due to new placements with some offsetting mitigation from minor changes
Total Out of County	0.345	
Education & Youth		
Minor Variances	-0.019	
Total Education & Youth	-0.019	
Schools	0.000	
Streetscene & Transportation		
Service Delivery	-0.143	Movement due to recognition of vacancies filled by agency staff at lesser cost and refresh of service demand plan.
Highways Network	-0.068	Reduction in fuel costs following advice from market advisors and actual usage to date.
Transportation	-0.107	Recognition of full value of Post 16 income from Coleg Cambria of £0.200m, partially offset by increase in reprocurement of bus routes.
Regulatory Services	0.171	Materialisation of partial Income loss for Quarter 2 and 3 following amendment to WG grant funding criteria for Car Park income losses.
Other Minor Variances	-0.000	
Total Streetscene & Transportation	-0.148	
Planning, Environment & Economy		
Regeneration	-0.061	Admin Fee for Lockdown Business Fund Grant £0.032m, agreement with Flint Town Council for the 2019/20 Contribution to Flint THl project £0.020m ; minor variances across the service
Minor Variances	0.007	
Total Planning & Environment	-0.055	
People & Resources		
HR & OD	-0.024	Minor variances across the service
Corporate Finance	0.013	
Total People & Resources	-0.011	
Governance		
Revenues	-0.245	Admin Fee for Lockdown Business Fund Grant £0.130m, re-commencement of Court fines projected to 31 March, £0.100m, minor variances across the service of £0.015m.
Minor Variances	-0.024	
Total Governance	-0.270	
Strategic Programmes		
Minor Variances	-0.020	
Total Strategic Programmes	-0.020	
Housing & Assets		
Centralised Costs	-0.092	Positive movement on Electricity projections of £0.100m following detailed analysis of usage comparisons from 19.20 to date. Also, confirmation of a reduction in the tariff from October 2020.
Minor Variances	-0.016	
Total Housing & Assets	-0.107	
Chief Executive's	-0.035	An agreed salary recharge for Chief Officer time due to an agreed temporary arrangement with Wrexham CBC; Minor variances across the service
Central & Corporate Finance	-0.014	
Grand Total	-0.373	

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Social Services							
Older People							
Localities	19.218	18.624	-0.595	-0.058	-0.639	The net cost of residential care is £0.483m underspent. This includes the cost of residential care placements net of the income received for this service, such as property charges and contributions from health. There is a decline in the demand for residential care placements due to COVID-19. Day Care is £0.058m under budget, this service is currently closed and will reopen only when it is considered safe to do so. Domiciliary and Direct Payments are reporting a combined overspend of £0.142m and are projected based on recent levels of care provision. The Localities Teams staff budget is underspending by £0.130m due to a number of staff not yet on top of scale, some temporary reduced hours and in-year savings on travel costs. The minor adaptations budget is £0.058m underspent based on expected activity and there is a small underspend on service level agreements paid to the third sector of £0,008m.	
Resources & Regulated Services	8.027	7.782	-0.245		-0.169	The Councils in-house care provision is reporting an underspend of £0.245m. Day care is reporting an overspend of £0.012m, day centres are currently closed and assumed to be so until it is safe to reopen. The day centre staff are deployed to residential care to assist in delivering care, however the staff costs are still recorded against the day care budget. Homecare is overspent by £0.004m. Staff costs are incurred as a result of the amount of homecare delivered, and projected forward based on estimated activity. Residential care is overspent by £0.019m due to a number of small variances. Extra care is underspending by £0.279m. Plas yr Ywen in Holywell has not yet opened and a full complement of staff is not yet recruited. Care staff already recruited are currently redeployed to alternate in-house care services and this has meant significant costs due to COVID-19 have been avoided. It is anticipated Plas yr Ywen will open in January 2021.	
Impact of Covid-19	0.000	0.000	0.000	0.000	-0.000		
Minor Variances	1.228	1.203	-0.026		-0.028		
Adults of Working Age							
Administrative Support	0.328	0.241	-0.087		-0.088	Not all staff are currently paid at top of grade and there are also some staff seconded from this service. There have also been in-year savings on staff travel costs.	
Residential Placements	1.297	2.022	0.725		0.688	This outturn is the cost of social care for people within the Mental Health service. These costs include nursing and residential care, domiciliary care and Direct Payments. Care needs for individuals within this service vary over time, sometimes suddenly, and costs are subject to these same changes.	
Minor Variances	29.581	29.345	-0.236		-0.220		
Children's Services							

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Family Placement	2.621	2.792	0.171		0.169	The overspend is due to current demands on the service from the number of fostering placements, which in some instances avoid making an Out of County placement which would be more expensive. The main pressure areas are payments for foster carers, foster agencies and special guardianship payments.	
Legal & Third Party	0.225	0.547	0.322		0.332	Legal costs are overspent due to the number of cases going through the courts and the use of external legal professionals. Direct Payments have also increased in demand.	
Professional Support	5.293	5.659	0.366		0.396	To support adequate levels of child protection, the established staffing structure needs to be at a sufficient level to meet mandatory safeguarding standards. Vacancies are therefore minimised and additional temporary posts are sometimes required.	
Minor Variances	1.475	1.479	0.004		-0.004		
Safeguarding & Commissioning							
Charging Policy income	-3.060	-3.138	-0.078		-0.078	Charging Policy income is expected to exceed the budget and is based on the weekly charge cap and the number of service users who financially contribute to their care.	
Business Support Service	1.224	1.164	-0.059		-0.060	This variance is on salaries and due to some staff not yet paid top of scale and some staff opting out from the pension scheme.	
Management & Support	-2.057	-2.185	-0.129		-0.125	The underspend is due to not having to contribute to the Regional Collaboration unit in 2020/21.	
Minor Variances	3.058	3.048	-0.009		-0.006		
Total Social Services (excl Out of County)	68.458	68.584	0.126	-0.058	0.166		
Out of County							
Children's Services	7.437	8.074	0.637		0.337	The pressure reflects the current cohort of placements with significant numbers of new placements in recent months together with a number of placement changes at higher cost due to breakdowns of placements	Continue to robustly challenge placement proposals presented to the Out of County panel and explore opportunities for cost reductions across the whole of the current cohort.
Education & Youth	4.504	4.351	-0.153		-0.199	The projected underspend reflects the current cohort of Education placements with demand for new placements still being maintained	Continue to robustly challenge placement proposals presented to the Out of County panel and explore opportunities for cost reductions across the whole of the current cohort.
Total Out of County	11.940	12.424	0.484	0.000	0.138		
Education & Youth							
Integrated Youth Provision	1.351	1.110	-0.242	-0.148	-0.235	Includes a projected underspend of -£0.139m on Youth Centres due to closures arising from COVID-19 safety measures producing savings on building cleaning and some relief staffing costs. Also includes a total saving of -£0.103m on the Youth Justice Service mainly due to a delay in recruitment to a new post and savings on equipment purchase and training.	
School Improvement Systems	1.709	1.530	-0.179	-0.149	-0.183	Savings arising from the challenge of non-essential spend. Early Entitlement savings due to demography and reduced number of settings requiring funding.	

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
School Planning & Provision	0.676	0.611	-0.065		-0.056	Mainly a saving against the provision for third party/public liability insurance claims	
Minor Variances	5.040	4.997	-0.043		-0.037		
Total Education & Youth	8.776	8.247	-0.529	-0.297	-0.510		
Schools	98.722	98.722	0.000		-0.000		
Streetscene & Transportation							
Service Delivery	8.911	9.046	0.136		0.279	The service has incurred additional revenue pressures from responding to and resolving previously reported security measures and remedial actions following vandalism at the Household Recycling Centres. This matter was widely reported during 2019-20 and has not abated. The monthly costs are now running at over £0.006m per month, mainly due to the introduction of a night time presence on the sites. This has resulted in a forecast pressure in the sum of £0.072m for the year. The forecast pressure has reduced by £0.143m since that reported at month 6 due to a refresh of the workforce demand plan.	
Highways Network	7.764	7.862	0.098		0.167	Following a stringent review of fuel costs and advice from market advisors, the Fuel cost forecast for this area has been reduced accordingly. However, as a result of increased usage of private contractors across the Street Lighting network, additional costs are now anticipated.	
Transportation	9.366	9.072	-0.294		-0.187	Operators have been supported during school closures by receiving 75% of their contracted values, in addition a number of routes have been re-procured to reflect current arrangements for operation in the new school year. The forecast position for this service has now been clarified and accommodates both matters. It should be noted however that this improvement will only impact during 2020-21 and the underlying impact of the current circumstances. There are also risks around this position in that the updated forecast is based on the assumption that Colleges will honour their agreement to support Post 16 transport in the sum of £0.600m. However, if this income is not realised in full, the position will be impacted accordingly.	
Regulatory Services	4.609	4.780	0.170		-0.001	This service has experienced a downturn in the levels of income generated by sales of Electricity and this is currently anticipated to reach a level of some £0.120m during the year. There has also been a downturn in the rebate for co-mingled waste due to a considerable drop in the value of approximately £70-£80 per ton. The variance also now reflects the projected loss of car park income in Quarter 2 and 3 following amendments to WG Income Loss Funding eligibility criteria.	

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Impact of Covid-19	0.000	0.987	0.987	0.987	0.987	Following a full reconciliation and review of Streetscene expenditure and income loss relating to the Coronavirus Pandemic, all relevant details have now been consolidated to one code. This has been done in order to facilitate enhanced reporting and monitoring of the impact. All risks identified are now recorded in this forecast and at month 7 they include; £0.050m Agency and overtime, £0.550m car parking income loss, £0.099m in relation to potential PCN and FPN revenues, £0.080m in relation to additional vehicles and fuel and £0.075m in relation to additional private contractors and plant hire. In addition, there is also a risk around free school meal transport provided and submitted as part of the COVID-19 Hardship claim; this has been challenged by Welsh Government and discussions are ongoing around the potential outcome.	Following the disallowing of expenditure from claims to Welsh Government of the Grass Cutting contract, let due to all operatives being diverted to waste routes, an application has been made for the release of part of the £3m COVID-19 Contingency Reserve allocation. In addition, a level of additional disposal expenditure as a result of increased kerbside waste collections due to people working and remaining at or close to home has now been quantified; this is in the sum of £0.133m which was included in the September claim, if this is not successful an application will be made for a further release of the Contingency. If successful, this will result in an improved position for the Portfolio and the Council.
Other Minor Variances	0.000	0.000	0.000		0.000		
Total Streetscene & Transportation	30.650	31.748	1.098	0.987	1.246		
Planning, Environment & Economy							
Business	1.692	1.755	0.062		0.057	Historic income target £0.025m remains unrealised, minor variances across the service	
Development	0.023	0.236	0.214	0.295	0.198	Pressure within the Building Control service is due in the main, to delays sourcing core materials meaning that the construction industry is operating at a low level of capacity. This results in a projected reduced Building Control fee income. A lull in the property market is affecting a reduced need for Land Charge Searches adding to the overspend. The current economic conditions are having an adverse affect the Planning Applications, the projection is dependant on the number and value of applications received, resulting in a changeable outturn to ensure an accurate reflection. The overall variance is mitigated by the Fee Increase for planning and related applications of approx 20% that came into effect August 2020.	
Regeneration	0.511	0.584	0.073	0.110	0.135	There has been a significant impact on income levels following the closure of the markets in the first quarter of the financial year. Admin Fee receivable for Lockdown Business Fund Grant reflected at Month 7.	
Minor Variances	3.536	3.586	0.050	0.050	0.064		
Total Planning & Environment	5.762	6.161	0.399	0.455	0.454		
People & Resources							
HR & OD	2.398	2.377	-0.021		0.003		
Corporate Finance	2.094	2.087	-0.006		-0.019		
Impact of Covid-19	0.000	0.000	0.000	0.000	0.000		
Holding Accounts	0.000	0.000	0.000		0.000		
Total People & Resources	4.491	4.464	-0.027	0.000	-0.016		
Governance							

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Legal Services	0.736	0.900	0.164		0.164	Overspend as a result of employing locums covering absence to ensure continuing client service delivery in the area of child protection £0.171m. Historical efficiency target that was dependant on demand reduction in another service that has not occurred, thereby preventing the consequent achievement of the efficiency £0.091m. Total overspend is mitigated by vacant posts, expected fee income and commitment challenge across the service.	
Democratic Services	2.098	2.038	-0.059	0.071	-0.058	Favourable variance following reduced take up of Members Allowances £0.024m. Minor variances across the service.	
Revenues	0.037	0.113	0.076	0.249	0.322	The national lockdown restrictions have resulted in the cessation of all recovery activities, especially enforcement/bailiff duties during the first 5 months of the year (and during the recent firebreak). All debt recovery activities, with the exception of enforcement/bailiff duties re-commenced during August. The level of financial risk from fee income remains a risk but with the first court hearing took place in October and with further hearings scheduled on a monthly basis from November to March income from fees is projected to increase over the next 5 months. Admin Fee receivable of £0.130m for Lockdown Business Fund Grant reflected at Month 7	
Minor Variances	6.323	6.282	-0.040		-0.017		
Total Governance	9.193	9.334	0.141	0.320	0.411		
Strategic Programmes							
Strategic Programmes	4.943	4.636	-0.307		-0.287	Variance due to reduced utility costs.	
Total Strategic Programmes	4.943	4.636	-0.307	0.000	-0.287		
Housing & Assets							
Enterprise Centres	-0.217	-0.104	0.112		0.112	Pressure due to loss of income in respect of void units	
Property Asset And Development	0.444	0.367	-0.077		-0.077	Mainly staffing cost savings pending completion of restructure	
Caretaking & Security	0.262	0.201	-0.062		-0.062	Mainly staffing cost savings due to vacancies	
Centralised Costs	3.353	2.492	-0.860		-0.769	Underspend on NDR totalling £0.509m, predominantly due to the demolition of Phase 3&4 County Hall. -£0.073m underspend on Gas due to lower usage. -£0.100m underspend on Electricity reflected at Month 7 due to lower usage and reduced rates and -£0.059m underspend on Water.	
Benefits	11.665	11.876	0.211	0.119	0.222	Potential net pressure of up to £0.750m on the Council Tax reduction scheme due to additional take up arising from the COVID-19 pandemic impact on employment. This figure takes account of £0.147m of WG emergency funding support in respect of the April to September element of the overall pressure but the £0.750m is not included in the variance figures. Variance includes pressure of £0.119m on staffing costs due the additional demand caused by the COVID-19 pandemic and overpayments.	

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Council Fund Housing	-0.324	-0.208	0.117		0.125	Reduction of internal Housing Support grant allocation due to eligibility issues and pressure arising from new service contract for Carelink	
Minor Variances	0.932	0.996	0.064		0.061		
Total Housing & Assets	16.115	15.620	-0.495	0.119	-0.387		
Chief Executive's	2.789	2.497	-0.292		-0.257	Vacant Posts across the Service	
Central & Corporate Finance	24.147	23.745	-0.402		-0.388	Over recovery of planned pension contributions recoupment against actuarial projections based on the level of contributions received to date and forecast to the end of the financial year.	
Grand Total	285.986	286.182	0.196	1.526	0.569		

2020/21 Efficiencies Outturn Tracker - M7

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Confidence in Achievement of Efficiency - Based on (see below) R = High Assumption A = Medium Assumption G = Figures Confirmed	
		2020/21 £m	2020/21 £m	2020/21 £m			
Portfolio							
Corporate							
Employer Pension Contributions	Reduced requirement due to recovery	Rachel Parry Jones	0.800	0.800	0.000	C	G
Actuarial Review	Reduced contribution rate	All	2.646	2.646	0.000	C	G
Single Person Discount Review	One Off Efficiency	David Barnes	0.300	0.300	0.000	O	G
Total Corporate Services			3.746	3.746	0.000		
Social Services							
Reviewing Function	Reduction of Post	Neil Ayling	0.025	0.264	0.239	O	G
Supported Living	Reduction of Voids	Neil Ayling	0.025	0.005	(0.020)	O	G
Communications	Reduction in Mobile Hardware	Neil Ayling	0.030	0.020	(0.010)	O	G
Vacancy Management Saving	Appropriate Vacancy Management	Neil Ayling	0.030	0.025	(0.005)	O	G
Strategic Use of Grant Funding	Core Funding Replacement Solution	Neil Ayling	0.100	0.170	0.070	O	G
Regional Collaboration Wrexham CBC	Reduction in Posts	Neil Ayling	0.030	0.010	(0.020)	O	G
Additional Social Services Grant	Social Services Grant	Neil Ayling	0.426	0.000	(0.426)	O	G
Total Social Services			0.666	0.494	(0.172)		
Education & Youth							
Integrated Youth Provision	Youth Centres - Premises	Claire Homard	0.014	0.014	0.000	O	G
Total Education & Youth			0.014	0.014	0.000		
Streetscene & Transportation							
Discretionary Transport Review - Post 16 Transport	Joint with Education	Steve O Jones	0.449	0.402	(0.047)	O	R
Income from External Works		Steve O Jones	0.010	0.010	0.000	O	G
Garden Waste Charges	Additional take up of service	Steve O Jones	0.030	0.030	0.000	O	G
NWRP Gate Fee Benefit	Utilisation of WG Grant funding	Steve O Jones	0.200	0.200	0.000	O	A
Total Streetscene & Transportation			0.689	0.642	(0.047)		
Planning, Environment & Economy							
Countryside	Additional Tree Income	Tom Woodall	0.010	0.010	0.000	O	G
Countryside	Review of Spending	Tom Woodall	0.017	0.017	0.000	O	G
Review of Pest Control	Trading Standards Investigations and Community Safety	Sian Jones	0.035	0.035	0.000	O	G
Development Management	Increased Planning Fee Income	Mandy Lewis	0.015	0.015	0.000	O	G
Minerals & Waste	Adoption of new SLA with Partners	Gary Nancarrow	0.005	0.000	(0.005)	O	G
Portfolio Admin	Supplies and Services Review	Lynne Fensome	0.005	0.005	0.000	O	G
Regeneration	Bus Dev, Housing and Markets	Niall Waller	0.004	0.004	0.000	O	G
Total Planning, Environment & Economy			0.091	0.086	(0.005)		
Total 2020/21 Budget Efficiencies			5.206	4.982	(0.224)		

	%	£
Total 2020/21 Budget Efficiencies	100	5.206
Total Projected 2020/21 Budget Efficiencies Underachieved	-4	(0.224)
Total Projected 2020/21 Budget Efficiencies Achieved	96	4.982
Total 2020/21 Budget Efficiencies (Less Previously agreed Decisions)	100	0.000
Total Projected 2020/21 Budget Efficiencies Underachieved	0	0.000
Total Projected 2020/21 Budget Efficiencies Achieved	0	0.000

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2020	11.025	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		5.256
Less - amount approved for Childrens Services ' Front Door Pressures'		(0.134)
Less - COVID-19 Emergency Funding Allocation*		(2.886)
*Month 7 projected outturn of £0.196m will be funded from this		
Less - projected national pay award increase		0.821
Total Contingency Reserve available for use		1.415

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(36.676)	(36.471)	0.206	0.206	There is a pressure forecast of £0.206m. Of this £0.115m relates to loss of income voids which are currently running at 2.01% void rate compared to 1.75% in the Business Plan. £0.068m relates to garages, £0.066m relates to void water charges. Additional new build rental income projected at £0.061m. The remaining £0.018m is attributed to <u>Minor Variances</u>	
Capital Financing - Loan Charges	9.027	9.027				
Estate Management	1.846	1.680	(0.166)	(0.158)	Additional expenditure of £0.058m is anticipated during the year in respect of the purchase of software. This is offset by salary efficiencies arising from vacancy savings and the pay award of £0.195m. The remaining £0.029 is minor variances is minor variances	
Landlord Service Costs	1.434	1.423	(0.011)	(0.000)	There is a saving of £0.049k which relates to servicing costs which are lower due to some Covid restrictions, these offset minor variances of £0.039k	
Repairs & Maintenance	8.907	8.420	(0.487)	(0.481)	Reduction in Materials for Responsive and Voids expenditure due to Covid restrictions (£0.221m). Reduced projection of Responsive sub contractor spend on basis of Covid restrictions (£0.138m). Staffing Vacancy savings (£0.109m). Overall NI staffing saving (£0.089m). Increased Fleet projection based on Q1 charges £0.050m. Minor variances £0.020m.	
Management & Support Services	2.523	2.519	(0.004)	(0.044)	Efficiency projected of £0.004m of this £0.020m relates to salary savings. £0.021m relates to underspend on training due to Covid restrictions. There has been a increase in insurance costs of £0.045k.	
Capital Expenditure From Revenue (CERA)	12.928	12.928	0.000			
HRA Projects	(0.153)	(0.151)	0.002	0.000		
Contribution To / (From) Reserves	0.164	0.164	0.000			
Total Housing Revenue Account	0.000	(0.460)	(0.460)	(0.478)		



CORPORATE RESOURCES OVERVIEW & SCRUTINY AND COMMITTEE

Date of Meeting	10 December 2020
Report Subject	Clwyd Pension Fund Update
Report Author	Head of Clwyd Pension Fund

EXECUTIVE SUMMARY

A biannual update on the work of Flintshire County Council as administering authority for the Clwyd Pension Fund is part of the current work plan. The first update included the outcome of the Actuarial Valuation and the financial impact on Flintshire County Council.

The purpose of this report is to provide further information on the Clwyd Pension Fund (the Fund) and the Annual Report 2019/20 is appended. The Annual Report covers all aspects on the performance of the Fund including governance, funding, investment and administration, as well as the audited statement of accounts and statutory policy documents.

The Head of the Clwyd Pension Fund, Pension Administration Manager and Pension Fund Accountant will attend to provide a presentation on the governance of the Fund and answer questions on the Annual Report.

RECOMMENDATIONS

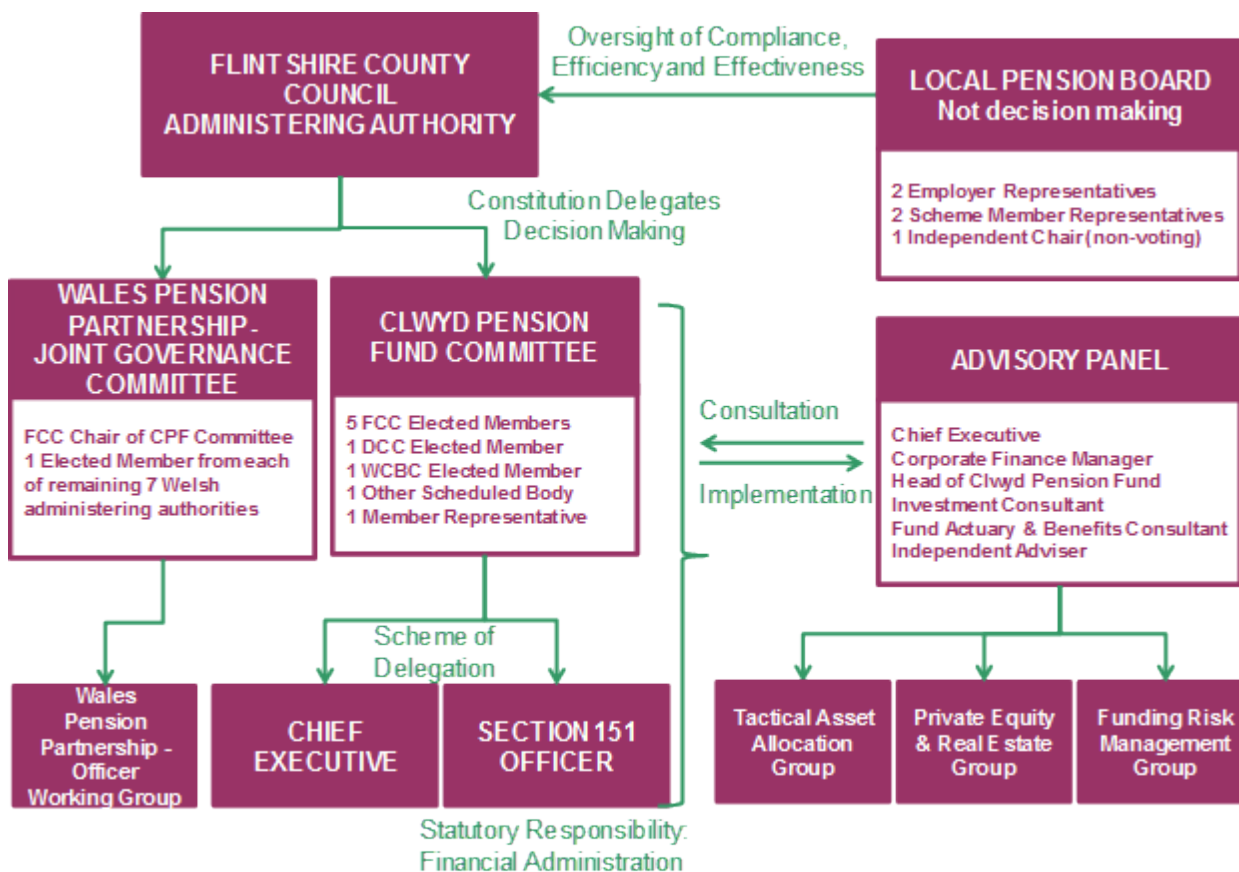
1	That the Committee considers and comments on the Fund's Annual Report for 2019/20.
2	That the Committee advises on any area(s) of focus for the next update.

REPORT DETAILS

1.00	Annual Report
1.01	<p>Local Government Pension Scheme (LGPS) Regulations require the Clwyd Pension Fund (the Fund) to publish an Annual Report before 1st December 2020 and provide a copy to the Ministry of Housing, Communities and Local Government (MHCLG). LGPS regulations and Chartered Institute of Public Finance & Accountancy (CIPFA) best practice guidance advise on the content. The Annual Report for 2019/20 is attached for information at Appendix 1.</p> <p>The Annual Report includes:</p> <ul style="list-style-type: none"> • Statement of Accounts, which have been audited by Audit Wales. • Annual Governance Statement • Progress reports from officers, advisors and the Pension Board on areas of governance, funding, investment and administration. • Statutory policy documents • Signposting to the Fund’s website for best practice policies
1.02	<p>The financial information contained within the Annual Report is as at 31st March 2020 and reflects the impact of COVID 19 as at that date. By October 2020 the market value of the Fund had recovered to over £2bn and the funding position is back on target at 92%. However there is ongoing volatility and uncertainty in markets with COVID 19, Brexit and US Election all factors. Although the investment strategy is diversified to reduce the impact of market events, the Fund’s investment consultant is monitoring the position.</p> <p>As explained in the Annual Report Flintshire County Council as the Administering Authority for the scheme has signed an agreement to formally enter into the Wales Pension Partnership (WPP) with the seven other Welsh LGPS funds. The aim of the WPP is to reduce costs, increase efficiencies and further improve governance over the Welsh LGPS pension funds’ investments. The Fund continues to decide the type of asset it wants to invest in, whilst a professional organisation appointed by the WPP decides which asset manager will be used for each type of investment. In late 2018/19, the Fund’s global equity assets were transitioned to the WPP’s asset managers but no further asset transfers were undertaken during 2019/20. A further 12% of the Fund’s investments have been transitioned to the Wales Pension Partnership in July 2020 and another 10% committed, which should transition during 2021.</p> <p>Progress is being made with implementing the priorities in the Fund’s Responsible Investment Policy regarding climate risk which is part of the Investment Strategy Statement appended to the Annual Report.</p>
1.03	<p>As with many of the Flintshire’s formerly office based functions, the administration of the Fund continues to be provided remotely. Positive feedback was received from employers at the Fund’s remote Annual meeting in November and the use of the ‘Member Self Service’ facility continues to grow. There are several national LGPS regulatory changes on-going which will impact the administration of the Fund and its employers. These include changes to regulations as a result of age discrimination, changes for certain exiting employees and additional flexibilities for employers.</p>

1.04 The current environment tests the governance structure of the Fund which is described in the Governance Strategy & Compliance Statement appended to the Annual report. The Committee will receive a short presentation on the governance of the Fund and the national LGPS structure.

The governance structure of the Fund is illustrated below.



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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None directly as a result of this report

4.00	RISK MANAGEMENT
4.01	The Annual Report and external audit both review and identify whether there are any risks that are not being managed by the Fund. These include, strategic, operational and financial risks.
4.02	The external audit report of the accounts did not report any risks the Fund is not already aware of and taking action to manage. The Fund has a Risk Policy and the risk register is regularly reviewed.

5.00	APPENDICES
5.01	Clwyd Pension Fund Annual Report 2019/20 https://mss.clwydpensionfund.org.uk/home/investments-and-governance/annual-reports/Annual%20Report%202019.20.pdf

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Clwyd Pension Fund Committee Agendas Contact Officer: Philip Latham, Head of Clwyd Pension Fund Telephone: 01352 702264 E-mail: philip.latham@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>(a) CPF – Clwyd Pension Fund – The Pension Fund managed by Flintshire County Council for local authority employees in the region and employees of other employers with links to local government in the region</p> <p>(b) Administering authority or scheme manager – Flintshire County Council is the administering authority and scheme manager for the Clwyd Pension Fund, which means it is responsible for the management and stewardship of the Fund.</p> <p>(c) CPFC – Clwyd Pension Fund Committee - the Flintshire County Council committee responsible for the majority of decisions relating to the management of the Clwyd Pension Fund</p> <p>(d) LGPS – Local Government Pension Scheme – the national scheme, which Clwyd Pension Fund is part of</p>



CORPORATE RESOURCES OVERVIEW AND SCRTUNY COMMITTEE

Date of Meeting	Thursday, 10 December 2020
Report Subject	Public Services Ombudsman for Wales Annual Letter 2019-20 and complaints against Flintshire County Council half year 2020-21
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to share the Public Services Ombudsman for Wales (PSOW) Annual Letter 2019-20 for Flintshire County Council. The report provides an overview of the annual performance of the Council in relation to complaints investigated by the Ombudsman including the high number of cases closed as a consequence of the Council supporting the Ombudsman's office with their initial enquiries, and the low number of reports issued.

The report also provides an overview of complaints received by each portfolio of the Council between 1 April – 30 September 2020 and the positive complaint resolution times despite the challenging situation faced by services in response to Covid-19. The report demonstrates portfolios are managing complaints well with a greater awareness of complaints, guidance and management of cases.

RECOMMENDATIONS

1	That the Committee notes the annual performance of the Council in respect of complaints made to the Public Services Ombudsman for Wales (2019-20) and local complaints made against services in the first half of 2020-21.
2	That the Committee supports the actions in paragraph 1.08 to improve complaints handling across the Council.
3	That the Committee supports the actions in paragraph 1.09 to review the Council's complaints policy by 31 March, 2021.

REPORT DETAILS

1.00	THE PUBLIC SERVICES OMBUDSMAN FOR WALES ANNUAL LETTER 2019-20
1.01	The Public Services Ombudsman for Wales (“Ombudsman”) published his Annual Letter on performance as part of his Annual Report and Accounts in September 2020.
1.02	The number of complaints received by the Ombudsman about Local Authorities across Wales decreased by 2.4% in 2019-20. The Ombudsman had to intervene (uphold, settle or resolve early) in a smaller proportion of the cases closed: 13% compared to 15% in 2018-19. This provides complainants with appropriate and timely remedies avoiding the need for the Ombudsman to fully investigate complaints.
1.03	<p>Appendix 1 is a full copy of the Annual Letter detailing the Council’s performance and comparative data. The following paragraphs provide a summary of performance and additional context in response to the findings.</p> <p>Section A - 61 complaints were made against the Council in 2019-20 which is an increase of 11 on the previous year and higher than the Welsh average of 40. However, a high percentage of complaints (80%) were premature, out of jurisdiction or closed after initial consideration by the Ombudsman. The Council actively promote the role of the Ombudsman in accordance with its complaints policy and to provide independent scrutiny when complainants are dissatisfied.</p> <p>Section B – Planning received the highest volume of complaints (14) in 2019-20 accounting for 22.95% of all cases against the Council. However, it should be noted that the number of complaints reduced from 18 to 14 compared to 2018-19.</p> <p>Section C – of the complaints that were received against the Council:</p> <ul style="list-style-type: none">• 54% of complaints were premature meaning complainants had not exhausted the Council’s complaints procedure before approaching the Ombudsman or out of jurisdiction;• 26% of complaints were closed after initial consideration;• 8% of complaints were resolved through early resolution which means the Council agreed to take certain steps locally to avoid investigation;• 2 reports were issued with upheld in whole or in part decisions compared to 5 the previous year;• 1 public interest report was issued. <p>Section D – the number of complaints that required intervention by the Ombudsman reduced by 50% in 2019-20. The number fell from 16 to 8 compared to 2018-19 and is aligned to the Welsh average.</p> <p>Section E – there were two complaints made to the Ombudsman in respect of Member Code of Conduct. One was closed after initial consideration and the other was referred to Adjudication Panel.</p>

	Section F – 14 complaints were made against Town and Community Councils which is a reduction on the previous year (18 in 2018-19).
1.04	<p>The Public Services Ombudsman (Wales) Act 2019</p> <p>The Public Services Ombudsman (Wales) Act 2019 achieved Royal Assent in July 2019 which means Wales is the first Ombudsman’s office in the UK to have full and operational powers to drive systemic improvement of public services through investigations on our ‘own initiative’ and the Complaints Standards role.</p>
1.05	<p>During 2019-20, the Council engaged positively with the new Complaints Standards powers by submitting data to the Complaints Standards Authority (CSA) about the complaints handled by the Council. This will help us to learn more about the complaints landscape in Wales and drive improvement in public services for citizens in Wales. The data submitted by Local Authorities in Wales shows:</p> <ul style="list-style-type: none"> • Over 13,000 complaints were recorded by Local Authorities in 2019-20; • Nearly half (42%) of those complaints were upheld in full or in part; • About 80% (79.51%) were investigated within 20 working days; • About 7% (6.91%) of all complaints ended up being referred to PSOW.
1.06	<p>Improving complaints handling</p> <p>The Ombudsman has highlighted that complaints handling remains one of the main subjects of complaints to his office (9% of complaints in 2019-20). The Council completed a number of actions in 2019-20 to improve complaints handling but others were postponed due to the Coronavirus pandemic and reprioritisation of resources.</p>
1.07	<p>The following actions were completed in 2019-20 to improve complaints handling:</p> <ul style="list-style-type: none"> • Introduction of house-style letters and improved guidance for employees; • Targeted training sessions with Planning officers to learn lessons from Ombudsman decisions in 2018-19 including: <ul style="list-style-type: none"> • Validation training • Report writing guidance • Sign off guidance • Delegated or Committee report • Enforcement training for officers and Members • New protocol for allocating and escalating planning complaints • Working with Councils from across Wales and the Ombudsman to collectively record complaints data which may be used to drive improvement in public services for citizens in Wales.
1.08	<p>The following actions will be taken forward in 2020-21 to further improve complaints handling:</p> <ul style="list-style-type: none"> • Training of key officers by the Customer Standards Authority in January 2021 to support and enhance complaint handling throughout

	<p>the Council by considering best practice from multiple sectors from around the world;</p> <ul style="list-style-type: none"> • A programme of workforce training delivered by the Corporate Training Unit to support all officers across the organisation to effectively handle complaints; • Training for Town and Community Councils to promote awareness and the importance of the Code of Conduct where there is evidence of conflict between its members to help reset the boundaries of behaviour for its Members.
1.09	<p>Complaints policy</p> <p>The Council's policy for dealing with complaints was introduced in 2012. A review is required in response to the Customer Standards Authority model to provide basic standards, a common language and a set of principles to underpin how complaints are handled throughout public services in Wales. The review will include:</p> <ul style="list-style-type: none"> • A review of practices and procedures to ensure they comply with the model for public services in Wales; • A review of the system used to record complaints to ensure it is appropriate; • Implementation of a new policy by the end of 2020-21 to comply with Section 38 of The Public Services Ombudsman (Wales) Act 2019; • Promotion of new the new policy to reduce the number of premature complaints to the Ombudsman.
1.10	<p>Flintshire County Council Complaints 2020-21</p>
1.11	<p>Over the last 12 months all portfolios of the Council have been working to improve case work performance; Business Managers have helped raise awareness of standards and share performance data effectively to drive improvements. The Council received 323 complaints in the first half of 2020, of which, 74% were considered within 10 working days. Although this is a small drop in performance compared to the same period in 2019 (78%), performance is good considering services are working in extremely challenging times in response to Covid 19.</p>
1.12	<p>During the first half of 2020 complainants were actively informed that complaints may take longer to investigate. This proactive approach helped explain that resources were being prioritised for the most critical services and consequently may impact our ability to respond to complaints within our usual timescales. We were also able to explain that capacity within services is likely to be impacted by Covid-19 because officers may not be able to speak to colleagues, access files and other resources to fully investigate complaints within published timescale. This informative approach was also taken by other local authorities and the Ombudsman.</p>

1.13 The charts below illustrate the overall number of complaints received in the first half of the year and the distribution of complaints by portfolio:

Chart 1

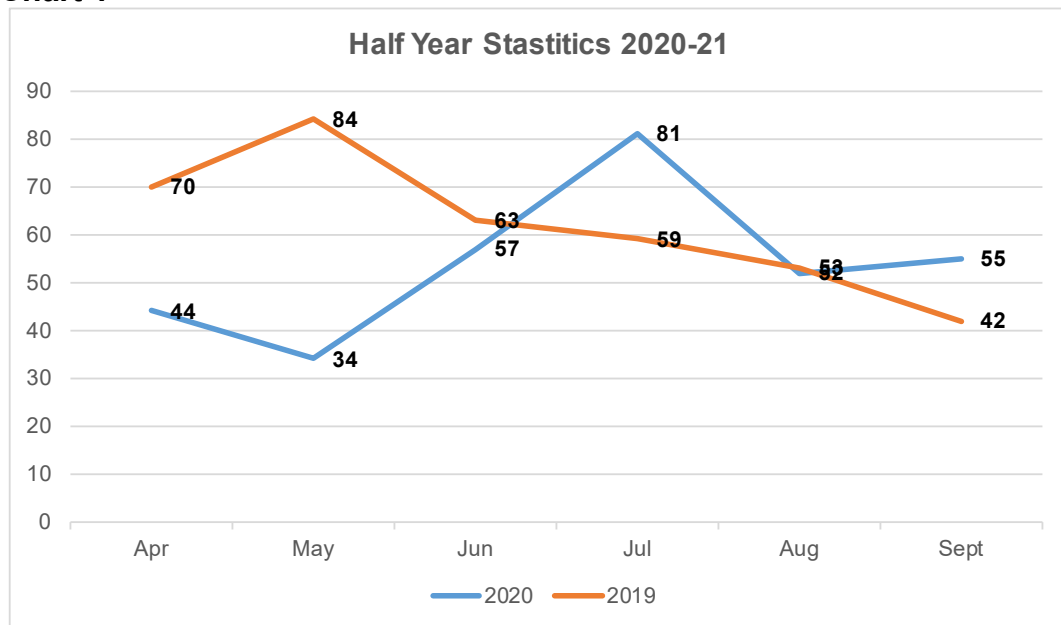
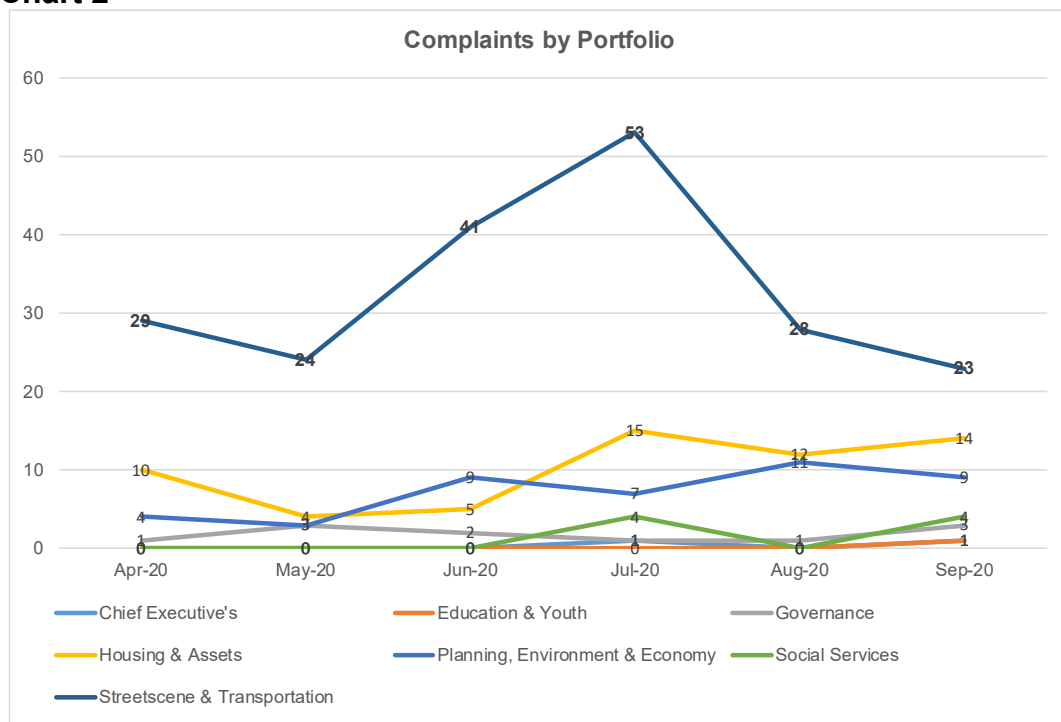


Chart 2

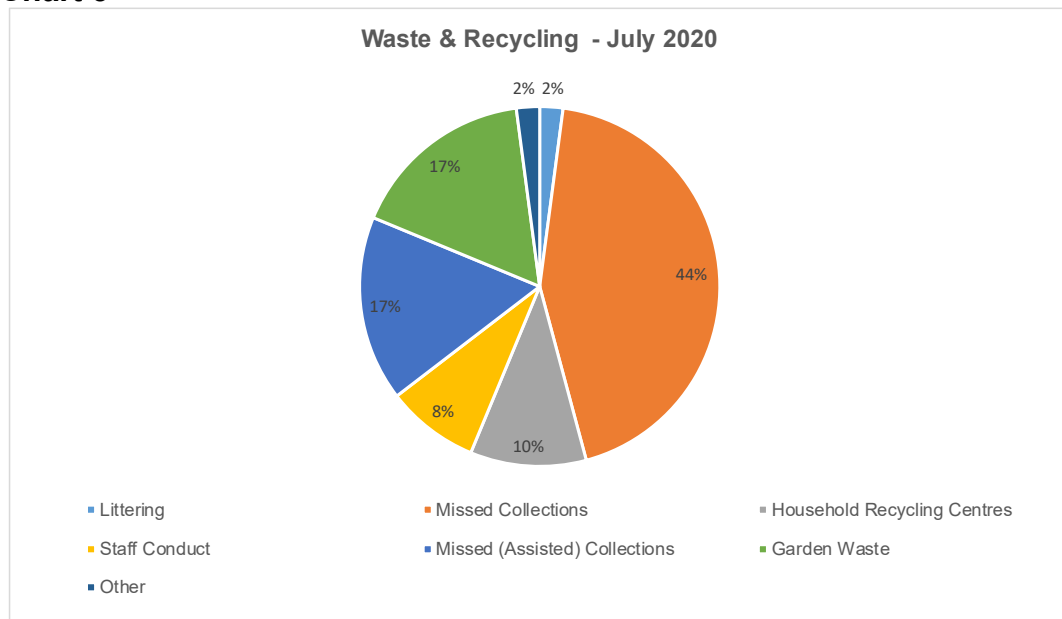


1.14 The highest volume of complaints were received in July, those areas providing frontline services such as housing and waste services received the most complaints.

1.15 In July there was a spike in complaints as services started to resume and customer behaviour and expectations changed. 65% of the overall complaints in July were against Streetscene & Transportation with 91% of those relating to waste and recycling. Whilst Chart 3 illustrates the main issue of concern is missed collections, 29 complaints were made in July

which is relatively low when considering the thousands of properties visited each month.

Chart 3



1.16 The Council aims to response to complaints within 10 working days. The table below provides data on the number of complaints received between 1 April – 30 September 2020 and the overall percentage answered within target:

Chat 4

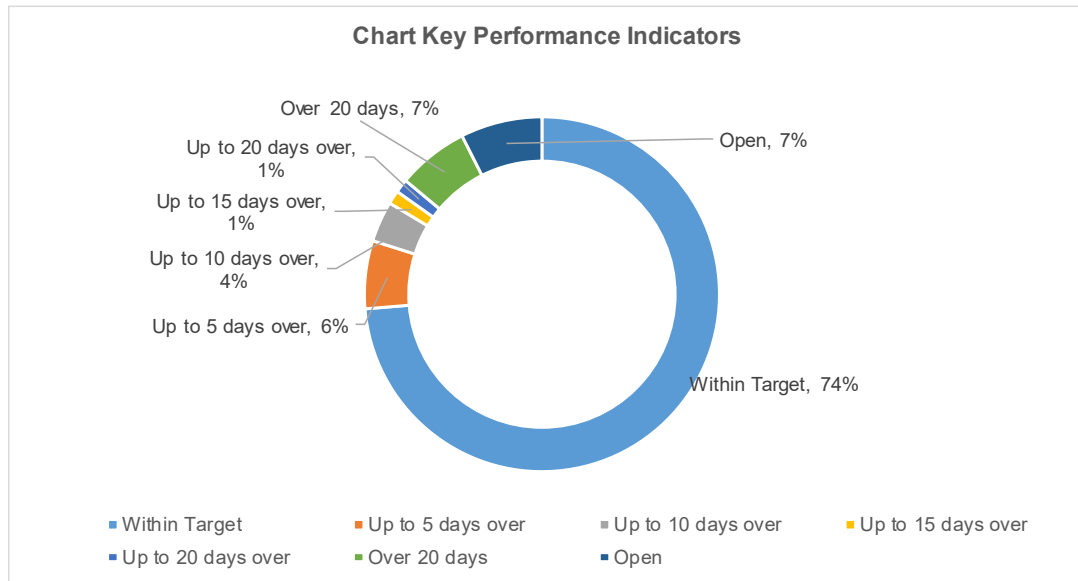
Portfolio	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Chief Executive's	0	0	0	1	0	1
Education & Youth	0	0	0	0	0	1
Governance	1	3	2	1	1	3
Housing & Assets	10	4	5	15	12	14
Planning, Environment & Economy	4	3	9	7	11	9
Social Services	0	0	0	4	0	4
Streetscene & Transportation	29	24	41	53	28	23
Total Number of Complaints	44	34	57	81	52	55
% Closed Within Target	86%	88%	67%	78%	79%	85%

Chart 5

Portfolio	Number of Complaints	% of Complaints	% Within Target
Chief Executive's	2	0.62%	50%
Education & Youth	1	0.31%	0%
Governance	11	3.41%	100%
Housing & Assets	60	18.58%	80%
Planning, Environment & Economy	43	13.31%	70%
Social Services	8	2.48%	75%
Streetscene & Transportation	198	61.30%	81%

1.17 The chart below illustrates the average time taken to respond to complaints in the last six months:

Chart 6



1.18 Appendix 2 provides an illustration of what people complained about, and the outcome reached by portfolio. Additionally, the Chief Executive’s office received two complaints (one was not upheld); Education & Youth received one complaint that was not upheld; Social Services have a statutory procedure for managing complaints which are reported separately.

1.19 Performance across portfolios remains under regular review and actions previously agreed, and supported by Elected Members remain in place i.e.:

- Designated points of contact across portfolios for escalating issues;
- Sharing monthly performance data;
- High volume portfolio management teams regularly reviewing their performance;
- Staff guidance defining requests for service and complaints;
- Guide to Good Complaints Handling available on InfoNet.

1.20 **Conclusion and priorities**

The Council will continue to engage positively with the Ombudsman and the new Complaints Standards Authority to learn more about the complaints landscape in Wales to help us drive improvement in services. Locally we are committed to:

- Participating in training of key officers by the Customer Standards Authority in January 2021 to support and enhance complaint handling throughout the Council by considering best practice from multiple sectors from around the world;
- A programme of workforce training delivered by the Corporate Training Unit to support all officers across the organisation to effectively handle complaints;
- Training for Town and Community Councils to promote awareness and the importance of the Code of Conduct where there is evidence

	<p>of conflict between its members to help reset the boundaries of behaviour for its Members;</p> <ul style="list-style-type: none"> • A review of practices and procedures to ensure they comply with the model for public services in Wales; • A review of the system used to record complaints to ensure it is appropriate; • Implementation of a new policy by the end of 2020-21 to comply with Section 38 of The Public Services Ombudsman (Wales) Act 2019; • Promotion of new the new policy to reduce the number of premature complaints to the Ombudsman.
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2.00	RESOURCE IMPLICATIONS
2.01	None.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	This report provides details of the annual performance of the Council in relation to complaints. At this point there are no proposed change or actions and as such no impact or risks have been identified.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	A copy of the Annual Letter is published on the Ombudsman's website.

5.00	APPENDICES
5.01	<p>Appendix 1 – Annual Letter 2019-20</p> <p>Appendix 2 – Flintshire County Council complaint categories by portfolio.</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None


7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Rebecca Jones, Customer Contact Service Manager</p> <p>Telephone: 01352 702413</p> <p>E-mail: rebecca.jones@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>Public Services Ombudsman for Wales – investigates complaints against public service providers in Wales where people believe they have suffered an injustice through maladministration on the part of the public service provider e.g. a local authority.</p> <p>Own Initiative Investigations – enables the Public Services Ombudsman for Wales to commence an investigation where there is sufficient evidence to demonstrate the need to begin an investigation.</p> <p>Complaints Standards Authority – a newly formed team within the Public Services Ombudsman for Wales’ office focused on ensuring the procedures to complain to public service providers in Wales are complainant focused, simple, fair and objective, timely and effective, accountable and committed to continuous improvement.</p>


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Our ref: NB

Ask for: Communications

 01656 641150

Date: 7 September 2020

 Communications
@ombudsman-wales.org.uk

Councillor Ian Roberts
Council Leader
Flintshire County Council

By Email Only
ian.b.roberts@flintshire.gov.uk

Dear Councillor Roberts

Annual Letter 2019/20

I am pleased to provide you with the Annual letter (2019/20) for Flintshire County Council.

I write this at an unprecedented time for public services in Wales and those that use them. Most of the data in this correspondence relates to the period before the rapid escalation in Covid-19 spread and before restrictions on economic and social activity had been introduced. However, I am only too aware of the impact the pandemic continues to have on us all.

I am delighted to report that, during the past financial year, we had to intervene in (uphold, settle or resolve early) a smaller proportion of complaints about public bodies: 20% compared to 24% last year.

We also referred a smaller proportion of Code of Conduct complaints to a Standards Committee or the Adjudication Panel for Wales: 2% compared to 3% last year.

With regard to new complaints relating to Local Authorities, the overall number has decreased by 2.4% compared to the previous financial year. I am also glad that we had to intervene in a smaller proportion of the cases closed (13% compared to 15% last year). That said, I am concerned that complaint handling persists as one of the main subjects of our complaints again this year.

Amongst the main highlights of the year, in 2019 the National Assembly for Wales (now Senedd Cymru Welsh Parliament) passed our new Act. We are now the first ombudsman's office in the UK to have full and operational powers to drive systemic improvement of public services through investigations on our 'own initiative' and the Complaints Standards role.

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During 2019/20, we have engaged intensively with Local Authorities on this issue, starting to exercise our new Complaints Standards powers.

Local Authorities in Wales submitted data about the complaints they handled to the Complaints Standards Authority (CSA) for the first time in 2019/2020, revealing much more about the complaints landscape in Wales.

The data submitted for 2019/2020 shows:

- Over 13,000 complaints were recorded by Local Authorities – 4.25 for every 1000 residents.
- Nearly half (42%) of those complaints were upheld in full or in part.
- About 80% (79.51%) were investigated within 20 working days.
- About 7% (6.91%) of all complaints ended up being referred to PSOW.

The CSA will work with public bodies to ensure the data submitted is an accurate representation of complaints being submitted by service users.

A summary of the complaints of maladministration/service failure received relating to your Council is attached.

Also attached is a summary of the Code of Conduct complaints relating to members of the Council and the Town & Community Councils in your area.

Action for the Council to take:

- Present my Annual Letter to the Cabinet to assist members in their scrutiny of the Council's performance.
- Engage with my Complaints Standards work, accessing training for your staff and providing complaints data.
- Inform me of the outcome of the Council's considerations and proposed actions on the above matters by 30 November.

This correspondence is copied to the Chief Executive of your Council and to your Contact Officer. Finally, a copy of all Annual Letters will be published on my website.

Yours sincerely



Nick Bennett
Ombudsman

CC: Colin Everett, Chief Executive
Rebecca Jones, Contact Officer

Factsheet

A. Complaints Received

Local Authority	Complaints Received	Complaints received per 1000 residents
Blaenau Gwent County Borough Council	17	0.24
Bridgend County Borough Council	34	0.23
Caerphilly County Borough Council	49	0.27
Cardiff Council*	122	0.33
Carmarthenshire County Council	42	0.22
Ceredigion County Council	31	0.42
Conwy County Borough Council	29	0.25
Denbighshire County Council	32	0.34
Flintshire County Council	61	0.39
Gwynedd Council	37	0.30
Isle of Anglesey County Council	26	0.37
Merthyr Tydfil County Borough Council	13	0.22
Monmouthshire County Council	16	0.17
Neath Port Talbot County Borough Council	22	0.15
Newport City Council	39	0.25
Pembrokeshire County Council	25	0.20
Powys County Council	72	0.54
Rhondda Cynon Taf County Borough Council	39	0.16
Swansea Council	92	0.37
Torfaen County Borough Council	5	0.05
Vale of Glamorgan Council	30	0.23
Wrexham County Borough Council	33	0.24
Wales	866	0.28

* inc 1 Rent Smart Wales

B. Complaints Received by Subject

Flintshire Council	Complaints Received	Complaints Percentage Share
Adult Social Services	3	4.92%
Benefits Administration	1	1.64%
Children's Social Services	2	3.28%
Community Facilities, Recreation and Leisure	2	3.28%
Complaint Handling	2	3.28%
Education	4	6.56%
Environment and Environmental Health	10	16.39%
Health	2	3.28%
Housing	10	16.39%
Planning and Building Control	14	22.95%
Roads and Transport	7	11.48%
Various Other	4	6.56%

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C. Complaint Outcomes

(* denotes intervention)

Complaints Closed	Premature/ Out of Time/Right to Appeal	Out of Jurisdiction	Other cases closed after initial consideration	Early Resolution/ voluntary settlement*	Discontinued	Other Reports- Not Upheld	Other Reports Upheld - in whole or in part*	Public Interest Report *	Grand Total
Flintshire County Council	30	3	16	5	0	0	2	1	57
Percentage Share	52.63%	5.26%	28.07%	8.77%	0.00%	0.00%	3.51%	1.75%	

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D. Number of cases with PSOW intervention

	No. of interventions	No. of closures	% of interventions
Blaenau Gwent County Borough Council	1	17	6%
Bridgend County Borough Council	1	34	3%
Caerphilly County Borough Council	6	50	12%
Cardiff Council	21	120	18%
Cardiff Council - Rent Smart Wales	-	1	0%
Carmarthenshire County Council	6	46	13%
Ceredigion County Council	4	30	13%
Conwy County Borough Council	6	34	18%
Denbighshire County Council	2	32	6%
Flintshire County Council	8	57	14%
Gwynedd Council	4	39	10%
Isle of Anglesey County Council	3	28	11%
Merthyr Tydfil County Borough Council	2	15	13%
Monmouthshire County Council	2	15	13%
Neath Port Talbot Council	4	25	16%
Newport City Council	4	38	11%
Pembrokeshire County Council	7	29	24%
Powys County Council	14	71	20%
Rhondda Cynon Taf County Borough Council	5	40	13%
Swansea Council	4	93	4%
Torfaen County Borough Council	1	5	20%
Vale of Glamorgan Council	4	27	15%
Wrexham County Borough Council	4	33	12%
Grand Total	113	879	13%

E. Code of Conduct Complaints Closed

County/County Borough Councils	Closed after initial consideration	Discontinued	No evidence of breach	No action necessary	Refer to Standards Committee	Refer to Adjudication Panel	Withdrawn	Total
Flintshire	1	-	-	-	-	1	-	2

F. Town/Community Council Code of Complaints

Town/Community Council	Closed after initial consideration	Discontinued	No evidence of breach	No action necessary	Refer to Standards Committee	Refer to Adjudication Panel	Withdrawn	Total
Broughton & Bretton Community Council	1	-	-	-	-	-	-	1
Northop Hall Community Council	9	-	-	-	-	-	-	9
Saltney Town Council	4	-	-	-	-	-	-	4

Appendix

Explanatory Notes

Section A provides a breakdown of the number of complaints against the Local Authority which were received during 2019/20, and the number of complaints per 1,000 residents (population).

Section B provides a breakdown of the number of complaints about the Local Authority which were received by my office during 2019/20. The figures are broken down into subject categories with the percentage share.

Section C provides the complaint outcomes for the Local Authority during 2019/20, with the percentage share.

Section D provides the numbers and percentages of cases received by the PSOW in which an intervention has occurred. This includes all upheld complaints, early resolutions and voluntary settlements.

Section E provides a breakdown of all Code of Conduct complaint outcomes against Councillors during 2019/20.

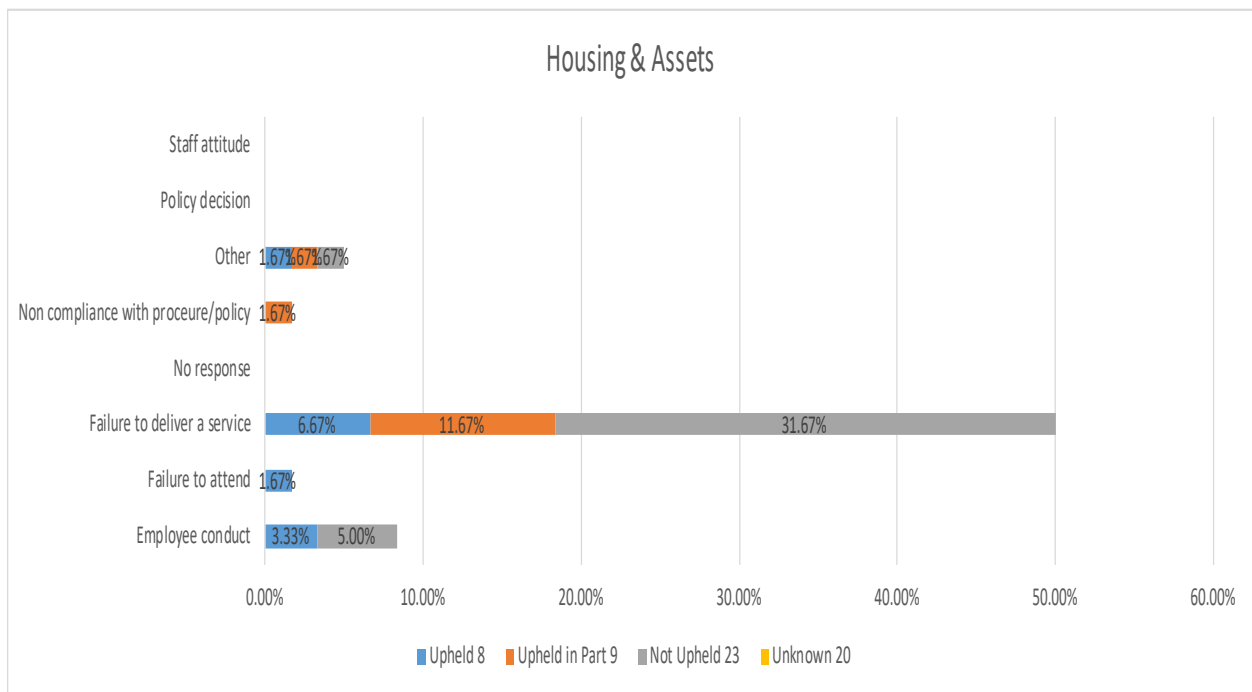
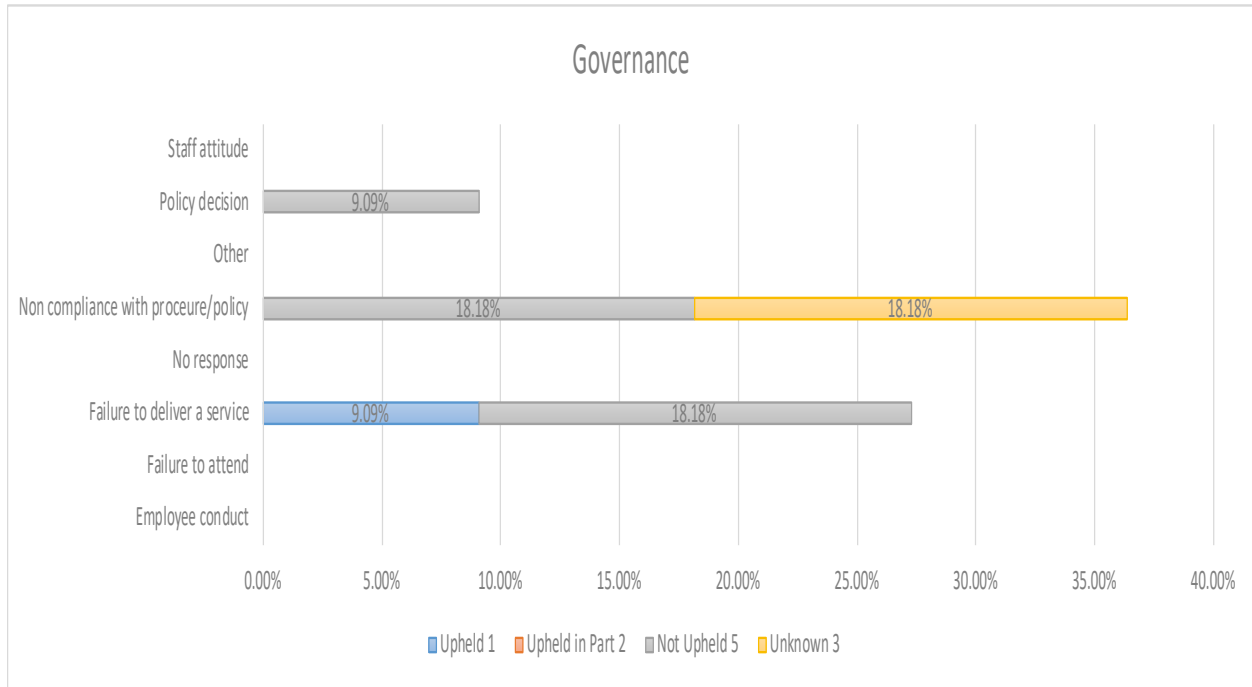
Section F provides a breakdown of all Code of Conduct complaint outcomes against town or community councils.

Feedback

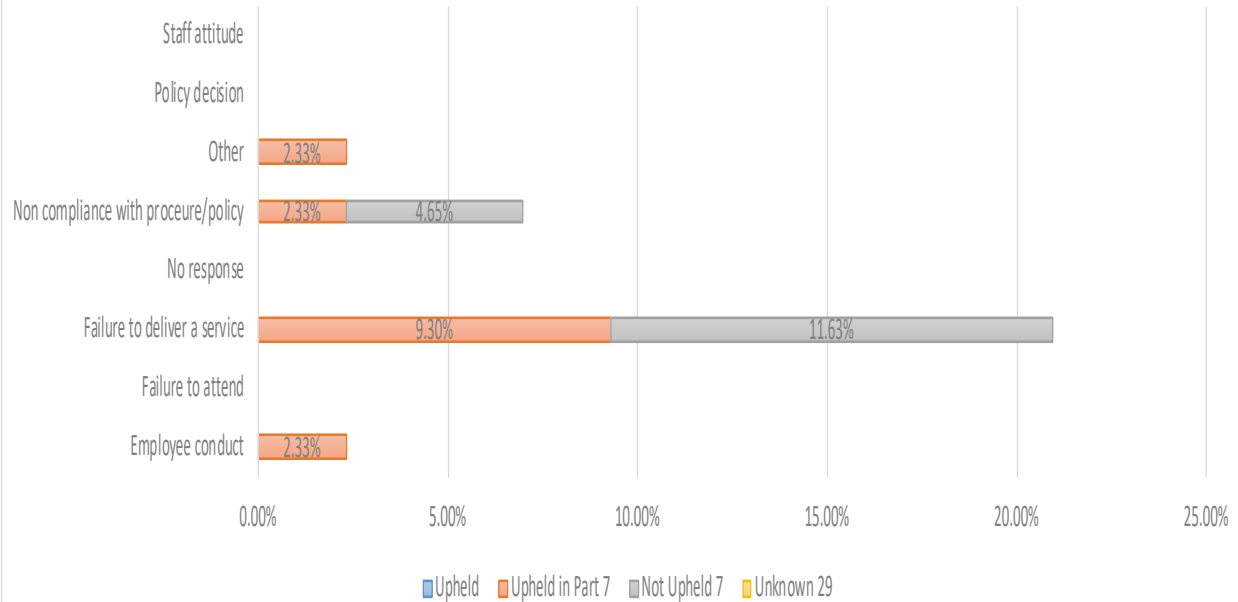
We welcome your feedback on the enclosed information, including suggestions for any information to be enclosed in future annual summaries. Any feedback or queries should be sent via email to communications@ombudsman-wales.org.uk

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Flintshire County Council Complaint Categories by Portfolio



Planning, Environment & Economy



Streetscene & Transportation

