

# Public Document Pack



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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

5 February 2021

Dear Sir/Madam

**NOTICE OF REMOTE MEETING**  
**CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**  
**THURSDAY, 11TH FEBRUARY, 2021 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 - 10)

**Purpose:** To confirm as a correct record the minutes of the meeting on 14 January 2021.

### 4 **ACTION TRACKING** (Pages 11 - 14)

Report of Head of Democratic Services -

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

### 5 **COMMUNITY SAFETY PARTNERSHIP ANNUAL REPORT** (Pages 15 - 20)

Report of Chief Executive - Cabinet Member for Planning and Public Protection

**Purpose:** To receive the Community Safety Partnership Annual Report.

### 6 **FORWARD WORK PROGRAMME** (Pages 21 - 26)

Report of Head of Democratic Services -

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

### 7 **RECOVERY STRATEGY UPDATE** (Pages 27 - 56)

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 2021/22** (Pages 57 - 72)

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

**Purpose:** To consider the proposed Council Plan.

9 **COUNCIL FUND REVENUE BUDGET 2021/22** (Pages 73 - 104)

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

Attached is the final report in the budget-setting process which is written for Cabinet. Please note that the recommendations are written for Cabinet, with the role of this Committee being to review and advise to enable Cabinet to make a set of informed recommendations to Council. It is Council which will set the final budget as a reserved matter.

**Purpose:** To present and invite feedback on the budget report to be reported verbally at Cabinet on 16th February.

10 **REVENUE BUDGET MONITORING 2020/21 (MONTH 9) AND CAPITAL PROGRAMME MONITORING 2020/21 (MONTH 9)** (Pages 105 - 130)

Report of Corporate Finance Manager - Cabinet Member for Finance

**Purpose:** To provide Members with the Revenue Budget monitoring 2020/21 (month 9) report and the Capital Programme 2020/21 (month 9) report and significant variances.

11 **ANNUAL AUDIT SUMMARY FOR FLINTSHIRE COUNTY COUNCIL 2019/20** (Pages 131 - 142)

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

**Purpose:** To receive the Annual Audit Summary from the Auditor General for Wales and note the Council's response.

***Please note that there will be a 10 minute adjournment of this meeting if it lasts longer than two hours***

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## **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** **14 JANUARY 2021**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held as a remote attendance meeting on Thursday, 14 January 2021.

### **PRESENT: Councillor Clive Carver (Chairman)**

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

**SUBSTITUTION:** Councillor Joe Johnson for Andy Dunbobbin

**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), Corporate Finance Manager, Senior Manager for Human Resources & Organisational Development, and Strategic Finance Manager

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

Prior to the start of the meeting the Chair expressed condolences on the recent sad loss of Councillor Kevin Hughes. He asked Members to join him in one minutes silence in tribute to Councillor Hughes life and achievements.

### **46. DECLARATIONS OF INTEREST**

None.

### **47. MINUTES**

The minutes of the meeting held on 10 December 2020 were submitted.

Accuracy

Page 6: Councillor Richard Jones referred to the Forward Work Programme and explained that in addition to his comments on the Council Plan he had also said that the Committee needed to focus on the wider issues of major financial value in the budget.

Councillor Ian Roberts responded to the further comments made by Councillor Jones regarding the creation of a North Wales super authority and referred to the proposal to create Corporate Joint Committees (CJCs). Councillor Jones raised concerns around the need to retain local scrutiny on decision making. Councillor Roberts gave an assurance that the opportunity for local scrutiny would continue

and evolve, however, he felt that matters such as strategic planning could be addressed on a regional level.

The minutes were moved by Councillor Paul Shotton and seconded by Councillor Geoff Collett.

**RESOLVED:**

That subject to the above amendment the minutes be approved as a correct record.

**48. FORWARD WORK PROGRAMME**

The Head of Democratic Services presented the report, He referred to the next meeting of the Committee to be held on 11 February, and advised that an additional item to provide a risk update would be included on the programme for the meeting.

Referring to discussion at the previous item on the proposal to create Corporate Joint Committee's (CJC's), the Chief Officer (Governance) said the Authority's response to the Welsh Government's consultation on CJs could be sent to the Committee which highlighted issues around local autonomy, accountability, cost and bureaucracy.

Reiterating his comments at the previous meeting Councillor Jones said that the Council Plan should be clearly aligned with portfolios and commented on the need for clearer accountability, citing the example of the need for the Council Plan to be aligned with the Well Being Strategy to allow scrutiny to work properly. Councillor Jones also said that the Forward Work Programme (FWP) should also identify the biggest financial risks regularly during the year. The Chief Officer indicated that the appropriate officers would agree clear lines of accountability between Council Plan themes and portfolios and the Overview & Scrutiny Committees. He also reminded Members that the Council Plan was proposed by Cabinet and submitted to Council for approval, and that it was thus for Cabinet to choose its format.

In response to the comments and concerns made by Councillor Jones It was agreed that the FWP be approved with the inclusion of future items on Council Plan themes, alignment with Overview & Scrutiny Committees, wider issues of financial risk, and emerging guidance on CJs. On that basis, the Committee supported the recommendations.

**RESOLVED:**

- (a) The Committee approves the Forward Work Programme with the inclusion of future items on Council Plan themes, alignment with Overview & Scrutiny Committees; wider issues of financial risk and emerging guidance on CJs; and

- (b) That the Head of Democratic Services in consultation with the Chair and Vice-Chair of the Committee be authorised to vary the Forward Work Programme between meetings.

#### **49. ACTION TRACKING**

The Head of Democratic Services presented the report on progress with actions arising from previous meetings. He advised that all actions had been completed.

The recommendation was supported by the Committee.

#### **RESOLVED:**

That the Committee notes the progress which has been made.

#### **50. OVERVIEW OF OPEN RISKS FROM THE EMERGENCY PERIOD AND RECONCILIATION OF EMERGENCY GRANT FUNDING**

The Corporate Finance Manager gave a presentation on the open risks from the emergency period and reconciliation of Emergency Grant funding, together with analysis of longer term risks in the risk register. The presentation covered the following main points:

- National funding announcements
- update on Hardship Fund claims
- update on income loss claims
- approved contingency reserve £3m
- update on key finance risks
- assumptions in budget planning 2021/22

Councillor Paul Shotton thanked Officers for their work in resolving claims.

The Corporate Finance Manager provided further clarification in response to the questions raised by Councillor Richard Jones on Council Tax collection rates and the Council Tax Reduction Scheme.

Councillor Glyn Banks expressed thanks to the Corporate Finance Manager and his team for the achievements gained on Council Tax income. He also expressed thanks to the Welsh Government (WG) for the payment of claims submitted.

The Chief Officer commented on the role and use of reserves in maintaining the Authority's financial position in conjunction with the financial support received from the WG as a result of the unprecedented demands of the pandemic. He emphasised the importance of maintaining a prudent level of reserves to meet unknown contingencies in the future.

Councillor Ian Roberts expressed his thanks to the Financial Services team for their hard work and support in dealing with matters relating to Council Tax, rent, and business grants, during the pandemic.

The recommendation was moved by Councillor Paul Shotton and seconded by Councillor Richard Jones.

**RESOLVED:**

That the presentation and its contents be received with thanks.

**51. REVENUE BUDGET MONITORING 2020/21 (MONTH 8)**

The Strategic Finance Manager introduced a report on the latest budget monitoring position for 2020/21 on the Revenue Budget as at Month 8. He referred to the Council Fund projected position which had an operating surplus of £0.27m (excluding the impact of the pay award which would be met by reserves) and a projected contingency reserve available balance as at 31 March 2021 of £1.65m. He advised that all non-essential spend continued to be reviewed and challenged and this had helped to reduce the overall position by about £720k with delayed spend and vacancy management. The Strategic Finance Manager presented the key considerations as detailed in the Revenue Budget Monitoring Report which was appended to the report.

Councillor Paul Shotton referred to page 39 of the report and asked for further information on the additional disposal expenditure incurred by Streetscene and Transportation as a result of increased kerbside waste collections due to people working and remaining at or close to home. He also referred to the impact of the pandemic on Arriva bus services and on Streetscene operatives due to the high transmission rate of the Covid-19 virus.

In response to the comments made by Councillor Richard Jones regarding the waste collection service during the Christmas and New Year period Councillor Carolyn Thomas advised that a statement made by the Chief Officer at Environment Overview & Scrutiny Committee which explained the decisions and arrangements made, was available on the Authority's website and reported in the local press. Councillor Ian Roberts suggested that a Member seminar be arranged in due course on Christmas waste collection and the financial implications. He commented on the hard work of officers and Streetscene operatives during the Christmas and New Year period in harsh Winter conditions and throughout the pandemic and thanked all involved for their sterling efforts.

Councillor Richard Jones referred to the £0.200m grant funding from WG towards the Teachers Pay Award with the remainder to be met from Schools delegated budgets and the impact this would have on Schools. He also referred to out-of-county placements and asked if consideration had been given to lobbying the WG to ask that national funding be made available, or a funding cap, or additional support, to help local authorities meet the cost. In response to a suggestion from the Chair the Chief Executive asked the Corporate Finance Manager to contact fellow 151 Officers to provide an overview of in-year overspend on Children's Services.

Councillor Richard Jones proposed that the Committee should send a letter to support lobbying of the Welsh Government for consideration of a funding cap or



additional support for Out of County placements. This was seconded by Councillor Mared Eastwood and when put to the vote was carried.

**RESOLVED:**

- (a) That having considered the Revenue Budget Monitoring 2020/21 (Month 8) report, the Committee confirms that there are no specific matters which it wishes to have raised at Cabinet and
- (b) That a Member seminar on Christmas waste collections and financial arrangements be arranged in due course.

**52. EMPLOYMENT AND WORKFORCE MID-YEAR UPDATE**

The Senior Manager, Human Resources and Organisational Development presented a report to provide strategic updates in addition to the quarterly workforce statistics and their analysis. The format of the report and the accompanying Workforce Information Dashboard reports (as appended to the report) were intended to focus on organisational performance and trends. The dashboards were a visual presentation of data showing the current status and historical trends of the Council's performance against key performance indicators. The Senior Manager presented the main considerations as detailed in the report.

Councillor Arnold Woolley suggested that thanks be recorded to all the Authority's employees (including Agency staff) for their hard work and commitment in challenging circumstances during the pandemic.

It was agreed that an open letter from the Leader of the Council be sent to the people of Flintshire, thanking them for co-operating with the regulations and restrictions which have been caused by the coronavirus pandemic.

Following a suggestion by the Chair, the Service Manager agreed to look at a re-ordering of the dashboard.

Councillor Sean Bibby moved the recommendation which was seconded by Councillor Paul Shotton.

**RESOLVED:**

That the report be received and employees be thanked for their diligence in dealing with changing circumstances during the emergency.

**53. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

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

(The meeting started at 10.00 am and ended at 11. 52 am)

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**Chairman**

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	11 February 2021
<b>Report Subject</b>	Action Tracking
<b>Report Author</b>	Head of Democratic Services
<b>Type of Report</b>	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

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

1.02	<p>This paper summarises those points and where appropriate provides an update on the actions resulting from them.</p> <p>The Action Tracking details are attached in appendix A.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The creation of the Action Tracking report increases work flow but should provide greater understanding and efficiency.

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

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Not applicable.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A – CRO&SC Action Points

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

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	None.

Action Tracking Appendix for February 2021 CRO&SC

Meeting	Agenda item	Action Required	Action taken and timescale
14.01.21	3. Minutes	RJR to circulate the response to WG consultation on CJs to CRO&SC Members before next meeting. NB- this was also an appendix to the local Government & Elections Bill report to council on 26 <sup>th</sup> January.	Circulated
14.01.21	5. Forward Work Programme	Officers to allocate clear lines of accountability between Council Plan themes and portfolios and O&SCs.	In progress
14.02.21	7. Revenue Budget Monitoring Month 8	<ol style="list-style-type: none"> <li>1. Member seminar to be arranged in due course on Christmas waste collection.</li> <li>2. That Streetscene employees be thanked for their sterling efforts during the Christmas period.</li> <li>3. GF to ask fellow 151 officers for levels of overspending on Children’s Services.</li> <li>4. That a letter be sent to Welsh Government, asking for consideration of a funding cap or additional support for Out of county placements.</li> </ol>	<ol style="list-style-type: none"> <li>1. In progress</li> <li>2. Cabinet Member has thanked Streetscene employees.</li> <li>3. In progress: update may be available at February meeting.</li> <li>4. in progress.</li> </ol>
14.01.21	Employment and Workforce mid-year update	<ol style="list-style-type: none"> <li>1. That an open letter from the Leader of the Council be sent to the people of Flintshire, thanking them for co-operating with the regulations and restrictions which have been caused by the coronavirus pandemic.</li> <li>2. Re-order the dashboard after a request from Cllr Carver.</li> </ol>	<ol style="list-style-type: none"> <li>1. Published</li> <li>2. For the next Employment &amp; Workforce report</li> </ol>

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 11 <sup>th</sup> February 2021
<b>Report Subject</b>	Community Safety Partnership Annual Report
<b>Cabinet Member</b>	Cabinet Member for Planning and Public Protection
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

To provide Members with an overview of the Community Safety Partnership's activities and progress over the past 12 months.

### RECOMMENDATIONS

1	To note and support the contents of the report.
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### REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE FLINTSHIRE COMMUNITY SAFETY PARTNERSHIP</b>
1.01	The Flintshire Community Safety Partnership is required to formally report to this Committee on an annual basis to provide an overview of activities undertaken over the previous twelve months. This ensures that the Partnership meets its obligations under sections 19 and 20 of the Police and Criminal Justice Act 2006.

1.02	Flintshire County Council has a statutory duty under the Crime and Disorder Act 1998, and the subsequent amendments by the Police and Justice Act 2006, to work in partnership with the police, health service, probation and fire service as a Community Safety Partnership (CSP).
1.03	There has been a partnership in existence in Flintshire since 1999. The Partnership is supported by a small team of local authority and police officers who work on shared priorities, alongside the Neighbourhood Wardens.
1.04	Over the past decade there have been significant changes in the way the local CSP is governed. The Partnership now sits under the auspices of the Public Service Board, and discharges its duties through the People are Safe Board. The work of the board is underpinned through the implementation of a local delivery plan.
1.05	The work programme of the People Are Safe Board also reflects the recommendations contained within the regional Strategic Assessment (produced by North Wales Police), and takes into account the Police and Crime Plan and the work of the Substance Misuse Area Planning Board.
1.06	<p>Outlined below are the priorities for 2020/21, along with actions to support their implementation:</p> <p><b><u>Priority 1: Violence Against Women, Domestic Abuse and Sexual Violence</u></b></p> <p><b>Impact</b></p> <ol style="list-style-type: none"> <li>1. People’s confidence to report appropriately to statutory partners is increased.</li> <li>2. Increased recognition of the signs and symptoms of domestic abuse and sexual violence by public and voluntary sector agencies.</li> <li>3. Improved response from public services to Domestic Abuse and Sexual Violence should realise an increase in reporting, as individuals will be more confident coming forward.</li> <li>4. High risk cases of domestic abuse are dealt with effectively.</li> <li>5. Better sharing of intelligence across partner agencies.</li> </ol> <p><b>Specific actions in 2020/21 to support this priority:</b></p> <ol style="list-style-type: none"> <li>6. Progress the CSP’s second Domestic Homicide Review.</li> <li>7. Raise awareness of Violence Against Women by supporting the International White Ribbon Campaign.</li> <li>8. Police Officers and PCSO’s attending reports of Domestic Abuse now have body worn video recording equipment.</li> <li>9. Crown Prosecution Service have access to best evidence footage from Police video evidence to assist in the prosecutions of offenders</li> <li>10. Responsible Agencies (as defined by legalisation) roll out Levels 2 and 3 training of the national framework - “Ask and Act”</li> <li>11. Newly set up Vulnerability and Exploitation group will assist in identifying and supporting victims of domestic abuse and sexual violence.</li> </ol>



12. Target hardening and additional security by county Wardens continues to both support and safeguard victims of Domestic Abuse.

### **Priority 2: Protecting Vulnerable Adults**

#### **Impact**

1. Vulnerable people are prevented from becoming victims of crime.
2. Substance misuse tackled collaboratively on a local and regional level.
3. Better sharing of intelligence across partner agencies.
4. Increased partnership action to tackle Organised Crime Gangs.
5. Recognition of signs and symptoms of Modern Day Slavery and increased partnership action to tackle.
6. Awareness of the impacts of Adverse Childhood Experiences (ACEs) amongst partners through the life course.
7. Committed regional partnership approach to addressing crime and disorder continued.
8. Increased partnership action to tackle Modern Day Slavery

#### **Specific actions in 2020/21 to support this priority:**

9. A 'Visible and Vulnerable' multi-agency group has been established to identify and support individuals with complex substance misuse and mental health issues.
10. Monthly Community Demand Reduction Partnership (CDRP) meetings with relevant stakeholders are convened, for the purpose of sharing information to reduce and tackle County Lines, Organised Crime Groups and Modern Slavery.
11. Continue to build upon the roll out of the Early Action Together Programme (EATP) in Flintshire, ensure learning is implemented from 'ACE TIME' training.
12. Local victims of scams are referred to the Trading Standards Investigations team by the National Scams Team for local intervention.

### **Priority 3: Protecting Vulnerable Young People**

#### **Impact**

1. Awareness of the impacts of Adverse Childhood Experiences (ACEs) amongst partners.
2. Earlier intervention in recognition of the above.
3. Partnership action to tackle Child Sexual Exploitation.
4. Vulnerable young people prevented from becoming victims of crime.

#### **Specific actions in 2020/21 to support this priority:**

5. Youth Justice Service to explore diversionary schemes around exclusions linked to drugs / alcohol and knife related issues in dialogue with head Teachers federation.

6. Increased number of effective and quality risk management plans for individuals identified as vulnerable
7. Monthly Community demand reduction partnership (CDRP) meetings with relevant stakeholders sharing of information to reduce and tackle County Lines, Organised Crime Groups and modern Slavery.
8. Youth Justice Service scrutiny of out of court disposals now in operation
9. Continue to build upon the roll out of the Early Action Together Programme (EATP) in Flintshire, ensure learning is implemented from ACE TIME training and contribute to performance management information to ensure this is achieved.

**Priority 4: Protecting Our Communities**

**Impact**

1. Respond appropriately to intelligence gathered from our communities.
2. Identify and deter those individuals who could cause our communities the most harm.

**Specific actions in 2020/21 to support this priority:**

3. Integrated Offender Management (IOM) continue to work with our most prolific offenders to reduce re-offending, with Flintshire now having a dedicated probation officer.
4. People are Safe to lead on 'Protect, Prepare, Prevent, Pursue Plan' (the '4 P' Plan). This is a plan that was formulated following a needs assessment that was undertaken by North Wales Police, all other counties in the region have also developed similar plans.
5. Establishment of Substance Misuse Outreach Team to work with vulnerable individuals in our communities.
6. Understand and address community needs and tensions through all available resources, to feed into the 3 counties Community Cohesion Group.

1.08	The work that this undertaken locally is influenced and directed by regional trends and priorities. In recent years the North Wales Safer Communities Board (now known as the Safer North Wales Partnership) has facilitated a greater consistency of approach in terms of strategic and tactical working across the region.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None as a result of this report.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None as a result of this report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	None

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Sian Jones, Community and Business Protection Manager</p> <p><b>Telephone:</b> 01352 702132</p> <p><b>E-mail:</b> sian-jones@flintshire.gov.uk</p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b><u>MARAC (Multi Agency Risk Assessment Conference)</u></b></p> <p>A MARAC, or multi-agency risk assessment conference, is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, probation, health, child protection, housing practitioners, Independent Domestic Violence Advisors (IDVAs) and other specialists from the statutory and voluntary sectors.</p> <p>After sharing all relevant information about a victim, representatives discuss options for increasing safety for the victim and turn these options into a co-ordinated action plan. The primary focus of the MARAC is to safeguard the adult victim.</p>
8.02	<p><b><u>National Training Framework</u></b></p> <p>The National Training Framework for violence against women, domestic abuse and sexual violence outlines the Welsh Government's requirements for training on these subjects across the public service and specialist third sector.</p> <p>The Framework is made up of six levels. Officers employed by the 'responsible authorities' (as defined by statute) will be required to undertake training in relation to domestic abuse and sexual violence.</p>
8.03	<p><b><u>Public Services Board (PSB)</u></b></p> <p>The Well-being of Future Generations (Wales) Act 2015 established statutory PSBs, which replaces the voluntary Local Service Boards in each local authority area. The role of the board is to:</p>

	<ul style="list-style-type: none"> <li>• assess the state of economic, social, environmental and cultural well-being in its area</li> <li>• set objectives that are designed to maximise the PSBs contribution to the well-being goals.</li> </ul> <p>Each PSB must prepare and publish a plan setting out its objectives and the steps it will take to meet them. This is called a Local Well-being Plan. It must state:</p> <ul style="list-style-type: none"> <li>• why the PSB feels their objectives will contribute within their local area to achieving the well-being goals</li> <li>• how it has had regard to the assessment of Local Well-being in setting its objectives and steps to take.</li> </ul>
8.04	<p><b><u>Safer Communities Board (now known as the Safer North Wales Partnership)</u></b></p> <p>The aim of the Safer North Wales Partnership is to provide strategic direction for the exercise of the Community Safety functions across the region. The Board promotes consistency of policy objectives, and the shared use of expertise and resources across the region.</p> <p>The objectives of the SCB include:-</p> <ul style="list-style-type: none"> <li>• Reducing bureaucracy and formality through streamlining strategic and operational functions.</li> <li>• Identifying shared and/or common priorities</li> <li>• Acting as a lobbying group to influence the Welsh Government, Home Office and Local Policing Body.</li> <li>• Establishing a common and consistent framework for strategic, tactical and operational delivery at regional, sub-regional and local levels.</li> <li>• Facilitating and encouraging regional working in the interests of public value.</li> </ul> <p>Providing a more efficient and consistent service in contributing to reducing crime and disorder and improving the criminal justice services in North Wales.</p>
8.05	<p><b><u>County Lines</u></b></p> <p>A law enforcement term used for the tactic Organised Crime Gangs have been using to operate their illegal business across the UK.</p>
8.06	<p><b><u>Onyx Team</u></b></p> <p>A specialist team tackling Child Sexual Exploitation.</p>



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 11 February, 2021
<b>Report Subject</b>	Forward Work Programme
<b>Report Author</b>	Head of Democratic Services
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

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

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

### RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the 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

<b>1.00</b>	<b>EXPLAINING THE FORWARD WORK PROGRAMME</b>
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none"><li>1. Will the review contribute to the Council's priorities and/or objectives?</li><li>2. Is it an area of major change or risk?</li><li>3. Are there issues of concern in performance?</li><li>4. Is there new Government guidance of legislation?</li><li>5. Is it prompted by the work carried out by Regulators/Internal Audit?</li><li>6. Is the issue of public or Member concern?</li></ol>
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.
<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Publication of this report constitutes consultation.
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None as a result of this report.
<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Draft Forward Work Programme
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Robert Robins, Head of Democratic Services</p> <p><b>Telephone:</b> 01352 702320</p> <p><b>E-mail:</b> <a href="mailto:robert.robins@flintshire.gov.uk">robert.robins@flintshire.gov.uk</a></p>

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

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

DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT(S) FROM
Thursday 11 <sup>th</sup> March 10.00	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Flintshire Community Endowment Fund - Annual Report	Information and assurance	Fiona Mocko
	Review of the Corporate Complaints policy	Consultation	Rebecca Jones
	Monthly Revenue Budget Monitoring 2020/21 (Month 10)	Monitoring	Dave Ledsham
Thursday 15 <sup>th</sup> April	No meeting to be held.		
Thursday 13 <sup>th</sup> May 10.00	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins

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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

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 11 <sup>th</sup> February, 2021
<b>Report Subject</b>	Recovery Strategy Update
<b>Cabinet Member</b>	Collective Cabinet
<b>Report Author</b>	Chief Executive, Chief Officer (Governance), Corporate Finance Manager and Senior Manager, Human Resources & Organisational Development
<b>Type of Report</b>	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).

### 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**

<b>1.00</b>	<b>EXPLAINING THE EMERGENCY RECOVERY</b>
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"><li>1. The chronology of the emergency response phase and transition to recovery</li><li>2. The handover arrangements or recovery</li><li>3. Organisational recovery of the corporate organisation</li><li>4. Community recovery of the communities we serve</li><li>5. Strategic priorities and performance for the remainder of 2020/21</li><li>6. The roles the Council will play in regional recovery</li><li>7. The democratic governance of recovery</li></ol>
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"><li>1. The portfolio risk register(s) and the risk mitigation actions both live and planned;</li><li>2. The objectives for recovery for the portfolio(s);</li><li>3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and</li><li>4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.</li></ol>
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"><li>• the stabilisation of the finances of the organisation</li><li>• assuring the financial resilience of the organisation through medium-term financial planning</li><li>• a managed transition to new ways of working as an organisation e.g. greater digitisation, and expansive home/remote working</li><li>• the protection of the health and well-being of the workforce in the resumption of services</li></ul> <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**  
Welsh Government has issued further rounds of grant funding for businesses which have been delivered. This is challenging capacity to collect income which remains slightly below previous years' performance. Performance is comparable to that of other councils who have likewise experienced a reduction.
- **Registrars Service**  
Marriage services continue to be held at Llwynegrin Hall though numbers are very low. We have temporarily limited numbers of guests to 8 for safety. Income levels are badly affected due to the closure of licensed wedding venues. Other registrations continue at normal levels.
- **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. Live streaming of meetings will be piloted during April with a view to streaming all meetings from May 2021. Public participation in meetings is likely to be delayed until June, when the Council changes its video conferencing software.
- **To continue to support and expand digital means of service delivery**  
The number of services available digitally continues to grow e.g. digital forms are created for businesses to apply for each new round of grant funding, and school broadband capacity is being increased to enable remote learning.
- **To restore the internal control environment and audit inspections**  
The Council has maintained high levels of internal control and assurance throughout the pandemic. The Internal Audit Service remains on track to complete sufficient audits to be able to deliver an assurance opinion.

## 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 from the impact of the emergency e.g. Furlough, the Job Support Scheme, annual leave, working from home, quarantine and self-isolation. In exceptional circumstances, where it becomes evident that not all vials will be used by the end of a session, the vaccine is being offered at very short notice to people who meet the eligibility criteria of the UK Independent Joint Committee on Vaccination and Immunisation (JCVI) priority list. We are working closely with health colleagues in BCUHB to help fill these appointments to avoid waste

through the use of reserve lists of eligible key workers.

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

There are no plans to return everyone to the workplace 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 and a report on a proposed legal and balanced budget is also included on this agenda.

- **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 monthly claims for additional costs and quarterly claims for income

	<p>losses from the Welsh Government Hardship Fund. Reports are made on a monthly basis to Cabinet and to this Committee within the standard revenue budget monitor report.</p> <ul style="list-style-type: none"> <li> <p>• <b>To recover and restore income over time</b> The Income loss Hardship Fund is assisting with the immediate shortfall in budgeted income. Work on the resilience of Portfolio Business Recovery Plans for income recovery, and the specific work on debt recovery, continues.</p> </li> <li> <p>• <b>To recover debt over time</b> 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. A review of the adequacy of the level of bad debt provision has also been undertaken and changes made where appropriate.</p> </li> <li> <p>• <b>To restore reserves and balances over time</b> The Council will need to utilise its reserves to meet any emergency additional costs 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 Annual Budget 2021/22. The budget monitoring update report 2020/21 shows that expenditure is currently projected to be within budget, and the 2021/22 budget report includes an additional contribution to reserves to further safeguard the Council against the risks of a protracted emergency situation.</p> </li> </ul>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications from this report.

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

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	This report specifically covers emergency situation risk management.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Updated Corporate Recovery Risk Register Appendix 2 – Updated Corporate Risk Mitigation Actions

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Colin Everett <b>Telephone:</b> 01352 702101 <b>E-mail:</b> <a href="mailto:chief.executive@flintshire.gov.uk">chief.executive@flintshire.gov.uk</a>



## Corporate Recovery Risk Register

Version 10

Reviewed: 29.01.21

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
<b>CF01</b> Updated	No Government funding to replace income lost during the response phase Note: risk trend is reducing as WG has £776m for the emergency for the new financial year and can be expected to continue some support if national restrictions are continued. Target risk date updated to reflect this	Strategic	Gary Ferguson	Sara Dulson	R	G	G Q1 2021/22	G ↓	Open
<b>CF02</b>	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
<b>CF03</b>	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
<b>CF04</b>	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
<b>CF05</b>	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
<b>CF19</b>	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
<b>CF20</b>	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may impact debt recovery capacity	Strategic	Gary Ferguson	David Barnes	R	R	A Q4 2020/21	NC ↔	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
<b>CF06</b>	Insufficient reserves remain following the response phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	NC ↔	Open
<b>CF07</b>	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
<b>CF08</b> Updated	A reduction in Council Tax collection impacts on (1) cash-flow and (2) the annual budget	Strategic	David Barnes	Sara Dulson	R	R	A Q2 2021/22	G ↓	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
	Note: risk trend is reducing due to confirmation of financial support from Welsh Government								
<b>CF09</b> Updated	Budget impacts of additional immediate demand under the Council Tax Reduction Scheme (CTRS) due to a shortfall in Government subsidy Note: risk trend is reducing due to confirmation that the final two quarters of the financial year will also be reimbursed in full	<b>Strategic</b>	<b>David Barnes</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>A</b> Q4 2020/21	<b>G</b> ↓	<b>Open</b>
<b>CF09a</b> Updated	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 Note: risk trend is reducing. A proposed legal and balanced budget will be considered by Cabinet and Council on 16 February	<b>Strategic</b>	<b>David Barnes</b>	<b>Gary Ferguson</b>	<b>R</b>	<b>A</b>	<b>A</b> Q1 2021/22	<b>G</b> ↓	<b>Open</b>

## 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
<b>CF10</b>	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies	<b>Operational</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G</b> Open	<b>NC</b> ↔	<b>Open</b>

## 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
<b>CF11</b>	Principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Liz Thomas</b>	<b>A</b>	<b>A</b>	<b>A</b> Open	<b>NC</b> ↔	<b>Open</b>
<b>CF12</b>	Affordability of having to borrow at an earlier stage to fund the capital programme due to lower level of reserves being held	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Liz Thomas</b>	<b>A</b>	<b>G</b>	<b>G</b> Q4 2020/21	<b>NC</b> ↔	<b>Open</b>
<b>CF13</b> Updated	Clwyd Pension Fund principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk Note: risk trend is reducing due to current Clwyd Pension Fund investment strategy performance	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Phil Latham</b>	<b>R</b>	<b>A</b>	<b>A</b> Open	<b>G</b> ↓	<b>Open</b>

## 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
<b>CF14</b> Updated	Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan Note: risk trend reducing. The HRA Business Plan has been 'stress tested' for the impacts of increased arrears and there is sufficient headroom to meet increased losses in collection.	<b>Strategic</b>	<b>Neal Cockerton</b>	<b>Rachael Corbelli</b> <b>David Barnes</b>	<b>R</b>	<b>R</b>	<b>A</b> Q2 2021/22	<b>G</b> ↓	<b>Open</b>

## 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
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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF15	Impact on the Capital Programme of loss of/reduction in planned Government specific grants	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: risk trend reducing and risk rating amended to green following approval of the Capital Programme for 2021/22 to 2023/24	Strategic	Neal Cockerton	Liz Thomas	A	G	G Q3 2021/22	G ↓	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 Updated Page 35	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 Note: risk trend is reducing. A proposed legal and balanced budget will be considered by Cabinet and Council on 16 February.	Strategic	Colin Everett	Gary Ferguson	R	A	A Open	G ↓	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 Updated	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme Note: target risk date updated as furlough scheme has been extended to end of April 21 and we are still accessing the scheme	Strategic	Sharon Carney	Rachael Corbelli	R	G	G Q1 2021/22	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 Updated	The operational impacts of managing high levels of accrued annual leave across multiple leave years (see CW03 above) Note: risk to be closed due to leave being well managed services and the risk has not materialised	Operational	Sharon Carney	Business Partners	A	G	G Q3 2020/21	NC ↔	Closed
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

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW09</b> Updated	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 Note: risk trend is reducing due to (1) the new recruitment (2) the effective working of the TTP system and (3) reducing case demand	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Q1 2021/22</b>	<b>G</b> ↓	<b>Open</b>
<b>CW10</b>	Impacts of a second wave in the pandemic on the continuous availability of key workers to operate services in a second response phase	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>A</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW11</b>	Increase in demand for Occupational Health and supplementary services	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>A</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW12</b>	Impact of changes to service performance/continuity from any changes to service models in the recovery phase.	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Q4 2020/21</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW13</b>	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices	<b>Operational</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW14</b>	Volatility and change in the employment market which impacts on successful recruitment to vacancies	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW20</b> Updated	Impact on our workforce due to schools operating in a different way and the impact on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents Note: risk reopened due to schools operating in a different way during extended period of lockdown (alert level 4). Target risk date updated to reflect this.	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Q1 2021/22</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW20a</b> Updated	Impact on our workforce due to schools operating in a different way and the requirement for working parents to assist with home schooling during normal working hours Note: risk reopened due to risk reopened due to schools operating in a different way during extended period of lockdown (alert level 4). Target risk date updated to reflect this	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW21</b> Updated	Impact on the most vulnerable members of our workforce due to ongoing (1) isolation and (2) remote working Note: target risk date updated due to extended period of lockdown (alert level 4)	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW22</b> Updated	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 Note: target risk date updated due to ongoing restrictions	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW23</b> Updated	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 Note: risk to be closed due to current travel restrictions	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Closed</b>

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW24</b> Updated	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. Note: target risk date updated to reflect the ongoing impact on working parents	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>R</b>	<b>A</b>	<b>G</b> Open	<b>NC</b> ↔	<b>Open</b>
<b>CW26</b>	The impacts on workforce planning in critical work groups as a result of facilitating COVID vaccinations to key workers.	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>R</b>	<b>A</b>	<b>G</b> Q2 2021/22	<b>NC</b> ↔	<b>Open</b>
<b>CW27</b> New	Impact on services due to the backlog of First Aiders whose qualification has expired as a result of the ongoing restrictions and now need to retrain to gain requalification	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>R</b>	<b>R</b>	<b>G</b> Q4 2021/22	<b>R</b> ↑	<b>Open</b>

## Workforce – Health &amp; Wellbeing

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

## 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
<b>CW25</b>	Impact on International/European PPE supply chain following Brexit	<b>Operational</b>	<b>Andrew Farrow</b>	<b>Vanessa Johnson</b>	<b>A</b>	<b>A</b>	<b>G</b> Q1 2021/22	<b>NC</b> ↔	<b>Open</b>

## 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
<b>CG01</b>	Cyber-attack through bogus Covid-19 email	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>R</b>	<b>A</b>	<b>A</b> Open	<b>NC</b> ↔	<b>Open</b>
<b>CG02</b>	Loss of data or system hack due to malware or the use of unauthorised apps	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>R</b>	<b>A</b>	<b>A</b> Open	<b>NC</b> ↔	<b>Open</b>
<b>CG04</b>	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Mandy Humphreys</b>	<b>A</b>	<b>R</b>	<b>G</b> Q3 2021/22	<b>NC</b> ↔	<b>Open</b>
<b>CG14</b>	Delay in or increased cost of obtaining digital devices due to demand and Brexit	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffiths</b>	<b>A</b>	<b>A</b>	<b>G</b> Q3 2021/22	<b>NC</b> ↔	<b>Open</b>

## 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
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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG07	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q3 2021/22	NC ↔	Open
CG08	Emergency legislation is repealed prematurely and before we are ready to resume normal services	Strategic	Gareth Owens	Matt Georgiou	R	A	G Q3 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 Q3 2021/22	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
P 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
3 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							
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
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

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW15</b>	The resilience of senior and supporting management following a long and demanding response phase	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CW19</b>	Impact of delayed bereavement leave – on attendance and mental health	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> Q1 2021/22	<b>G</b> ↓	<b>Closed</b>
<b>CG06</b>	Resumption of democratic processes reduces our capacity to support recovery work	<b>Strategic</b>	<b>Chief Executive</b>	<b>Gareth Owens</b>	<b>R</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CG12</b>	Changes to established managerial and democratic systems results in challengeable decision-making	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CG13</b>	Changes to established managerial and democratic systems result in failure to properly authorise a decision	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G</b> Q2 2020/21	<b>NC</b> ↔	<b>Closed</b>
<b>CW09c</b>	The impacts on workforce planning of the unavailability of antibody testing	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>A</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>NC</b> ↔	<b>Closed</b>
<b>CG05</b>	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>A</b>	<b>A</b>	<b>G</b> Q3 2020/21	<b>NC</b> ↔	<b>Closed</b>
<b>CG03</b>	Data loss or inaccuracy due to disrupted ways of working	<b>Operational</b>	<b>Gareth Owens</b>	<b>Alun Kime</b>	<b>R</b>	<b>G</b>	<b>G</b> Q4 2020/21	<b>NC</b> ↔	<b>Closed</b>

Risk Matrix

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							



# Corporate Recovery Risk Register

Version 10

Reviewed: 29.01.21

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 Updated Page 41	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. Information on actual delayed income losses for quarter 3 and estimated losses for quarter 4 have been requested by Welsh Government for those service areas previously settled at 50% and have been submitted. Welsh Government have significant funding available in 2021/22 for the emergency situation so it is reasonable to assume a continuation of support if national restrictions are continued.
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	↔	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

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	emergency hospital for a prolonged period			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.
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 is being taken into account in the review of the Medium-Term Financial Strategy (MTFS) including a review of the adequacy of levels of bad debt provision across the Council
Page 42  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. A further Court hearing is now scheduled to take place in March 2021.</p> <p>NDR Income levels were £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 were £4.15m off target. The situation has improved further, with income levels being £3.34m off target at end of December 2020. The latest restrictions may impact negatively on collection levels during Q4.</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</p>

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
				critical part of Aggregate External Finance (AEF) and the money distributed by WG through the settlement. This also includes redistributed non-domestic rates.
CF20	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 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 January shows that expenditure is projected to be in line with the approved budget and 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 Updated	A reduction in Council Tax collection impacts on (1) cash-flow and (2) annual budget	↓	IM	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

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
Page 44				<p>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 -commenced in October in cases where taxpayers ignore repeated request for payment. A further court hearing is now scheduled to take place in March 2021.</p> <p>The re-commencement of recovery remains challenging as collections ‘dipped’ during December and January and resulted in collections being £1.149m off-target. The enhanced restrictions is expected to impact on collection levels during Q4 as debt enforcement/bailiff activities have been suspended during the period of the latest restrictions.</p> <p>An announcement on financial support from Welsh Government to mitigate the impacts of this income loss is expected in the near future.</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 two quarters have been met by Welsh Government and it has recently been confirmed that the final two quarters of the financial year will also be reimbursed in full. (0.294m for full year)
CF09a Updated	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 two quarters have been met by Welsh Government and it has recently been confirmed that the final two quarters of the financial year will also be reimbursed in full. (0.294m for full year) There has been no increase in the base subsidy for 2021/22 as notified in the provisional settlement. However, a proposed legal and balanced budget will be considered by Cabinet and Council on 16 February and includes provision for the impact of a council tax increase and meeting in-year demand.

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 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 Updated	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 ahead of 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.

Finance - Housing Revenue Account

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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<p>CF14 Updated</p>	<p>Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan</p>	<p>↓</p>	<p>IM</p>	<p>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 and there is sufficient headroom to meet increased losses in collection. More recently Welsh Government has increased the notification period to end a tenancy from three months to six months under the Coronavirus Act 2020 and Regulations have been brought back in which prevent the Council from carrying out evictions until 31st March 2021. This is limiting our enforcement activity and in turn puts further pressure on the rent arrears position, which is, on average, increasing week-by-week.</p>
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Finance - Capital Programme

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
<p>Page 46 CF15</p>	<p>Impact on the Capital Programme of loss of/reduction in planned Government specific grants</p>	<p>↔</p>	<p>IM</p>	<p>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.</p>
<p>CF16 Updated</p>	<p>Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances</p>	<p>↓</p>	<p>MT</p>	<p>The Capital Programme for 2021/22 to 2023/24 was approved by Council in December. 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.</p>

Finance - Unplanned Expenditure

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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<p><b>CF17</b></p>	<p>Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant</p>	<p>↔</p>	<p>MT</p>	<p>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 quarters two and three unless reported to/consented by Cabinet.</p>
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## Finance - Financial Settlements

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF18 Updated	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. The provisional settlement only provided funding certainty for 1 year, although the Council is able to consider a proposed legal and balanced budget at Cabinet and Council on 16 February. The Council will continue to push for three year funding settlements from 2022/23 onwards.

## Workforce

## Workforce - Financial

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
P2020 48 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 Updated	The operational impacts of managing high levels of accrued annual leave across multiple leave years	↔	MT	Risk to be closed. 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 49 CW09 Updated	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.
Page 50 CW20 Updated	Impact on our workforce due to schools operating in a different way and the impact on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents	↔	IM	Risk reopened due to schools operating in a different way during extended periods of lockdown (Alert Level 4). 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'. Employees, should, wherever possible, look at sharing the responsibility, to minimise any impact and are encouraged to work flexibly to try and achieve a work life balance
CW20a Updated	Impact on our workforce due to schools operating in a different way and the requirement for working parents to assist with home schooling during normal working hours	↔	MT	Risk reopened due to schools operating in a different way during extended periods of lockdown (Alert Level 4). 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'. Employees, should, wherever possible, look at sharing the responsibility, to minimise any impact and are encouraged to work flexibly to try and achieve a work life balance
CW21 Updated	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. Target risk date updated due to extended period of lockdown (alert level 4)

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW22 Updated	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. Target risk date updated due to ongoing restrictions
CW23 Updated	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	Risk to be closed due to current travel restrictions 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 Updated	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'. Employees, should, wherever possible, look at sharing the responsibility, to minimise any impact and are encouraged to work flexibly to try and achieve a work life balance Target risk date updated to reflect the ongoing impact on working parents
CW26	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.
CW27 New	Impact on services due to the backlog of First Aiders whose qualification has expired as a result of the ongoing restrictions and now need to retrain to gain requalification	↑	MT	Priority for access to First Aid training is given to front line services. Discussions are ongoing with the external training provider to recommence delivery in a COVID safe manner (fewer numbers, additional safeguards). Our insurers have confirmed that First Aiders whose qualification has lapsed can continue to provide support in the event it is needed.

Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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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.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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.
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.
CG14	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	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
CG08	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	↔	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

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	undermines inclusive and effective decision-making			

Previously Closed Risks

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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	-
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		

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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 Page 55	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 or interruption to medical treatment	↓	MT	-
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	↓	IM	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	single regional TTP programme			
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	-
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	-
CG05	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	↔	IM	-
CG03	Data loss or inaccuracy due to disrupted ways of working	↔	IM	-





## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 11 <sup>th</sup> February, 2021
<b>Report Subject</b>	Council Plan 2021-22
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council Plan for 2017-23 was adopted by County Council to show the key priorities of the Council for the five year term of the new administration. The Plan is subject to annual review.

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

The initial framework for Part One of the next version of the Council Plan is built around six themes:

- Economy
- Education and Skills
- Green Society and Environment
- Affordable and Accessible Housing
- Personal and Community Well-being
- Poverty

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

The six themes will be mapped out against the respective lead portfolios for reporting to the Overview and Scrutiny Committees. Corporate Resources Overview and Scrutiny Committee have supported the timeline for the development of the plan.

Following Cabinet agreement the next stage of development for the Plan's outline content is for Scrutiny Committees to review and consider its contents. All comments and suggestions will then be collated and shared at Corporate Resources Overview and Scrutiny Committee.

## RECOMMENDATIONS

1	To review and comment on the draft Part One of the Council Plan 2021-22 prior to sharing with Cabinet in March 2021.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE COUNCIL PLAN 2021/22</b>
1.01	<p>The Council Plan for 2021-22 has a refreshed structure of six themes and supporting priorities which both set ambition with measured realism as follows:</p> <p><b>Theme: Poverty</b> Priorities:</p> <ul style="list-style-type: none"><li>- Income Poverty</li><li>- Child Poverty</li><li>- Food Poverty</li><li>- Fuel Poverty</li><li>- Digital Poverty</li></ul> <p><b>Theme: Affordable and Accessible housing</b> Priorities:</p> <ul style="list-style-type: none"><li>- Housing support and Homeless prevention</li><li>- Housing Needs and Housing Options</li><li>- Social Housing</li><li>- Private Rented Sector</li><li>- Empty Properties</li></ul> <p><b>Theme: Green Society and Environment</b> Priorities:</p> <ul style="list-style-type: none"><li>- Carbon Neutrality</li><li>- Fleet Strategy</li><li>- Green Environment</li><li>- Renewable Energy</li><li>- Active and Sustainable Travel Options</li><li>- Circular Economy</li></ul> <p><b>Theme: Economy</b> Priorities:</p> <ul style="list-style-type: none"><li>- Town Centre Regeneration</li><li>- Business</li><li>- Transport and digital infrastructure</li><li>- LDP Targets</li><li>- Spending money for the benefit of Flintshire</li><li>- Reducing Worklessness</li></ul> <p><b>Theme: Personal and Community Well-being</b> Priorities:</p> <ul style="list-style-type: none"><li>- Independent Living</li><li>- Safeguarding</li><li>- Direct Provision to support people closer to home</li><li>- Local Dementia Strategy</li></ul>

	<ul style="list-style-type: none"> <li>- A well-connected, safe and clean local environment.</li> </ul> <p><b>Theme: Education and Skills</b></p> <p>Priorities:</p> <ul style="list-style-type: none"> <li>- Educational Engagement and Achievement</li> <li>- Digital Learning Opportunities</li> <li>- Learning Environments</li> <li>- Learning Community Networks</li> <li>- Specialist Educational Provision</li> <li>- Welsh Education Strategic Plan (WESP)</li> </ul>
1.02	The work on the detail behind the priorities has progressed well and is attached at Appendix 1. Cabinet have agreed to the content. The next step is for all Scrutiny Committees to be consulted with over the next cycle.
1.03	Following this cycle of consultation, the Plan will be presented to Cabinet in its second stage prior to adoption by the County Council in April/May.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>Consultation has been carried out with Chief Officers, Cabinet members and the wider internal senior management network on the framework of the Plan.</p> <p>Overview and Scrutiny committees will have the opportunity to be engaged in the development of the Plan.</p>

<b>4.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>												
4.01	<p><b>Ways of Working (Sustainable Development) Principles Impact</b></p> <table border="1" style="width: 100%;"> <tr> <td style="width: 30%;">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> <p><b>Well-being Goals Impact</b></p> <table border="1" style="width: 100%;"> <tr> <td style="width: 30%;">Prosperous Wales</td> <td rowspan="5">Throughout the 2021/22 Council Plan development we will be ensuring we capture our contributions to the seven well-being goals within our ambitions.</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> </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	Prosperous 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.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales
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Resilient Wales													
Healthier Wales													
More equal Wales													
Cohesive Wales													

	Vibrant Wales	
	Globally responsible Wales	
<p><b>Council's Well-being Objectives</b></p> <p>These are under review as part of this work.</p> <p><b>Risk Management</b></p> <p>The risks to the statutory requirements of the Plan include not publishing the Plan within statutory timescales and not adhering to the prerequisite content.</p> <p>Both these risks are managed through adherence to well established procedures for publishing the Plan.</p>		

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Draft Council Plan (Part 1) 2021-22.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Jay Davies, Strategic Performance Advisor  <b>Telephone:</b> 01352 702744  <b>E-mail:</b> <a href="mailto:jay.davies@flintshire.gov.uk">jay.davies@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Council Plan:</b> the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set objectives and publish a Plan.</p> <p><b>Medium Term Financial Strategy:</b> a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p>

## Draft Council Plan 2021/22

Priority Name	Poverty
Description/ Well-being Objective	Protecting people from poverty by supporting them to meet their basic needs
<p><b>Income Poverty</b></p> <p>Definition: People on low income who are unable to meet day to day living costs</p>	<ul style="list-style-type: none"> <li>• Families are supported to be financially resilient by:               <ol style="list-style-type: none"> <li>a) Maximising the number of people signposted for support to facilitate longer term behavioural change</li> <li>b) Ensuring that take-up to benefit entitlements is maximised in a timely way by processing claims efficiently</li> <li>c) Maximising take up of the Discretionary Housing Payments scheme and other financial support</li> <li>d) Continuing to offer our community hub (Contact Centres) approach bringing access to a range of programmes, services and agencies together in one place</li> </ol> </li> </ul>
<p><b>Child Poverty</b></p> <p>Definition: Children who don't have access to adequate food, clothing, shelter and education to lead a healthy and active life</p>	<ul style="list-style-type: none"> <li>• The cost of sending children to school is reduced by:               <ol style="list-style-type: none"> <li>a) Making the processes for claiming free school meals as simple and straightforward as possible to increase the percentage of take-up against entitlement</li> <li>b) Encouraging take-up of the free school breakfast for year 7 pupils eligible for free school meals</li> <li>c) Maximising the take-up of the school uniform grant</li> </ol> </li> <li>• Free access to books, ICT networks and devices and library services are maintained by:               <ol style="list-style-type: none"> <li>a) Maintaining the network of six libraries in partnership with Aura</li> <li>b) Increasing online access for books by children and young people</li> </ol> </li> <li>• Children have access to play opportunities by:               <ol style="list-style-type: none"> <li>a) Ensuring children have access to staffed open-access playwork projects in local communities</li> <li>b) Ensuring children have access to well-maintained outdoor play areas which offer a varied and rich play environment</li> </ol> </li> </ul>
<p><b>Food Poverty</b></p>	<ul style="list-style-type: none"> <li>• Everyone in Flintshire has access to affordable, good fresh food by:</li> </ul>

<p><b>Definition:</b> People who are not able to access food that meets their daily nutritional needs and requirements</p>	<ul style="list-style-type: none"> <li>a) The development of a “Well Fed at Home service” by March 2022</li> <li>b) The development and delivery of a “Hospital to Home” meals service by March 2022</li> <li>c) The introduction of a transported and delivered food service “Mobile Meals” to those who are vulnerable by March 2022</li> </ul>
<p><b>Fuel Poverty</b></p> <p><b>Definition:</b> Households that have higher than average fuel costs and meeting those costs will cause them to experience poverty.</p> <p><b>Affordable and accessible housing</b></p> <p><b>Personal and Community Well-being</b></p>	<ul style="list-style-type: none"> <li>• Reducing the risk of fuel poverty for residents by increasing the energy efficiency of all homes <a href="#">Link</a></li> <li>• Engaging, supporting and referring vulnerable households to reduce fuel poverty and improve health and wellbeing <a href="#">Link</a></li> </ul>
<p><b>Digital Poverty</b></p> <p><b>Definition:</b> Inability to interact fully in a digital world</p>	<ul style="list-style-type: none"> <li>• Support and enable access to the internet and devices to ensure people are not excluded from a digital world by:             <ul style="list-style-type: none"> <li>a) Supporting people to use appropriate digital technology through the Digital Champions Scheme</li> <li>b) Providing free of charge public access to the internet at Connects Centres and Aura library services</li> <li>c) Increasing uptake of access to devices through the Aura Library Loan Scheme</li> <li>d) Increasing take-up of ‘Learn my Way’ digital learning opportunities supported by Aura by Autumn 2021</li> </ul> </li> <li>• Support people to access information digitally by:             <ul style="list-style-type: none"> <li>a) Providing access to council services on the internet in a responsive way (information can be accessed using different devices)</li> <li>b) Promoting initiatives to help people to use digital technology now and in the future.</li> <li>c) Increasing access to information online to support people to retain their digital skills</li> <li>d) Promote the range of digital training and skill development provided by Coleg Cambria</li> </ul> </li> </ul>

Priority Name	Affordable and Accessible Housing
<b>Description/ Well-being Objective</b>	Housing in Flintshire meeting the needs of our residents and supporting safer communities
<p><b>Housing support and homeless prevention</b></p> <p>Definition: Offering support at the right time, so people can sustain their housing, prevent homelessness and live well</p>	<ul style="list-style-type: none"> <li>• Commission a wide range of housing related support that meets the needs of the people of Flintshire</li> <li>• Promoting housing support and homeless prevention services with our residents and partners</li> <li>• Ensure there is a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is “everyone’s business”</li> <li>• When homelessness does occur, ensure that it is rare, brief and non-recurring</li> <li>• Develop and extend our Housing First and Rapid Rehousing approaches for those who do experience homelessness</li> <li>• Remodel the “emergency beds” Homeless Hub accommodation offer and service delivery</li> <li>• Explore opportunities to develop a young person’s homeless hub offering accommodation and support services</li> </ul>
<p><b>Housing Needs and Housing Options</b></p> <p>Definition: Empowering people to explore their housing options so they can access the right homes to meet their needs</p>	<ul style="list-style-type: none"> <li>• Promote the Single Access Route to Housing (SARTH), Common Housing Register, Affordable Housing Register and Housing Support Gateway within the community and with professionals</li> <li>• Develop self-service approaches that enable people to identify their own housing options through online support</li> <li>• Pilot a risk assessment process to identify pre tenancy support needs to reduce risk of tenancy failure</li> <li>• Review our sheltered housing stock to ensure that it continues to meet the need and aspirations of current and prospective tenants</li> </ul>
<p><b>Social Housing</b></p> <p>Definition: Working with housing partners to develop and invest in affordable housing, with modern methods of construction, and a commitment towards carbon neutral</p>	<ul style="list-style-type: none"> <li>• Working with housing association partners to build new social housing properties and additional affordable properties</li> <li>• Increasing Flintshire Council’s housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes</li> <li>• Ensure that Flintshire Council housing stock meets the Welsh Housing Quality Standard and achieves a minimum SAP energy efficiency rating of 65 <a href="#">Link</a></li> </ul>

<p>Poverty</p> <p>Green and Environment</p>	<ul style="list-style-type: none"> <li>• Develop plans for the de-carbonisation of Flintshire Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimized and the cost of heating homes are minimized <a href="#">Link</a> <a href="#">Link</a></li> <li>• Working with residents to ensure our communities are well managed, safe, and sustainable places to live <a href="#">Link</a></li> <li>• Supporting our tenants to access technology and create sustainable digital communities</li> <li>• Listening to our tenants and working with them to improve our services, homes and communities</li> </ul>
<p><b>Private Rented Sector</b></p> <p>Definition: Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities</p>	<ul style="list-style-type: none"> <li>• Engaging with private sector tenants, giving them a voice and responding to their needs</li> <li>• Working in partnership with landlords and private sector agents to better understand their needs</li> <li>• Develop a “landlord offer” that encourages landlords to work with the Council to raise standards of property management and condition of homes where needed</li> <li>• Improve access to private sector properties for those who are homeless, at risk of homeless and in housing need</li> <li>• Map all Houses of Multiple Occupation (HMO’s) across Flintshire to ensure legal minimum housing standards are met and to improve residents’ quality of life</li> </ul>
<p><b>Empty Properties</b></p> <p>Definition: Bringing empty homes back into use to enhance the local housing market and improve our local communities</p> <p>Economy</p>	<ul style="list-style-type: none"> <li>• Bring empty homes back into use through the Empty Homes Loan</li> <li>• Explore opportunities to develop a project management service for non-commercial landlords to encourage take up of the Empty Home Loan Scheme</li> <li>• Target problem empty homes in our communities and use enforcement powers where appropriate to improve our communities and increase housing supply</li> <li>• Explore opportunities to maximise housing and revitalize our towns through the redevelopment of the High Street <a href="#">Link</a></li> </ul>



Priority Name	Green Society and Environment
<b>Description/ Well-being Objective</b>	Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint.
<p><b>Carbon Neutrality</b></p> <p>Definition: A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery</p>	<ul style="list-style-type: none"> <li>• Governance structure (Carbon Programme Board) in place by 30 September 2021</li> <li>• Net carbon zero action plan developed and approved by 31 March 2022</li> <li>• Gather information on annual Council greenhouse gas emissions to submit to Welsh Government and the Carbon Programme Board by 30 June each year</li> <li>• Review of procurement policy to reduce greenhouse gas emissions from suppliers agreed by 31 March 2022</li> <li>• Develop a policy for sustainable and long term energy usage in capital projects where this can be achieved</li> </ul>
<p><b>Fleet Strategy</b></p> <p>Definition: Reducing the environmental impact of our fleet by maximising the opportunities to utilise sustainable forms of transport across the Council's fleet</p>	<ul style="list-style-type: none"> <li>• Journey Management and driver training: Ensure that all business journeys are subject to proper planning, and avoided wherever possible to minimise unnecessary mileage and environmental impact through use of remote meetings, home working, route optimisation, control of vehicle logs, capture corporate mileage figures etc.</li> <li>• Reduced 'grey' mileage through continued use of virtual meeting attendance and reduction in unnecessary journeys through the adoption of new ways of working</li> <li>• Conversion of authority's fleet to electric and alternative fuels (hydrogen etc) where technically and economically feasible</li> </ul>
<p><b>Green Environment</b></p> <p><b>Definition:</b> The promotion, good management and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors</p>	<ul style="list-style-type: none"> <li>• Delivery of the Urban Tree and Woodland Plan</li> <li>• Enhancement of the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty</li> <li>• Develop a strategy to improve biodiversity and carbon sequestration on the agricultural estate by 31 December 2021</li> </ul>

<p><b>Renewable Energy</b></p> <p>Definition: The promotion and support of renewable energy opportunities across the Council Estate and wider communities.</p>	<ul style="list-style-type: none"> <li>• Assess feasibility of renewable energy and land assets and link to wider carbon ambitions by 30 September 2021</li> <li>• Determine appropriate investment strategy for future renewable energy developments by 31 March 2022</li> </ul>
<p><b>Active and Sustainable Travel Options</b></p> <p>Definition: Provide opportunities for increasing levels of walking and cycling (active travel) and enable access to other alternative and sustainable methods of travel</p> <p><b>Economy</b></p> <p><b>Personal and Community Well-being</b></p>	<ul style="list-style-type: none"> <li>• Promote the use of public transport through the further development of the Council’s core bus network <a href="#">Link</a></li> <li>• Promote active travel and further develop the Council’s cycleway network <a href="#">Link</a></li> <li>• Promotion of multi modal transport journeys and the development of strategic transport hubs <a href="#">Link</a></li> <li>• Development of the County’s electric car charging network</li> <li>• Development of the Council’s walking and cycling network <a href="#">Link</a></li> </ul>
<p><b>Circular Economy</b></p> <p>Definition: Support and promote the Welsh Government’s strategy to create a sustainable, circular economy in Flintshire</p> <p><b>Poverty</b></p> <p><b>Personal and Community Well-being</b></p> <p><b>Education and Skills</b></p> <p><b>Economy</b></p>	<ul style="list-style-type: none"> <li>• Achievement of Welsh Government recycling targets</li> <li>• Development and extension of the Standard Yard Waste &amp; Recycling Transfer Station by investing in infrastructure to enable future growth and capacity in terms of increasing the volume and quality of recyclable materials processed and reducing material contamination, thereby maximising potential income for recyclable materials for the Authority</li> <li>• Development and extension of the Greenfield Composting Facility and Waste Transfer Station to future proof the site for increased garden waste tonnages and explore the potential to offer the facility as a regional garden waste composting solution and re-use collection point from our Household Recycling Centres</li> <li>• Promote the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities for them to make use of the items recovered for resale in their shops <a href="#">Link</a> <a href="#">Link</a> <a href="#">Link</a></li> </ul>

	<ul style="list-style-type: none"> <li>• Through partnership working, actively support and engage with community led groups by developing initiatives such as plastic free/zero waste communities, environmental projects and re-use and recycling initiatives <a href="#">Link</a> <a href="#">Link</a> <a href="#">Link</a></li> <li>• Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient <a href="#">Link</a></li> <li>• Phase out single-use plastic within the Council</li> </ul>
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Priority Name	Economy
<b>Description/ Well-being Objective</b>	<b>Enabling a sustainable economic recovery</b>
<p><b>Town Centre Regeneration</b></p> <p>Definition: Regenerate and re-invent our town centres</p> <p><a href="#">Affordable and accessible housing</a></p>	<ul style="list-style-type: none"> <li>• Monitor the health and vitality of town centres to support effective management and business investment decisions.</li> <li>• Promote town centre, hospitality and tourism businesses to help with their post-Covid recovery.</li> <li>• Encourage and support investment in town centre properties especially to facilitate more sustainable uses. <a href="#">Link</a></li> <li>• Improve the environment in town centres.</li> <li>• Support the growth of community enterprises in town centre locations.</li> </ul>
<p><b>Business</b></p> <p>Definition: Enable business continuity and encourage appropriate investment</p> <p><a href="#">Green Society and Environment</a></p>	<ul style="list-style-type: none"> <li>• Engage small businesses and improve support packages available to them.</li> <li>• Support the post-Covid recovery of Flintshire's street and indoor markets.</li> <li>• Support the growth of the local and regional food and drink business sector through marketing and collaborative projects.</li> <li>• Support the recovery of the tourism and hospitality sectors and rebuild confidence in the industry.</li> <li>• Increase the scale and impact of the social business sector.</li> <li>• Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient <a href="#">Link</a></li> </ul>
<b>Transport and digital infrastructure</b>	<ul style="list-style-type: none"> <li>• Complete the connection of all eligible public buildings through the Local Full Fibre Network Project.</li> </ul>

<p>Definition: Ensure that the transport and digital networks facilitate and support recovery and growth</p> <p><b>Green Society and Environment</b></p>	<ul style="list-style-type: none"> <li>• Start the delivery of the Flintshire elements of the North Wales Growth Deal investment in digital infrastructure.</li> <li>• Connect further rural communities to improved digital infrastructure.</li> <li>• Develop and deliver transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy. <a href="#">Link</a></li> <li>• Ensure Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development. <a href="#">Link</a></li> </ul>
<p><b>LDP Targets</b></p> <p>Definition: Achieve LDP policy objectives for growth, protection and enhancement</p>	<ul style="list-style-type: none"> <li>• Ensure timely adoption of the LDP once Inspector's Report received</li> <li>• Monitor overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government</li> <li>• Maintain and update the LDP housing Trajectory in line with planning decisions made</li> <li>• Make decisions at Planning Committee in line with the adopted LDP</li> <li>• Reference the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP)</li> </ul>
<p><b>Spending money for the benefit of Flintshire</b></p> <p>Definition: Grow our local economic vitality through social value commitments and procurement strategy</p>	<ul style="list-style-type: none"> <li>• Encourage and support commissioners and suppliers to generate additional well being outcomes.</li> <li>• Increase the ability and confidence of local businesses to supply the public sector.</li> <li>• Collate and celebrate the achievement of strategic well being outcomes.</li> </ul>
<p><b>Reducing worklessness</b></p> <p>Definition: Work with our partners to support individuals to gain employment</p> <p><b>Poverty</b></p>	<ul style="list-style-type: none"> <li>• Co-ordinate a multi-agency approach to support businesses to recruit staff from disadvantaged groups <a href="#">Link</a></li> <li>• Deliver mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market. <a href="#">Link</a></li> </ul>

Priority Name	Personal and Community Well-being
Description/ Well-being Objective	Supporting people in need to live as well as they can
<p><b>Independent Living</b></p> <p>Definition: People will be supported to live as independently as possible through the right type of support, when they need it.</p>	<ul style="list-style-type: none"> <li>• Provide an additional 32 placements at Marleyfield House Care Home to support older people, with a focus on independence.</li> <li>• Develop and extend our approach to Micro Care so there are more Providers supporting more people in their own homes</li> <li>• Increase the number of people who are able to make their own care arrangements through a Direct Payment</li> <li>• Ensure services for families with children aged 0-7 are better integrated through the 'Early Years Pathfinder' project</li> </ul>
<p><b>Safeguarding</b></p> <p>Definition: Implement and promote the new safeguarding procedures so our employees understand how they can help safeguard people in the community</p>	<ul style="list-style-type: none"> <li>• Develop and relaunch our corporate e-learning package to reflect the new safeguarding procedures. This will include extending access to the safeguarding e-learning module to key partners</li> <li>• Promote the 'duty to report' so our employees understand their responsibility to report safeguarding concerns</li> <li>• Implement an 'active offer' of advocacy support for people involved in the safeguarding process</li> </ul>
<p><b>Direct Provision to support people closer to home</b></p> <p>Definition: The services we provide so people can access the support they need in their local community</p>	<ul style="list-style-type: none"> <li>• Set up a registered Children's Home to help avoid the need for residential placements outside Flintshire</li> <li>• Grow our in-house homecare service to support more people to live at home</li> <li>• Grow our in house fostering service to support more looked after children</li> <li>• Extend Croes Atti Care Home for older people, with a focus on dementia care.</li> <li>• Develop the services we offer to provide respite for families with disabled children</li> </ul>
<p><b>Local Dementia Strategy</b></p> <p>Definition: Continuing to improve the lives of people living with dementia in Flintshire</p>	<ul style="list-style-type: none"> <li>• Work with registered Care homes providers and health partners to develop more long term nursing care placements for people who have dementia.</li> <li>• Develop a Flintshire Dementia strategy that sets a shared vision, and action, for the next phase of developing good dementia support for individuals, families, carers and communities</li> </ul>

<p><b>A well-connected, safe and clean local environment.</b></p> <p>Definition: Resilient communities where people feel connected and safe</p> <p><b>Green Society and Environment</b></p>	<ul style="list-style-type: none"> <li>• Protect residents and our environment from pollution and other public health and safety hazards by achieving the Streetscene Standard</li> <li>• Keep our local communities clean and safe through engagement, education and environmental enforcement <b>Link</b></li> <li>• Work with local communities to inform a long term vision and delivery plan for using the Flexible Funding Grant programme to achieve positive outcomes for people</li> </ul>
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Priority Name	Education and Skills
<b>Description/ Well-being Objective</b>	Enabling and Supporting Learning Communities
<p><b>Educational Engagement and Achievement</b></p> <p>Definition: Providing diverse learning opportunities to support educational achievement in schools and communities</p>	<ul style="list-style-type: none"> <li>• Maintain support for the rollout of the revised curriculum for pupils from 3-16 which better prepares them for their future lives and employment</li> <li>• Continue to support the raising of standards at all key stages to enable onward learner progression</li> <li>• Continue to improve attendance and reduce exclusions to maximise educational achievement</li> <li>• Continue to broaden the offer of alternative education opportunities to support learner engagement</li> </ul>
<p><b>Digital Learning Opportunities</b></p> <p>Definition: Supporting education engagement and achievement through proactive use of accessible digital media</p> <p><b>Poverty</b></p>	<ul style="list-style-type: none"> <li>• Support schools and wider education services to increase their digital offer for children and young people.</li> <li>• Develop a new delivery plan for Integrated Youth Services with a greater focus on digital engagement to increase participation</li> <li>• Increase the range of digital material hosted on the North East Wales Archive website and other digital services to encourage greater participation with the service</li> <li>• Continue to support learners who are ‘digitally disadvantaged’ to access IT devices to promote equity and engagement</li> </ul>

	<ul style="list-style-type: none"> <li>• Delivery of 'Learn My Way Free' IT courses in all Libraries from April 2021 <a href="#">Link</a></li> <li>• From January 2021 provide in partnership with Adult Community Learning informal community training for groups of 6 people in Flint Library to access Zoom and other online learning platforms</li> <li>• Arts Council Funded partnership with Gladstone Library and visual artist to provide digital art workshops based on collections at Gladstone Library</li> </ul>
<p><b>Learning Environments</b></p> <p>Definition: Creating aspirational and flexible learning environments</p>	<ul style="list-style-type: none"> <li>• Provide high quality learning environments through the Council's capital investment programme and WG grant funding streams</li> <li>• Progress the North East Wales Archive funding bid through the Stage 1 Heritage Horizons Award of the National Heritage Lottery Fund</li> <li>• Increase usage of community spaces in re-developed Flint Library and Wellbeing Hub by 15%</li> </ul>
<p><b>Learning Community Networks</b></p> <p>Definition: Supporting our learning communities to engage and achieve through extensive partnership working unpinned by common safeguarding practices</p>	<ul style="list-style-type: none"> <li>• Complete the contractual arrangements for the North East Wales Archive between Flintshire CC and Denbighshire CC to provide a sustainable and resilient service</li> <li>• Establish a sub-regional partnership for the delivery of Adult Community Learning with Wrexham CBC to maximise opportunities for participants and providers</li> <li>• Develop a Delivery Plan for Adult Community Learning with new partners to increase engagement and improve skills within local communities</li> <li>• Work with Adult Community Learning and Flintshire Learning Recovery &amp; Wellbeing Network Partners to share best practice and maximise opportunities for learning within the community. Opportunities to be available in all Aura libraries from Summer 2021.</li> <li>• Work in partnership with Open University Wales to support and signpost library users to OpenLearn courses and subsequent learning pathways. OpenLearn Champions in each library from October 2020.</li> </ul>

<p><b>Specialist Educational Provision</b></p> <p>Definition: Extending local capacity to support learners with additional learning needs (ALN)</p>	<ul style="list-style-type: none"> <li>• Continue to embed the implementation plan to deliver a new statutory approach for supporting children and young people with learning needs from 0-25 years</li> <li>• Complete the build project for Plas Derwen (Pupil Referral Unit) to transform the delivery of this specialist service</li> <li>• Increase the capacity of Plas Derwen staff to delivery more outreach work to share their expertise across the schools workforce</li> <li>• Develop a long term strategy to ensure sufficient and appropriate capacity to support learners with a range of additional educational needs that maximises local expertise and financial resources</li> </ul>
<p><b><u>Welsh Education Strategic Plan (WESP)</u></b></p> <p>Definition: Working with schools and partners to support the Welsh Government's strategy to enable one million Welsh speakers by 2050</p>	<ul style="list-style-type: none"> <li>• Increase the capacity and take up of Welsh medium education to achieve Welsh Government targets</li> <li>• Further Improve the Welsh language skills of staff in schools to more effectively support learners and the delivery of the curriculum</li> <li>• Continue to improve pupils' standards of Welsh in all schools to encourage greater bilingualism</li> <li>• Extend the range of youth services which can be delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood</li> <li>• Maintain Welsh Government Quality Indicator for Welsh Language resources in Aura libraries</li> </ul>





## CABINET

<b>Date of Meeting</b>	Tuesday, 16 <sup>th</sup> February 2021
<b>Report Subject</b>	Council Fund Revenue Budget 2021/22 – Final Closing Stage
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager and Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

Council has received full reports on previous stages of the budget setting process for 2021/22 and previous reports and appendices are attached.

Cabinet in January set an upper minimum budget additional requirement for 2021/22 of £16.750m and a lower minimum budget requirement of £13.818m. The upper figure includes provision for national pay awards at 2% across the board, and the lower figure makes no provision for pay. We are using the lower figure for the purposes of balancing the budget as there is no provision within the UK Government budget statement for any public sector annual pay awards with the exception of pay awards for employees with salaries of under £24k per annum. As a consequence of this, Welsh Government has had no uplift in funding to support any annual pay awards for local government employees and teachers which the recognised trade unions and employers might engage in negotiations over at a later point in the financial year.

Cabinet in January also considered the issues which remained to be closed as part of the budget-setting process. This report recommends solutions to all of those issues and sets out recommendations for the Council to be able to reach a legal and balanced budget.

The formal response of the Council to the Welsh Government consultation on the Provisional Local Government Settlement 2021/22 is attached. This response fully takes into account the views expressed by Cabinet as a collective and those of the body of elected members.

This report also sets out the Council Tax resolution for setting taxation levels for 2021/22. We are also able to propose the formal resolution to Council when it meets later on 16 February as we have received notification of the precepts of the Police and Crime Commissioner and all town and community councils within Flintshire.

Cabinet is invited to make final recommendations to Council to set a legal and balanced budget based on the detail as set out in this report.

A full presentation will be made at both Cabinet and Council.

The report includes the following tables:

- Table 1: Revised Minimum Additional Budget Requirement 2021/22
- Table 2: Proposed Budget Solutions 2021/22
- Table 3: Proposed Budget 2021/22
- Table 4: Medium Term Forecast 2022/23 – 2023/24

The Corporate Resources Overview and Scrutiny Committee will receive and consider this report on 11<sup>th</sup> February and any advice or recommendation the Committee offers will be reported verbally at the Cabinet meeting.

## RECOMMENDATIONS

1	That Cabinet notes and approves the revised budget requirement for 2021/22.
2	That Cabinet approves the final proposals for the corporate efficiencies which will contribute to the budget.
3	That Cabinet recommends to Council a legal and balanced budget based on the calculations as set out within this report.
4	That Cabinet notes the open risks which remain to be managed in the course of 2021/22.
5	That Cabinet recommends an annual increase in Council Tax for 2021/22 of 3.95%, and invites Council to pass the formal Council Tax resolution now that we have had notification of the precepts of the Police and Crime Commissioner and all town and community councils within Flintshire.
6	That Cabinet notes the medium-term forecast as a basis for the next revision of the Medium-Term Financial Strategy (MTFS).

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE COUNCIL FUND REVENUE BUDGET 2021/22</b>
1.01	<p><b>The Financial Forecast</b></p> <p>The forecast has been continuously revised to take into account the latest available information, and has been presented to members at stages throughout the budget planning and setting process.</p> <p>In December, the minimum additional budget requirement of £14.740m was uplifted to make additional financial provision for Schools Funding, Additional Learning Needs and for Reserves. The revised minimum additional budget requirement was set at £16.750m.</p> <p>The position reported in January included a number of outstanding issues that would need to be resolved as part of closing the budget. These are set out within the report.</p>
	<b>Changes to the Financial Forecast</b>
1.02	<p><b>Funding for Pay Awards</b></p> <p>The Chancellor of the Exchequer's UK Spending Review Announcement made no provision for public sector pay awards other than some specific allowances for lower paid workers and the NHS.</p> <p>Within the Provisional Local Government Settlement announcement Welsh Government confirmed their position on pay provision as set out below.</p> <p>"The Minister was clear in the draft budget that one of the hard choices we have faced in setting our spending plans for next year is our approach to public sector pay. The reality is that we did not receive any additional funding through the Barnett formula to provide for public sector-wide pay awards next year given the UK Government's decision to pause public sector pay increases with the exception of the NHS and those on the lowest wages. The implications of pay awards in 2021-22 will therefore need to be accommodated within your budget planning in the light of this Settlement."</p> <p>As a consequence, the upper minimum additional budget requirement has been reduced to remove any provision for annual cost of living pay awards other than a provision to meet the cost of (potentially non-consolidated and 'one-off') pay awards for employees with salaries of under £24k per annum. A provision £0.604m has been included within the budget for this specific award. The minimum additional budget requirement has been reduced by £2.928m in total.</p>
1.03	<p><b>Council Tax Reduction Scheme (CTRS)</b></p> <p>A cost pressure of £1.172m had previously been included in the budget requirement based on increases in demand for benefits caused by the socio-economic impacts of the pandemic situation. Demand has since stabilised and Welsh Government has also reimbursed councils for the additional spend</p>

	<p>for the first half of the year, and recently agreed to continue this financial support for the second half of the financial year. The Council will need to make budgetary provision for CTRS entitlement arising from the annual Council Tax increase. Following a review of this cost pressure, and based on current and projected demand the budget provision has been reduced by £0.284m to £0.888m</p>
1.04	<p><b>Council Tax</b></p> <p>A cost pressure of £0.600m had previously been included in the budget requirement to mitigate the impacts of a significant reduction in collection levels caused by the socio-economic impacts of the pandemic situation. The purpose of this provision is to absorb any increase in bad debt from non-collected tax. A review of the bad debt provision has been concluded and, taken together with an improvement in the levels of income collected the budget provision has been reduced by £0.500m to £0.100m. Welsh Government has recently announced new funding to make good projected reductions in target Council Tax collection rates and this funding will be set aside as protection against any failure to recover to target collection rates over coming months.</p>
1.05	<p><b>Out of County Placements</b></p> <p>Additional funding of £2.7m was included in the budget for 2020/21 to reflect the projected increase in service demand. As at the Month 9 2020/21 Budget Monitoring Report there is a net projected in-year overspend of £0.631m. This will continue into 2021/22 with increased costs for a full year effect of case placements.</p> <p>Therefore, additional budget provision within the budget estimate will be required for 2021/22 and £0.750m has been set aside. This service area poses an open risk as demand can and often does increase in-year.</p>
1.06	<p><b>Sustainable Waste Management Grant</b></p> <p>Welsh Government have notified in the Provisional Settlement a further reduction in the Sustainable Waste Management Grant for Wales of £1.1m. This will result in a cost pressure of £0.050m for the Council. This additional pressure has been included in the final budget estimate as no further cost efficiencies are possible, and service standards must be maintained.</p>
1.07	<p><b>Regional Education Improvement - GwE</b></p> <p>The annual inflationary uplift for GwE has to be met as per the regional Inter Authority Agreements. A total of £0.035m has been included in the budget estimate to consolidate the increase for 2020/21 which was notified after we had set the annual budget for that year and the new increase for 2021/22.</p>

1.08	<p>The changes in the budget requirement are summarised below:</p> <p><b>Table 1: Revised Minimum Additional Budget Requirement 2021/22</b></p> <table border="1" data-bbox="300 264 1225 952"> <thead> <tr> <th></th> <th>£M</th> </tr> </thead> <tbody> <tr> <td>Budget Requirement December 2020</td> <td>16.750</td> </tr> <tr> <td><b>Less:</b></td> <td></td> </tr> <tr> <td>Adjustment for 21/22 Pay increase</td> <td>(2.928)</td> </tr> <tr> <td><b>Revised Budget Requirement December 2020</b></td> <td><b>13.822</b></td> </tr> <tr> <td><b>Reductions in Cost Pressures:</b></td> <td></td> </tr> <tr> <td>Council Tax Debt</td> <td>(0.500)</td> </tr> <tr> <td>Council Tax Reduction Scheme (CTRS)</td> <td>(0.284)</td> </tr> <tr> <td><b>New Costs Pressures:</b></td> <td></td> </tr> <tr> <td>Out of County Placements</td> <td>0.750</td> </tr> <tr> <td>Sustainable Waste Management Grant</td> <td>0.050</td> </tr> <tr> <td>GwE Indexation</td> <td>0.035</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td><b>Total Revised Budget Requirement</b></td> <td><b>13.873</b></td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table>		£M	Budget Requirement December 2020	16.750	<b>Less:</b>		Adjustment for 21/22 Pay increase	(2.928)	<b>Revised Budget Requirement December 2020</b>	<b>13.822</b>	<b>Reductions in Cost Pressures:</b>		Council Tax Debt	(0.500)	Council Tax Reduction Scheme (CTRS)	(0.284)	<b>New Costs Pressures:</b>		Out of County Placements	0.750	Sustainable Waste Management Grant	0.050	GwE Indexation	0.035			<b>Total Revised Budget Requirement</b>	<b>13.873</b>		
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	<p><b>Proposed Solutions to meet the Revised Budget Requirement</b></p>																														
1.09	<p><b>The Welsh Local Government Provisional Settlement</b></p> <p>The Welsh Local Government Provisional Settlement was announced on 22 December and full details were included in the January report.</p> <p>The provisional AEF represents a cash uplift of £7.392m over the 2020/21 amount of £199.386m (3.7%).</p> <p>The formal response of the Council to the Welsh Government consultation on the Provisional Local Government Settlement 2021/22 is attached at Appendix 7. This response fully takes into account the views expressed by Cabinet as a collective and those of the body of elected members</p>																														
1.10	<p><b>Council Tax</b></p> <p>The level of annual increase in Council Tax is a decision for Full Council.</p> <p>Council has set a clear direction that any annual increase should be at 5% or less.</p> <p>Based on the final minimum additional budget requirement an annual increase of 3.95% is required on Council tax. This amounts to an annual increase of £52.99 to £1394.50 on a Band D equivalent (£1.02 per week equivalent).</p>																														

	<p><b>Police Precept/Town and Community Councils</b></p> <p>The Police Precept and Town and Community Council Precepts for 2021/22 have all been notified to the Council as the Council Tax collection authority.</p>																								
1.11	<p><b>Service Transformation and Efficiencies</b></p> <p>As consistently reported, no new efficiencies of scale are possible. A minimum target of £1.0m was built into the original budget estimate for newly identified service efficiencies. This was reset at £1.75m in December following further work. This work has now been concluded and a final efficiencies total of £1.933m has been set to help close the budget (See Appendix 4).</p>																								
1.12	<p><b>Social Care Workforce Grant</b></p> <p>The Provisional Settlement included an additional £10.0m for social care with the Council expected to receive a share of £0.430m. Welsh Government has confirmed that there will not be significant changes to the existing terms and conditions of the current grant to which this additional amount has been attached. Therefore, the funding can be used to offset some additional Social Care cost pressures already included in the budget.</p>																								
1.13	<p><b>Reserves Uplift</b></p> <p>Within the upper minimum additional budget requirement £0.510m was included to replenish reserves as a safeguard against known and open risks. As part of the final balancing position, this provision has been reduced by £0.039m to £0.471m.</p>																								
1.14	<p><b>Table 2: Summary of Proposed Budget Solutions</b></p> <table border="1"> <thead> <tr> <th></th> <th>£M</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> <tr> <td><b>Revised Minimum Additional Budget Requirement (as in Table 1)</b></td> <td><b>13.873</b></td> </tr> <tr> <td><b>Less:</b></td> <td></td> </tr> <tr> <td>Provisional Settlement</td> <td>(7.392)</td> </tr> <tr> <td>Corporate Efficiencies</td> <td>(1.933)</td> </tr> <tr> <td>Social Care Workforce Grant</td> <td>(0.430)</td> </tr> <tr> <td>Council Tax (3.95%)</td> <td>(4.079)</td> </tr> <tr> <td>Reduction to reserves contribution</td> <td>(0.039)</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td><b>Amount Remaining</b></td> <td><b>0.000</b></td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table>		£M			<b>Revised Minimum Additional Budget Requirement (as in Table 1)</b>	<b>13.873</b>	<b>Less:</b>		Provisional Settlement	(7.392)	Corporate Efficiencies	(1.933)	Social Care Workforce Grant	(0.430)	Council Tax (3.95%)	(4.079)	Reduction to reserves contribution	(0.039)			<b>Amount Remaining</b>	<b>0.000</b>		
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1.15	<p><b>SUMMARY AND CONCLUSIONS</b></p> <p>A legal and balanced budget for 2021/22 can be recommended by Cabinet to Council based on (1) the calculations and assumptions set out above and (2) the detailed proposed budget as set out below.</p>																								

1.16 **Table 3: Proposed Budget 2021/22**

<b>Funding</b>	<b>£m</b>
Aggregate External Funding (AEF) / RSG NNDR	206.778
Council Tax	90.679
<b>SSA/Budget Requirement</b>	<b>297.457</b>
Specific Grants (Estimated)	34.508
<b>Total Funding</b>	<b>331.965</b>
<b>Expenditure</b>	<b>£m</b>
Base Budget Rolled Forward	317.942
Previous Years Growth/Items Dropping Out (Appendix 1)	0.969
Inflation (Appendix 2)	2.894
Pressures & Investments(Appendix 3)	9.971
<b>Efficiencies</b>	
Corporate Efficiencies (Appendix 4)	(1.933)
Social Care Workforce Grant	(0.430)
<b>Grants</b>	
Less Specific Grants 2020/21	(31.955)
Plus Specific Grants 2021/22 (Estimated Appendix 5)	34.508
<b>Total Expenditure</b>	<b>331.965</b>
<b>BALANCE</b>	<b>0.000</b>

	<b>Open Risks 2021/22</b>
1.17	<p><b>Pay</b></p> <p>The Chancellor of the Exchequer's UK Spending Review Announcement made no provision for public sector pay awards other than some specific allowances for lower paid workers and for the NHS.</p> <p>The Council's position on pay is clear. We believe as an employer that there should be annual cost of living pay awards each and every year and that they should be fully funded at source by Governments. As there is no specific provision within the Provisional Settlement for annual pay awards for 2021/22, then there can be none. Both Governments are lacking a public sector pay strategy. The cost burdens of annual pay awards cannot fall on public sector employers. This remains an open risk in 2021/22 as the recognised trade unions and employers may still enter into negotiations in-year.</p>
1.18	<p><b>Out of County Placements</b></p> <p>This remains an open risk as set out in 1.05 above.</p>
1.19	<p><b>Ongoing Impact of the National Emergency</b></p> <p>The national emergency situation will continue into 2021/22. There is no new provision within the 2021/22 budget for additional emergency expenditure or lost income. However, we are holding the balance of the £3.0m emergency reserve set aside at the outset of the emergency.</p> <p>Welsh Government continues to hold specific funding for the pandemic and has had new funding from the UK Government for 2021/22. It is expected that national hardship and income loss compensatory funding will continue into the new financial year. This is based on the advice of Welsh Government, and is consistent with the budget planning position of the Welsh Local Government Association and all peer Welsh councils.</p> <p>Risks remain over the continuity of Government funding if the emergency situation is a protracted one, and should the recovery of fee earning services be a slow process.</p>
1.20	<p><b>School Budgets</b></p> <p>Within this budget the Council plans to make a significant investment in schools with an increase of 3.6% in funds for education and schools. We face (1) additional and more complex service demands in Additional Learning Needs and (2) a deteriorating position on licenced school deficits in secondary schools.</p> <p>The level of balances in the primary school sector are also reducing. This trend reflects the cost pressures in schools, and re-exposes the inadequacy of the current level of funding within the schools funding formula for the medium-term. In the review of the Medium Term Financial Strategy we will need to continue to address these risks with stepped increases in the quantum invested in the schools funding formula.</p>



1.21	<p><b>RESERVES AND BALANCES</b></p> <p><b>Earmarked Reserves</b></p> <p>The Council holds earmarked reserves which are set aside for specific purposes. Some are restricted in their use by, for example, the terms and conditions of grant where their source is Government funding. An update on current projected levels of earmarked reserves shows that the amount is likely to reduce from £10.2M to £9.4M by the end of the 2021/22 financial year as these reserves are ‘drawn down’ (See Appendix 6).</p> <p>The Council reviews its remaining earmarked reserves on an ongoing basis, and only those for which there is a strong business case will be retained with the remainder being released for use as part of the Medium-Term Financial Strategy.</p>
1.22	<p><b>Un-earmarked Reserves</b></p> <p>The Council holds a base level of reserve of £5.769m and this position remains unchanged for 2021/22. Levels of unearmarked reserves over and above this figure are referred to as the Contingency Reserve. This reserve is projected to be at £1.787m at year end based on the Month 9 Budget Monitoring Report.</p> <p>In addition, the Council set aside £3.0m as an emergency fund at the outset of the pandemic and in advance of confirmation of support from Welsh Government. There are still a number of outstanding claims to Welsh Government and the balance of the fund will be reduced if any of the claims are not approved in whole or in part. This fund should remain in place as a safeguard against the financial impacts of the ongoing pandemic situation.</p> <p>The Contingency Reserve is the Council’s main ‘defence’ against in-year cost pressures. It is used to meet the impact of an overall overspend in any given financial year and to mitigate against potential financial risks. The main open risks that the Council will face in 2021/22 are detailed in paras 1.17 – 1.20.</p>
1.23	<p><b>Formal Advice of the Corporate Finance Manager</b></p> <p>Section 25 of the Local Government Act 2003 includes a specific duty on the Chief Finance Officer (for Flintshire this is the Corporate Finance Manager) to report to the Council when it is considering its budget and Council Tax setting on the robustness of the estimates and the adequacy of reserves. The Act requires the Council to have regard to this report in making its decisions on its budget.</p>
1.24	<p>The 2021/22 budget has again been set within the context of the Medium Term Financial Strategy and during a year which has seen the Council adapt to meet the challenges of a national emergency. The emergency situation – in scale and length - has posed significant financial challenges, and this will continue to be the position as we go into the new financial year. The welcome essential support from the Welsh Government’s Hardship Fund and Income Loss Fund is likely to continue. However, the willingness and financial capacity of Governments to continue this funding beyond the early stages of the new financial year is unknown. The Council’s budget strategy for dealing</p>

	with this has been clearly set out in detail in previous budget reports, supported by Member briefings and updates.
1.25	For the estimates contained within the budget, all figures are supported by a clear and robust methodology with the efficiency proposals considered achievable, but not without risk. The cost pressures are supported by evidenced method statements.
1.26	The Council's Reserves and Balances Protocol sets out how the Council will determine, manage and review the level of its Council Fund Balance and Earmarked Reserves taking into account legislation and professional guidance. An outcome of this protocol was to report to both Cabinet and Corporate Resources Overview and Scrutiny Committee the level of Earmarked Reserves held on a quarterly basis. This has been continued throughout 2020/21 through the monthly budget monitoring report with a detailed challenge of earmarked reserves undertaken throughout January 2021. This process ensures that members can have a good understanding of all the reserves held by the Council.
1.27	I can confirm the reasonableness of the estimates contained in the proposed budget having regard to the Council's spending needs in 2021/22 and the financial context within which the budget is being set. It is clear that there are still some significant and open risks within the 2021/22 budget proposals - particularly around pay provision, social care demands, and the ongoing impact of the pandemic. Therefore, it is important that the Council protects its current level of reserves as far as possible to safeguard against these risks. A robust programme for the delivery of the efficiencies within the budget and to the timescales set together with effective and disciplined in-year financial management is essential to ensure that budgets are managed effectively - with prompt action taken to mitigate any impacts should variances occur.
1.28	I recommend that Council should maintain sufficient general balances of £5.769M and retain its Contingency Reserve in full as a safeguard to manage any in-year cost pressures and variances as detailed in paragraph 1.17 – 1.20.
1.29	The budget proposals do not require the use of temporary reserves which builds on our approach last year where for the first time in many years the proposed budget is funded on a predominantly recurrent and sustainable basis. Due to the level of financial risk including the continuing emergency situation a further contribution to reserves of £0.471m is built into this budget as a prudent additional safeguard.
1.30	<b>Formal Advice of the Chief Executive</b>  My professional advice complements that of the Corporate Finance Manager, as set out above.
1.31	The draft budget as presented follows the Medium-Term Financial Strategy adopted by the Council. It has been developed according to the budget setting model which has been adopted by the Council, and our principles and values.

1.32	We have taken a prudent and balanced approach to our annual budget, as required by law and the principles of good governance, whilst protecting the improvement objectives and public service duties and obligations of the Council. Our budget-setting process is an intricate one with all decisions being carefully risk-assessed.									
1.33	We have advised Council throughout that there are no new cost reductions or cost efficiencies of scale beyond those reported in stages one and two of the budget-setting process. Council, as advised by Cabinet and the six Overview and Scrutiny Committees, has concurred with this advice and has not asked for any further reviews of corporate or service portfolio budgets to be undertaken to reduce cost provisions. Our strategy for achieving a legal and balanced budget is heavily reliant on the sufficiency of Government funding for local government and public services as noted by Audit Wales in their most recent commentary on the financial resilience and sustainability of the Council.									
1.34	A number of 'open risks' remain to be managed and we will again be challenged to manage our budget in-year throughout 2021/22. Our advice on risk management and how it affects setting a prudent budget needs to be carefully heard.									
1.35	It is important that we continue to plan for the medium-term and work with Governments on a sustainable funding model for local government – seeing beyond the emergency situation and a recovery from it – and avoiding an over-reliance on Council Tax as a form of local income. We set out our expectations clearly in our response to the consultation on the Provisional Settlement (Appendix 7).									
1.36	<p><b>Concluding Advice to Close the Budget</b></p> <p>Council is able to set a legal and balanced budget for 2021/22 based on the calculations and advice set out in this report, and can fulfil its collective legal responsibility. All calculations are based on a Council Tax rise of 3.95% (3.45% for Council purposes and 0.50% for the regional contributions to the North Wales Fire and Rescue Service, the Coroners Service and the North Wales Economic Ambition Board).</p>									
1.37	<p><b>Medium Term Financial Forecast</b></p> <p>The financial forecast for the medium-term, for the financial years– 2022/23 – 2023/2024, has been reviewed in readiness to update the Medium-Term Financial Strategy (MTFS). A high-level estimate on the major cost pressures predicted over the next two years following this budget is included in Table 4. The forecast includes (1) potential annual pay awards (2) similar levels of commissioning cost pressures within Social Services and (3) other known cost pressures.</p> <p><b>Table 4: Medium Term Forecast</b></p> <table border="1"> <thead> <tr> <th>Cost Pressure Group</th> <th>2022/23 (£M)</th> <th>2023/24 (£M)</th> </tr> </thead> <tbody> <tr> <td>Pay Inflation</td> <td>4.145</td> <td>4.029</td> </tr> <tr> <td>Non-Pay Inflation</td> <td>0.380</td> <td>0.395</td> </tr> </tbody> </table>	Cost Pressure Group	2022/23 (£M)	2023/24 (£M)	Pay Inflation	4.145	4.029	Non-Pay Inflation	0.380	0.395
Cost Pressure Group	2022/23 (£M)	2023/24 (£M)								
Pay Inflation	4.145	4.029								
Non-Pay Inflation	0.380	0.395								

	Social Care Pressures	3.776	2.772
	Other Pressures	1.347	2.003
	<b>Total</b>	<b>9.648</b>	<b>9.199</b>
1.38	From Table 4 it can be seen that the Council will continue to need to rely on improved financial settlements from Welsh Government in future years. The MTFS is being fully reviewed for reporting in the coming months. The Council will continue to press the need for forward planning of budgets by Governments, and certainty over future local government settlements which would enable the Council to plan ahead with a sufficient degree of confidence.		
1.39	<p>The timetable for the closing stages of the annual budget setting process is as follows: -</p> <p>16th February Council Meeting: Final budget-setting decisions including final agreement on the level of Council Tax and the passing of the Council Tax Resolution</p> <p>2 March 2021: Announcement of the Final Welsh Local Government Settlement.</p> <p>It is not anticipated, based on past years, that there will be any significant changes within the Final Settlement when it is announced on 2 March. However, if there are any minor changes it is recommended that the level of contribution to reserves is adjusted up or down to accommodate any such change.</p>		

<b>3.00</b>	<b>RESOURCE IMPLICATIONS</b>
3.01	<p><b>Revenue:</b> the revenue implications for the 2021/22 budget are set out in the report.</p> <p><b>Capital:</b> there are no new implications for the approved capital programme for either the current financial year or for future financial years – the capital programme will be subject to a separate report</p> <p><b>Human Resources:</b> there are no implications for additional capacity or for any change to current workforce structures or roles at this stage.</p>

<b>4.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>		
4.01	<p><b>Ways of Working (Sustainable Development) Principles Impact</b></p> <table border="1"> <tr> <td>Long-term</td> <td>Negative – the absence of longer-term funding settlements from Welsh</td> </tr> </table>	Long-term	Negative – the absence of longer-term funding settlements from Welsh
Long-term	Negative – the absence of longer-term funding settlements from Welsh		

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

**Well-Being Goals Impact**

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

<b>5.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
5.01	Overview and Scrutiny Committees in November 20. Member Briefing December 2020. Consultation with the principle NNDR payers has been undertaken

<b>6.00</b>	<b>APPENDICES</b>
6.01	Appendix 1: Prior Year Decisions Appendix 2: Inflation Appendix 3: Pressures & Investments Appendix 4: Efficiencies Appendix 5: Specific Grants 2021/22 Appendix 6: Balances & Reserves Appendix 7: Council Response to the Provisional Settlement

<b>7.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
7.01	The series of preparatory budget reports for the 2021/22 financial year. The series of presentations made to Cabinet and Council for the 2021/22 financial year.

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

<b>9.00</b>	<b>GLOSSARY OF TERMS</b>
9.01	<p><b>Medium Term Financial Strategy (MTFS):</b> a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p><b>Revenue:</b> 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><b>Budget:</b> 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>

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

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

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

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

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

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

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

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

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<b>BUDGET 2021/22 - COUNCIL FUND REVENUE</b>
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<b>Prior Years Growth / Items Dropping Out</b>	<b>£m</b>
<b><u>Central &amp; Corporate</u></b>	
20/21 One off efficiencies dropping out	0.300
Minimum Revenue Provision	0.300
<b><u>Social Services</u></b>	
Work Opportunities Pressure Reduction	(0.056)
Marleyfield & Holywell Extra Care Revenue Costs	0.425
<b>TOTAL - PRIOR YEARS</b>	<b>0.969</b>

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<b>BUDGET 2021/22 - COUNCIL FUND REVENUE</b>
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Inflation	£m
NJC Pay (Non Schools) - 20/21 impact and lower scales <£24k for 21/22	0.953
NJC Pay (Schools) - 20/21 Impact and lower scales <£24k for 21/22	0.469
Teachers Pay Award - 20/21 Impact only	1.437
Other Schools Inflation (GWE)	0.035
<b>TOTAL - INFLATION</b>	<b>2.894</b>

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<b>BUDGET 2021/22 - COUNCIL FUND REVENUE</b>
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<b>Pressures &amp; Investments</b>	<b>£m</b>
<b><u>Central &amp; Corporate</u></b>	
North Wales Fire and Rescue - Levy increase	0.314
Independent Review Panel for Wales (IRPW)	0.028
Coroners Service - Fee Increase	0.025
Procurement 2 Pay (P2P) System Upgrade	0.024
Capital Borrowing costs	0.015
Unachieved Efficiency - Salary Sacrifice - AVC's	0.070
Increase in Feasibility Study Provision	0.050
21s Century Schools - Band B Borrowing Costs	0.015
Contribution to Reserves	0.471
<b>SubTotal - Central &amp; Corporate</b>	<b>1.011</b>
<b><u>Out of County Placements</u></b>	
Out of County Placements	0.750
<b>SubTotal - Out of County Placements</b>	<b>0.750</b>
<b><u>Education &amp; Youth</u></b>	
Additional Learning Needs (ALN) - Reforms	0.144
Additional Schools Funding	1.500
New Pupil Referral Unit Building - Revenue Costs	0.027
Free School Meals Demand	0.253
Home Education	0.046
Primary Learning Advisor	0.080
<b>Sub Total - Education &amp; Youth</b>	<b>2.050</b>
<b><u>Governance</u></b>	
Registration Service - Income loss	0.036
Unrealised Efficiency - Legals Services/Industrial Estate Review	0.092
Unrealised Efficiency - Postage - Council Tax	0.035
Unrealised Efficiency - Postage - Benefits	0.041
Council Tax Collection Fund	0.100
<b>Sub Total - Governance</b>	<b>0.304</b>
<b><u>Housing &amp; Assets</u></b>	
Sale of Assets - loss of income	0.095
Enterprise Centres - Reduced Occupancy	0.050
Benefits - Council Tax Reduction Scheme (CTRS)	0.888
Carelink - Alarm Monitoring Contract	0.125
Carelink - Housing Support Grant (HSG)	0.216
Benefits - Additional Staffing	0.300
<b>Sub Total - Housing &amp; Assets</b>	<b>1.674</b>

<b>Pressures &amp; Investments</b>	<b>£m</b>
<b><u>Planning &amp; Environment</u></b>	
Markets - Reduced income levels	0.074
Pest Control - Reduction in demand	0.040
Private Water Supplies	0.104
Unrealised Efficiency - Market Review	0.035
Sustainable Drainage Systems (SUDS)	0.112
North Wales Economic Ambition Board (NWEAB) Contribution	0.104
<b>Sub Total - Planning &amp; Environment</b>	<b>0.469</b>
<b><u>Social Services</u></b>	
Social Care Commissioning	1.880
Transition to Adulthood	0.495
Sleep in Pay Ruling	0.125
Adoption Service	0.022
Children's Registered Residential Care Home	0.138
Missing from Home Co-ordinator	0.034
<b>Sub Total - Social Services</b>	<b>2.694</b>
<b><u>Streetscene &amp; Transportation</u></b>	
School Transport	0.163
School Transport - Closure of John Summers	0.050
Post 16 Transport	0.047
Social Services Adults Transport	0.063
Social Services Childrens Services Transport	0.044
Reduced Energy Sales - Reduction in gas generation	0.120
Parc Adfer Contract Inflation	0.052
Ash Die back	0.060
Business Manager	0.072
Recyclate Markets - Volatility in price and volume	0.299
Reduction in Sustainable Waste Management Grant	0.050
<b>Sub Total - Streetscene &amp; Transportation</b>	<b>1.019</b>
<b>TOTAL - PRESSURES &amp; INVESTMENTS</b>	<b>9.971</b>

<b>BUDGET 2021/22 - COUNCIL FUND REVENUE</b>
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<b>Efficiencies</b>	<b>£m</b>
<b><u>Corporate Efficiencies</u></b>	
<b><u>Central &amp; Corporate</u></b>	
Employer Pension Contributions	(0.300)
Workforce - Vacant Post	(0.030)
Remote Working Impacts - Reduced Travel and operating costs	(0.270)
Price Inflation	(0.113)
<b>Total - Central &amp; Corporate</b>	<b>(0.713)</b>
<b><u>Housing &amp; Assets</u></b>	
Property Savings (Incl. Demolition of Phases 3 & 4 and Utility Savings)	(0.450)
NDR Inflationary Savings	(0.120)
Climate Change Levy	(0.295)
<b>Sub Total - Housing &amp; Assets</b>	<b>(0.865)</b>
<b><u>Business Planning Efficiencies</u></b>	
<b><u>Education &amp; Youth</u></b>	
Youth Centres Provision	(0.020)
Post 16 / Coleg Cambria	(0.200)
<b>Sub Total - Education &amp; Youth</b>	<b>(0.220)</b>
<b><u>Social Services</u></b>	
Strategic use of Grant Funding	(0.060)
Vacancy Savings	(0.030)
<b>Sub Total - Social Services</b>	<b>(0.090)</b>
<b><u>Planning &amp; Environment</u></b>	
Service Review	(0.045)
<b>Sub Total - Planning &amp; Environment</b>	<b>(0.045)</b>
<b>TOTAL - Efficiencies</b>	<b>(1.933)</b>

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## BUDGET 2021/22 - COUNCIL FUND REVENUE

Specific Grants	Budget 2020/21 £	Budget 2021/22 £	Variance £	Conf (C) or Est (E)
<b>Education &amp; Youth - Non Delegated</b>				
Promoting Positive Engagement (Youth Crime Prevention Fund)	196,143	196,143	0	C
YOT / Youth Justice Board (inc. JAC)	221,956	227,966	6,010	E
Welsh Network of Healthy School Schemes	101,380	101,380	0	E
Youth Support Grant (Youth Service Revenue Grant)	126,820	468,614	341,794	C
Free School Milk	245,891	245,891	0	E
Families First	1,505,090	1,505,090	0	C
Pupil Development Grant	3,910,757	4,422,900	512,143	E
Reducing Infant Class Sizes	355,000	333,000	(22,000)	E
Rural Schools Grant	139,625	139,625	0	C
Additional Learning Needs (ALN)	360,000	0	(360,000)	E
ALN Transformation	45,000	45,000	0	E
Adult Community Learning	52,405	216,000	163,595	E
Feminine Hygiene	10,243	124,137	113,894	C
Education Improvement Grant for Schools	5,988,773	5,880,701	(108,072)	E
<b>Sub Total - Education &amp; Youth (Non Delegated)</b>	<b>13,259,083</b>	<b>13,906,447</b>	<b>647,364</b>	
<b>Education &amp; Youth - Delegated</b>				
6th Form Funding (Formally DCELLs)	4,439,673	4,439,673	0	E
<b>Sub Total - Education &amp; Youth (Delegated)</b>	<b>4,439,673</b>	<b>4,439,673</b>	<b>0</b>	
<b>Housing &amp; Assets</b>				
Housing Support Grant (formerly Supporting People)	5,950,819	7,828,610	1,877,791	E
<b>Sub Total - Housing &amp; Assets</b>	<b>5,950,819</b>	<b>7,828,610</b>	<b>1,877,791</b>	
<b>Planning &amp; Environment</b>				
Substance Misuse	522,744	500,832	(21,912)	C
Domestic Abuse Co-ordinator Funding (VAWDASV)	92,400	167,674	75,274	C
Legacy Fund	127,680	127,680	0	C
Communities for Work Plus	431,300	431,300	0	C
<b>Sub Total - Planning &amp; Environment</b>	<b>1,174,124</b>	<b>1,227,486</b>	<b>53,362</b>	
<b>Social Services</b>				
Social Care Workforce Development Programme	312,069	312,069	0	C
Flying Start	2,901,515	2,901,515	0	C
St. David's Day	40,758	40,758	0	C
Childcare & Play	97,877	97,877	0	C
Project Management - Children and Communities Grant	0	33,329	33,329	C
Childcare Admin Offer	0	298,050	298,050	C
<b>Sub Total - Social Services</b>	<b>3,352,219</b>	<b>3,683,598</b>	<b>331,379</b>	
<b>Strategic Programmes</b>				
Free Swimming	60,750	60,750	0	E
National Exercise Referral	123,750	123,750	0	E
Active Young People	43,860	43,860	0	E
<b>Sub Total - Strategic Programmes</b>	<b>228,360</b>	<b>228,360</b>	<b>0</b>	

Specific Grants	Budget 2020/21 £	Budget 2021/22 £	Variance £	Conf (C) or Est (E)
<b>Streetscene &amp; Transportation</b>				
Concessionary Travel	2,180,000	1,900,000	(280,000)	E
Sustainable Waste Management Grant	754,000	737,209	(16,791)	E
Bus Service Support Grant	557,000	557,000	0	E
Welsh Young Person Travel Discount Scheme	60,000	0	(60,000)	E
<b>Sub Total - Streetscene &amp; Transportation</b>	<b>3,551,000</b>	<b>3,194,209</b>	<b>(356,791)</b>	
<b>TOTAL - GRANTS</b>	<b>31,955,278</b>	<b>34,508,383</b>	<b>2,553,105</b>	

Social Care Workforce & Sustainability Workforce Grant	1,737,000	2,167,000	430,000	E
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<b>BUDGET 2021/22 - COUNCIL FUND REVENUE</b>
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<b>Summary of Council Fund Earmarked Reserves</b>	<b>Est Bal 01/04/21 £m</b>	<b>Est Bal 31/03/22 £m</b>
<b><u>Service Balances</u></b>		
Corporate Services	0.544	0.498
Housing & Assets	0.077	0.074
Education & Youth	0.106	0.103
Theatre Clwyd	0.188	0.188
Planning & Environment	0.365	0.201
Social Services	0.127	0.127
<b>Total - Service Balances</b>	<b>1.408</b>	<b>1.191</b>
<b><u>Corporate Balances</u></b>		
Single Status / Workforce Costs	0.730	0.705
General Reserve - Investment in Organisational Change	1.355	1.056
<b>Total Corporate Balances</b>	<b>2.085</b>	<b>1.761</b>
<b><u>Specific Reserves</u></b>		
Benefits Equalisation	0.133	0.133
County Elections	0.212	0.000
Local Development Plan	0.180	0.000
Waste Disposal	0.023	0.000
Winter Maintenance	0.250	0.250
Insurance Funds	2.503	2.803
Car Parking	0.045	0.045
Cash Receipting Review	0.003	0.003
Flintshire Trainees	0.524	0.524
Rent Income Shortfall	0.031	0.000
Customer Services Strategy	0.022	0.000
Supervision Fees	0.049	0.000
LMS Curriculum	0.339	0.339
Solar Farm	0.025	0.025
Tribunal Costs	0.104	0.104
Property Claims	0.021	0.000
North Wales Residual Waste Treatment Project (NWRWTP)	0.065	0.065
Grants & Contributions	2.166	2.166
<b>Total Specific Reserves</b>	<b>6.694</b>	<b>6.456</b>
<b>Total Earmarked Reserves</b>	<b>10.186</b>	<b>9.408</b>

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**Councillor/Cynghorydd Ian Roberts**  
**Leader of the Council**  
**Arweinydd Cyngor**



**Via email :**

Mark Drakeford, First Minister of Wales  
 Julie James, Minister for Housing & Local  
 Government  
 Rebecca Evans, Minister for Finance & Trefnydd  
[Correspondence.FM@gov.wales](mailto:Correspondence.FM@gov.wales)  
[Correspondence.Rebecca.Evans@gov.wales](mailto:Correspondence.Rebecca.Evans@gov.wales)  
[Correspondence.Julie.James@gov.wales](mailto:Correspondence.Julie.James@gov.wales)

Our Ref/Ein Cyf CE/IBR0221  
 Date/Dyddiad 3<sup>rd</sup> February 2021  
 Ask for/Gofynner ar Ian Roberts  
 Direct Dial/Rhif Union 01352 702105  
 Email/Ebost:  
 Ian.b.roberts@flintshire.gov.uk

Dear Ministers,

**Provisional Local Government Settlement 2021/22**

Thank you for the opportunity to comment on the Provisional Local Government Settlement 2021/22.

In past years we have engaged with Ministers directly on the sufficiency of annual settlements, and on the inadequacy and unfairness of a local government funding formula that is dated and no longer fit-for-purpose. Our long-established view is that it is for Governments to ensure that local authorities are properly funded to meet their legal, mandatory public service, policy and ethical duties and obligations noting that most of these are prescribed or set by Governments themselves, the commissioners and other advisors they appoint and/or the statutory regulators. Governments need to ensure that local authorities can be resilient not only to meet these duties and obligations but also to cope with unexpected events and disruption. No more so than now, in the midst of a protracted emergency situation.

We recognise and value the commitment Welsh Government has made to funding local government through the emergency situation through the Hardship Fund and the Income Loss Fund. We also value the renewed relationship between central and local government in Wales.

Our general observations on the Provisional Settlement are set out below: -

1. given this renewed central-local relationship, and the welcome statements made by Ministers in recent months, we had expected local government to be given a high priority in this year's Welsh Government budget. We are disappointed that this is not the case as illustrated in the comparative Year-on-Year Percentage Change in Main Expenditure Groups (MEGs) analysis on page 47 of the *Draft Budget 2021-22 Protect, Build and Change*. **The Welsh**

County Hall, Mold. CH7 6NB  
[www.flintshire.gov.uk](http://www.flintshire.gov.uk)  
 Neuadd y Sir, Yr Wyddgrug, CH7 6NB  
[www.siryfflint.gov.uk](http://www.siryfflint.gov.uk)

**Local Government Association made a detailed and compelling case for a recommended uplift in the Provisional Settlement for 2021/22 and the offer of Welsh Government, in response, falls short;**

2. it is established annual practice to protect those councils most exposed to the annual changes to entitlement through the formula (based on the work of the Distribution Sub-Group) with a 'funding floor'. Several councils are left extremely exposed by the annual changes in this year's settlement and should be protected in the same way that peer councils have in previous years with some supplementary funding over and above the settlement quantum. We formally request that a funding floor is set at a minimum of 3% for 2021/22. The disparity in funding per council which is driven by annual demographic change, as illustrated in a range of settlement increases from 2.0%-5.6% in a single year is yet another indication that the funding formula is too sensitive to change based on certain indices of need, and is overdue an overhaul. **We appreciate that this issue is for another day, and we formally request that a commitment is made to a review of the formula;**
3. Welsh Government remains silent on Council Tax policy. The proportion of local authority income which is derived from Council Tax has grown steadily year-on-year. This trend cannot be sustained, and the tolerance of the public for above inflation annual increases in local taxation is being tested. **Our ability to achieve our Council Tax collection targets has been compromised by the socio-economic impacts of the emergency situation, and a longer-term strategy for local taxation is now called for;**
4. we had expected all core specific grants to be maintained at the current funding level if not increased to allow for inflation-indexation. We are assured that in most cases this protection has been given. However, the Sustainable Waste Management Grant is an exception and has again been reduced, this year by £1.1m. This is in conflict with Welsh Government stated policy objectives and aspirations to be a world leader in waste generation prevention and recycling. This grant directly funds operational waste and recycling collection and treatment services. All councils will either have to reduce services or fund the difference as a new cost pressure. We have had to make provision for a new cost pressure. This is a false economy. **We formally request that the grant is reinstated to its former level, and is both protected and index-linked for future years; and**
5. Welsh Government has no public sector pay policy for 2021/22 and the medium-term. The position of the UK Government on pay policy for the short-term is clear. We do not agree with this position as an employer and believe that there should be annual cost-of-living pay awards each year, even if set at a modest level. However, we do not have the capacity to locally fund any pay awards which might be negotiated nationally during the course of the financial year we are about to enter. Ministerial statements on this subject are rather ambivalent, and councils cannot be left exposed in this way. **We call on Welsh**

**Government to make a clear and firm statement that it cannot support (1) any negotiations between trade unions and employers for a UK national pay award for employees contracted under NJC and JNC terms and conditions unless there is a UK Government commitment to fund that pay award for England and Wales and (2) any annual devolved pay award for teaching staff in Wales unless additional funding is provided by the UK Government for comparable awards in England and Wales.**

Turning to Flintshire itself our response to the Provisional Settlement based on our specific circumstances and needs is as follows: -

- We had set two levels of a minimum Council Fund Revenue Budget requirement estimate in our budget planning prior to the announcement of the Provisional Settlement. The higher of the two included a provision for annual pay awards at 2% for all NJC and JNC employees and all teaching staff. The lower of the two was based on the same calculations but with the provision for pay awards removed. Following the budget announcement by the Chancellor of the Exchequer we have opted for the lower of the two estimates, noting that Welsh Government Ministers have confirmed in their own statements that no provision has been made in the UK budget for pay awards in the public sector (other than the NHS) and that Welsh Government accordingly has no new funds for this purpose. The higher of the two estimates would have required an AEF/RSG uplift of 5.7% and the lower estimate an uplift of 4.1%. We are set to receive an uplift of 3.8% which falls short of the lower estimate. **Therefore, whilst there are some financial benefits from several extended specific grants, the Provisional Settlement is barely sufficient for our needs;**
- To follow the local budget planning set out above we have made no provision for any annual cost-of-living pay awards as (1) this is UK Government policy for the public sector and (2) neither Welsh Government or public sector employers are funded to meet any pay awards for 2021/22 which the recognised trade unions might attempt to negotiate. **The Provisional Settlement is insufficient for Flintshire to be able to meet the costs of any pay awards for 2021/22. We would refer you to our formal request in point 5 above;**
- We have set a local policy of containing any future annual rises in Council Tax to 5% or under. The public expect this of us and the tolerance for a continual shift of responsibility from national to local funding to sustain local services is being tested. **Therefore, we have limited financial ‘headroom’ to derive local income noting that we already have a commercial fees and charges policy in place for chargeable services. We request that Welsh Government commits to a review of the sustainability of Council Tax in its current form;**
- The planned reduction in the Sustainable Waste Management Grant will impact on direct service delivery and will cause an unexpected local budget pressure for the Council to be able to maintain service delivery standards. **We formally**

**request that the grant is reinstated to its former level, and is both protected and index-linked for future years; and**

- All councils are being exposed to significant demand-led cost pressures for Looked After Children and in particular for Out of County Placements in a market-place where the providers are dominant. We have had to make a further increase in our base budget provision for Children's Services of £0.750m for 2021/22. **We formally request that a national fund be set aside for councils to be able to claim against in-year for sudden escalations in costs in Children's Services over and above a certain annual threshold.**

In addition, we would request that consideration is given to the following: -

- Support to councils in the last quarter of 2020/21 through the timely release of available in-year Welsh Government underspends which might otherwise be returned to the Treasury under the national exchequer operating rules and guidelines. Councils to have the discretion to allocate such funds against planned expenditure to give them the flexibility to (1) help reach a balanced out-turn position at 31<sup>st</sup> March and/or (2) cross-allocate funds to reserves as a protective measure for future financial risks; and
- That the Hardship Fund and Income Loss Fund are continued into 2021/22 (1) for as long as restrictions on trading and fee generating services apply and (2) as part of longer-term recovery planning. We appreciate that announcements will be made as part of the final Welsh budget.

We would welcome the opportunity to explore any of the above points either as part of the collective local government family or individually.

We ask that careful thought is given to the point and arguments we have set out above.

Yours sincerely




**Councillor Ian Roberts**  
**Leader and Cabinet Member for Education**



**Colin Everett**  
**Chief Executive**



**Councillor Glyn Banks**  
**Cabinet Member for Finance**



**Gary Ferguson**  
**Chief Officer, Finance**





## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday, 11th February 2021
<b>Report Subject</b>	Revenue Budget Monitoring 2020/21 Month 9
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2020/21 (Month 9) Report.

### RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2020/21 (Month 9) 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

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2020/21 (MONTH 9)</b>
1.01	The Revenue Budget Monitoring 2020/21 (Month 9) report will be presented to Cabinet on Tuesday 16th February, 2021. A copy of the report is attached as Appendix A to this report.
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in Appendix A; Revenue Budget Monitoring 2020/21 (Month 9).

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None required.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As set out in Appendix A; Revenue Budget Monitoring 2020/21 (Month 9).

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A; Revenue Budget Monitoring 2020/21 (Month 9)

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None required.

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

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Revenue:</b> 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><b>Budget:</b> 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><b>Capital Programme:</b> 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**

<b>Date of Meeting</b>	Tuesday, 16th February 2021
<b>Report Subject</b>	Revenue Budget Monitoring Report 2020/21 (Month 9)
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	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 9. 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 surplus of £0.372m (excluding the impact of the pay award which will be met by reserves), which is a favourable movement of £0.102m from the surplus figure of £0.270m reported at Month 8.
- A projected contingency reserve balance as at 31<sup>st</sup> March, 2021 of £1.787m

**Housing Revenue Account**

- Net in-year revenue expenditure forecast to be £1.641m lower than budget
- A projected closing balance as at 31<sup>st</sup> March, 2021 of £3.814m

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 <sup>st</sup> March 2021.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).
3	To approve the carry forward requests included in paragraph 1.22

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MONTH 9 POSITION</b>
1.01	<p><b>Council Fund Projected Position</b></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"><li>• An operating surplus of £0.372m (excluding the impact of the pay award which will be met by reserves)</li><li>• A projected contingency reserve available balance as at 31 March 2021 of £1.787m.</li></ul> <p>To assist with mitigating the overall projected overspend the following measures have been introduced:-</p> <ol style="list-style-type: none"><li>1) All non-essential spend is being reviewed and challenged with a view to ceasing/delaying where able and</li><li>2) Introduction of a vacancy management process to consider new recruitment requests</li></ol> <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><b>Table 1. Projected Position by Portfolio</b></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>68.465</td> <td>68.629</td> <td>0.164</td> </tr> <tr> <td>Out of County Placements</td> <td>11.940</td> <td>12.571</td> <td>0.631</td> </tr> <tr> <td>Education &amp; Youth</td> <td>8.770</td> <td>8.174</td> <td>(0.596)</td> </tr> <tr> <td>Schools</td> <td>98.728</td> <td>98.728</td> <td>0.000</td> </tr> <tr> <td>Streetscene &amp; Transportation</td> <td>30.650</td> <td>31.446</td> <td>0.796</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>5.762</td> <td>6.071</td> <td>0.310</td> </tr> <tr> <td>People &amp; Resources</td> <td>4.491</td> <td>4.350</td> <td>(0.141)</td> </tr> <tr> <td>Governance</td> <td>9.193</td> <td>9.112</td> <td>(0.081)</td> </tr> <tr> <td>Strategic Programmes</td> <td>4.943</td> <td>4.677</td> <td>(0.266)</td> </tr> <tr> <td>Housing &amp; Assets</td> <td>16.149</td> <td>15.426</td> <td>(0.723)</td> </tr> <tr> <td>Chief Executive</td> <td>2.748</td> <td>2.429</td> <td>(0.319)</td> </tr> <tr> <td>Central &amp; Corporate Finance</td> <td>24.147</td> <td>24.002</td> <td>(0.145)</td> </tr> <tr> <td><b>Total</b></td> <td><b>285.986</b></td> <td><b>285.615</b></td> <td><b>(0.372)</b></td> </tr> </tbody> </table>	Portfolio/ Service Area	Approved Budget  £m	Projected Outturn  £m	In-Year Over / (Under) spend  £m	Social Services	68.465	68.629	0.164	Out of County Placements	11.940	12.571	0.631	Education & Youth	8.770	8.174	(0.596)	Schools	98.728	98.728	0.000	Streetscene & Transportation	30.650	31.446	0.796	Planning & Environment	5.762	6.071	0.310	People & Resources	4.491	4.350	(0.141)	Governance	9.193	9.112	(0.081)	Strategic Programmes	4.943	4.677	(0.266)	Housing & Assets	16.149	15.426	(0.723)	Chief Executive	2.748	2.429	(0.319)	Central & Corporate Finance	24.147	24.002	(0.145)	<b>Total</b>	<b>285.986</b>	<b>285.615</b>	<b>(0.372)</b>
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1.03	<p>The reasons for the favourable net movement of £0.102m 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 underspend position of £0.372m, there are COVID-19 related cost pressures and income shortfalls totalling £1.268m which are shown in a separate column in Appendix 2 (cost savings of £0.175m, cost pressures of £0.343m and income shortfalls of £1.100m). 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 position.</p>																																																								
	<p><b>Significant Movement from Month 8</b></p>																																																								
1.04	<p><b>Social Services £0.200m</b></p> <p>Due to a misinterpretation of the complex Financial Assessment Regulations a number of service users have been incorrectly charged with the estimated value required to be reimbursed being in the region of £0.750m-£0.800m. However, this is partly mitigated by an increase in Direct Payment funds which are due to be drawn back in line with the</p>																																																								

Direct Payment Contract (£0.200m). In addition, there is a further positive movement following confirmation of further Welsh Government Hardship funding claimed to support the Council's in-house care provision (£0.360m-£0.400m) leaving a projected month on month movement of up to £0.200m.

Increased care service costs in Mental Health totaling £0.075m are mitigated by the delay in opening of Plas yr Ywen extra care facility (£0.039m) and additional funding contributing to a care package in Disability Services for (£0.035m).

#### **Out of County Placements £0.064m**

The aggregate impact of new placements and changes of placements forecast to the end of the financial year.

#### **Streetscene & Transportation (£0.310m)**

There has been a reduction in costs for January and early February due to school closures as school transport providers have been reimbursed at 75% of contracted price as per Welsh Government guidance.(£0.205m).

There has been a reduction in the projected costs of risks associated with the pandemic following a review of costs and an updated position on the Hardship Claims agreed by Welsh Government (£0.254m).

The above are offset by additional workforce costs in Waste Services and additional security costs at the Council's Household Recycling Centres (£0.108m), together with minor variances across the portfolio of £0.041m.

#### **Governance (£0.126m)**

Part of the positive movement relates to an increase to the projected surplus on the Council Tax Collection Fund (£0.025m).

The Revenues Service have received a number of Administration Grant awards for resourcing and disseminating Welsh Government Emergency Business Grants (£0.045m). There has also been an increase in income from fines, over and above previously anticipated levels (£0.038m).

#### **Education & Youth (£0.072m)**

The positive movement is due to delays in recruitment within Schools Inclusion and Progression Service (£0.027m); further reduction of costs at non maintained settings payments (£0.025m); and other minor variances across the service (£0.021m).

#### **Central & Corporate Finance £0.206m**

Due to the rising level of outstanding debt across the Council due to the impact of the pandemic and the current economic climate on business and service clients of the Council, a prudent approach has been adopted by increasing the overall bad debt provision by £0.250m. This is partly mitigated by other positive movements for the projected outturn on Apprentice Tax levy and Pensions Added Years contributions totaling (£0.044m).

1.05	<p><b>Key Financial Risks – Council Tax Income and Council Tax Reduction Scheme</b></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>An update on the latest position on each area is detailed below.</p>
1.06	<p><b>Council Tax Income</b></p> <p>As with all Councils the pandemic has significantly impacted on council tax collection. At this stage council tax income is 1.1% below target which equates to £1.1m. Income is expected to continue to recover now that recovery processes have resumed in full and when agreed payment deferrals are settled. Welsh Government have recently announced financial support of £22.6m across Wales as a contribution towards these potential losses.</p>
1.07	<p><b>Council Tax Reduction Scheme (CTRS)</b></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 previously confirmed funding for the first two quarters totalling £0.147m and have also recently confirmed the final two quarters of the financial year will be supported by grant funding totalling £5.5m across Wales.</p>
1.08	<p><b>OPEN RISKS</b></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><b>Pay Award</b></p> <p>The Teachers Pay Award which is effective from September 2020 has been set at 3.1% and the financial impact of this for 2020/21 is estimated to be £0.535m. Welsh Government have previously 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><b>Charging for Post 16 Transport</b></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. An agreement has been reached with the college that a level of the anticipated value of the journeys would be reimbursed to the Portfolio and that is now reflected in the projected outturn.</p>
1.11	<p><b>Out of County Placements</b></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 £0.631m (underspend of £0.156m within Education together with an overspend of £0.787m within Children's Services). The impact of this increase in demand will need to be considered as part of the budget considerations for 2021/22.</p>
1.12	<p><b>NEW EMERGING RISKS</b></p> <p><b>Free School Meals (FSM)</b></p> <p>Schools have a delegated budget for free school meals which is based on the number of pupils eligible. 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><b>Severe Weather / Flood Risks</b></p> <p>The recent severe weather in January has impacted a number of services across the Council. As a result, there are likely to be significant costs being incurred, having both Revenue and Capital implications.</p> <p>Welsh Government have confirmed that the Emergency Financial Assistance Scheme (EFAS) threshold will not apply for the costs incurred.</p> <p>Welsh Government have advised with regard to revenue and capital funding which indicates that costs can be claimed for between 85% and 100% of expenditure incurred, subject to further confirmation. Costs at this stage are estimated to be in the region of £0.900m.</p>
1.14	<p><b>Achievement of Planned In-Year Efficiencies</b></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 £5.357m or 100% of the efficiencies will be achieved, with an over recovery of £0.151m on Discretionary Transport Review – Post 16 Transport.</p>



	Further details on the current status on efficiencies can be seen in Appendix 3 with the overall impact in relation to any impact for 2021/22 being reviewed as part of the ongoing work on the MTFS.																																								
1.15	<p><b>Reserves and Balances</b></p> <p><b>Un-earmarked Reserves</b></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>																																								
1.16	<p>Taking into account the above and, the current projected underspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2021 is projected to be £1.787m as detailed in Appendix 4.</p> <p>This assumes that the projected underspend of £0.372m increases the overall Reserve.</p> <p>The £3m emergency ring-fenced fund would have an amount of £2.377m remaining after allowing for currently known ineligible items, However, there are a number of holding items and Income Loss claims still being considered by the Grants Panel. Therefore, it is estimated that the final amount remaining will be in the range £1.5m to £2m.</p>																																								
1.17	A review of the Earmarked Balances and Reserves is on-going, balances are challenged and some identified as no longer required, which can then be returned to the Contingency Reserve.																																								
1.18	<p><b>Earmarked Reserves</b></p> <p>The table below gives a summary of earmarked reserves as at 1 April 2020 and provides an estimate of projected balances as at the end of the current financial year.</p> <p><b>Council Fund Earmarked Reserves 2020/21 Monitoring Summary Month 9</b></p> <table border="1"> <thead> <tr> <th>Reserve Type</th> <th>Balance as at 01/04/20</th> <th>Balance as at Month 9</th> <th>Balance as at 31/03/21</th> </tr> </thead> <tbody> <tr> <td>Service Balances</td> <td>1,614,705</td> <td>1,139,498</td> <td>1,219,850</td> </tr> <tr> <td>Specific Service Balances</td> <td>213,991</td> <td>213,991</td> <td>189,670</td> </tr> <tr> <td>Single Status/Equal Pay</td> <td>1,120,944</td> <td>1,120,944</td> <td>729,615</td> </tr> <tr> <td>Investment in Organisational Change</td> <td>1,693,937</td> <td>1,670,552</td> <td>1,355,815</td> </tr> <tr> <td>Benefits Equalisation</td> <td>132,822</td> <td>132,822</td> <td>132,822</td> </tr> <tr> <td>County Elections</td> <td>211,990</td> <td>211,990</td> <td>211,990</td> </tr> <tr> <td>Local Development Plan (LDP)</td> <td>180,000</td> <td>180,000</td> <td>180,000</td> </tr> <tr> <td>Waste Disposal</td> <td>82,648</td> <td>82,648</td> <td>22,806</td> </tr> <tr> <td>Enterprise Centres</td> <td>6,993</td> <td>6,993</td> <td>0</td> </tr> </tbody> </table>	Reserve Type	Balance as at 01/04/20	Balance as at Month 9	Balance as at 31/03/21	Service Balances	1,614,705	1,139,498	1,219,850	Specific Service Balances	213,991	213,991	189,670	Single Status/Equal Pay	1,120,944	1,120,944	729,615	Investment in Organisational Change	1,693,937	1,670,552	1,355,815	Benefits Equalisation	132,822	132,822	132,822	County Elections	211,990	211,990	211,990	Local Development Plan (LDP)	180,000	180,000	180,000	Waste Disposal	82,648	82,648	22,806	Enterprise Centres	6,993	6,993	0
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Design Fees	200,000	200,000	0
Winter Maintenance	250,000	250,000	250,000
Car Parking	45,403	45,403	45,403
Insurance Reserves	2,203,010	2,203,010	2,503,010
Cash Receipting Review	3,181	3,181	3,181
Flintshire Trainees	524,106	524,106	524,106
Rent Income Shortfall	30,979	30,979	30,979
Customer Service Strategy	22,468	22,468	22,468
Capita One	18,827	18,827	0
Supervision Fees	48,798	48,798	48,798
LMS Curriculum	420,896	431,106	338,531
Organisational Change/ADM	33,500	33,500	0
Carbon Reduction	25,221	25,221	25,221
Employment Claims	107,998	103,613	103,613
Property Claims	36,363	20,763	20,763
Community Benefit Fund NWRWTP	64,727	64,727	64,727
<b>Total B823 Balances</b>	<b>7,678,801</b>	<b>7,645,640</b>	<b>6,803,517</b>
Schools Balances	111,957	111,957	111,957
Grants & Contributions	3,887,337	3,337,553	3,255,187
<b>TOTAL</b>	<b>13,292,799</b>	<b>12,234,648</b>	<b>11,390,511</b>

The projected level of school balances are currently being reviewed in detail as we near the end of the financial year. At this stage however, there is a significant risk that overall balances could fall into an overall net negative position. However, in the past schools have benefitted from the notification of late in-year external grant funding opportunities which would positively impact on year end balances.

#### 1.19 **Request for Carry Forward of Funding**

##### Education & Schools

Transition of the Plas Derwen Pupil Referral Unit into the new build on the Queensferry site is due to open in September 2021. The service has a projected underspend of £0.020m in 2020/21 and approval is sought to carry forward this funding to support additional TLRs (Teaching and Learning Responsibilities) for staff to lead on curriculum development across the age ranges and to enable the purchase of resources to support the new curriculum.

##### Planning Environment & Economy

One off funding of £0.024m is currently being utilised to fund a short term contract Clerk of Works to assist the team in providing greater resilience to the Empty Homes Scheme and clearing a backlog and administration. The delay in acquiring additional resource due to the Pandemic means that this post will now be required to continue on into the 1<sup>st</sup> quarter of the new financial year. This is an area of work which appears in the Council Plan and is measured by a Public Accountability Measure (PAM). Approval is sought to carry forward this funding.

	<p><b><u>Streetscene &amp; Transportation</u></b>  Due to the amount of late Welsh Government grant funding being made available to the Council, some of the spend that is normally allocated to the capital programme via a revenue contribution on the Highways Asset Management Plan works is now not required because of the need to maximise this grant funding (£0.150m) Approval is sought to carry forward this funding to be utilised in full on Highways schemes during 2021/22.</p>
1.20	<p><b>Housing Revenue Account</b></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>
1.21	<p>The 2020/21 budget for the HRA is £36.672m which includes a movement of £0.164m to reserves.</p>
1.22	<p>The monitoring for the HRA is projecting in year expenditure to be £1.641m lower than budget and a closing un-earmarked balance as at 31 March 2021 of £3.650m, which at 10.48% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%. Appendix 5 attached refers.</p>
1.23	<p><b>Housing Revenue Account (£0.051m)</b></p> <p>Positive movement is in the main due to a reduction in court costs due to the suspension of action as a result of the pandemic (£0.030m); minor variances across the service (£0.021m).</p>
1.24	<p>The budget contribution towards capital expenditure (CERA) is £12.928m.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out within the report.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
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.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	None specific.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Council Fund – Movement in Variances from Month 8 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Various budget records.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Dave Ledsham Strategic Finance Manager</p> <p><b>Telephone:</b> 01352 704503</p> <p><b>E-mail:</b> <a href="mailto:dave.ledsham@flintshire.gov.uk">dave.ledsham@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Budget:</b> 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><b>Council Fund:</b> the fund to which all the Council’s revenue expenditure is charged.</p> <p><b>Financial Year:</b> the period of twelve months commencing on 1 April.</p> <p><b>Housing Revenue Account:</b> 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><b>Intermediate Care Fund:</b> Funding provided by Welsh Government to encourage integrated working between local authorities, health and housing.</p> <p><b>Projected Outturn:</b> projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p><b>Reserves:</b> 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</p>

level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.

**Revenue:** a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

**Variance:** difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

**Virement:** the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 9 - SUMMARY**

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
<b>Social Services</b>		
<b>Older People</b>		
Resources & Regulated Services	-0.039	This variance is due to the delay in opening of the Plas Yr Ywen extra care facility.
Minor Variances	0.015	
<b>Adults of Working Age</b>		
Resources & Regulated Services	0.025	This is due to increased care service costs within Disability Services.
Disability Services	-0.035	The favourable variance is due to additional funding identified to contribute to a care package.
Residential Placements	0.074	This is due to increased care service costs within Mental Health services.
Minor Variances	-0.008	
<b>Safeguarding &amp; Commissioning</b>		
Charging Policy income	0.544	It has been identified that there have been a number of service users who have been overcharged due to a misinterpretation of complex financial assessment rules. This dates back a number of years and the variance is the estimated amount to be reimbursed to the service users. This amount has been offset by an estimated recoupment of Direct Payments
Impact of Covid-19	-0.360	This is hardship funding received from Welsh Government to support the Councils in-house care provision. Most additional costs due to COVID-19 are staff costs, which have been reported within their respective services.
Minor Variances	-0.016	
<b>Total Social Services (excl Out of County)</b>	<b>0.200</b>	
<b>Out of County</b>		
Children's Services	0.090	Mainly due to new placements
Education & Youth	-0.025	Reduced costs for some recent new placements due to delayed start dates due to COVID-19
<b>Total Out of County</b>	<b>0.064</b>	
Inclusion & Progression	-0.027	Movement of £0.026m in month 9 as a result from delays in recruitment
Integrated Youth Provision	-0.020	
School Improvement Systems	-0.025	At month 9 Non-maintained settings payments are projected lower than previously anticipated
Business Change & Support	-0.008	
School Planning & Provision	0.008	
Minor Variances	-0.021	
<b>Total Education &amp; Youth</b>	<b>-0.072</b>	
<b>Schools</b>	<b>0.000</b>	
<b>Streetscene &amp; Transportation</b>		
Service Delivery	0.130	Additional staffing costs totalling £0.060m due to pay arrears for charge hand roles. £0.048m relating to HRC additional security costs which are deemed to be not eligible to claim from the WG Hardship Claim. Other minor variances totalling £0.022m.
Highways Network	0.021	Minor Variances across the service
Transportation	-0.205	Impact of 75% payable to School Transport providers from January due to school closures into February and reflects the projected 25% saving.
Regulatory Services	-0.003	Minor Variances
Impact of Covid-19	-0.254	Reduction in Covid-19 risks following a review of costs and risks, together with an updated position on the proposed Hardship claims to Welsh Government, including Car Parks.
Other Minor Variances	0.000	
<b>Total Streetscene &amp; Transportation</b>	<b>-0.310</b>	
<b>Planning, Environment &amp; Economy</b>		

Development	-0.037	Higher than anticipated Planning Fees/ Land Charges income received during December
Regeneration	-0.016	A further Admin Management Fee for Welsh Government COVID Business Restrictions Fund
Minor Variances	0.007	
<b>Total Planning &amp; Environment</b>	<b>-0.046</b>	
<b>People &amp; Resources</b>		
HR & OD	-0.009	
Corporate Finance	-0.006	
<b>Total People &amp; Resources</b>	<b>-0.015</b>	
<b>Governance</b>		
Revenues	-0.126	At Period 09 the movement is due to an early indication of a potential surplus on the Council Tax Fund increased by £0.025m; underspends calculated on the Welsh Government Admin Grants for Covid Funding £0.045m; review of Income expected from Fines £0.038m
Minor Variances	-0.026	
<b>Total Governance</b>	<b>-0.152</b>	
<b>Strategic Programmes</b>		
Public Libraries & Arts, Culture & Events		
Minor Variances	0.041	Extension of the Income Strategy Post £0.029m, minor variances across the service
<b>Total Strategic Programmes</b>	<b>0.041</b>	
<b>Housing &amp; Assets</b>		
Housing Solutions	0.040	Claims from WG COVID-19 Hardship fund
Impact of Covid-19	-0.040	Claims from WG COVID-19 Hardship fund
Minor Variances	-0.005	
<b>Total Housing &amp; Assets</b>	<b>-0.005</b>	
<b>Chief Executive's</b>		
Impact of Covid-19	0.000	
<b>Central &amp; Corporate Finance</b>		
	0.206	Favourable movement of (£0.044m) is due to revised outturn projections for Apprentice Tax Levy costs to March, 2021 and Pension Recharges Added years. Due to the rising level of outstanding debt within the Council due to the impact of COVID-19 on business and service clients of the Council, a prudent approach has been adopted by increasing the bad debt provision by £0.250m across the Council.
Impact of Covid-19	0.000	
<b>Grand Total</b>	<b>-0.101</b>	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 9 - 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
<b>Social Services</b>							
<b>Older People</b>							
Localities	19.218	18.656	-0.563		-0.579	The net cost of residential care is £0.488m underspent. This includes the cost of residential care placements net of income received 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 be reopened only when it is safe to do so. Domiciliary and Direct Payments are reporting a combined overspend of £0.215m and are projected based on recent levels of care provision. The Localities Team staff budget is underspending by £0.161m 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	7.689	-0.337		-0.298	The Councils in-house care provision is reporting an underspend of £0.337m. Day care is reporting an overspend of £0.003m, 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 underspent by £0.018m. 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 £0.007m due to a number of small variances. Extra care is underspending by £0.330m. Plas Yr Ywern in Holywell has not yet opened an a full compliment of staff is yet to be recruited. Care staff already recruited to Plas Yr Ywern 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 that Plas Yr Ywern will open in March 2021.	
Minor Variances	1.228	1.197	-0.031		-0.030		
<b>Adults of Working Age</b>							
Administrative Support	0.328	0.255	-0.073		-0.081	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.	



**Budget Monitoring Report**  
**Council Fund Variances**

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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
Residential Placements	1.297	2.090	0.793		0.720	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 corresponding costs are subject to the same changes.	
Minor Variances	29.581	29.281	-0.300		-0.273		
<b>Children's Services</b>							
Family Placement	2.621	2.786	0.165		0.162	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	0.540	0.316		0.321	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	5.572	0.279		0.283	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	1.482	1.504	0.022		0.017		
<b>Safeguarding &amp; Commissioning</b>							
Charging Policy income	-3.060	-2.595	0.465		-0.079	A misinterpretation of complex financial assessment rules has been detected. This has resulted in a number of service users being overcharged over a number of years. The overspend is due to the cost to reimburse service users of any overcharges. This is being partially offset by an estimated recoupment of Direct Payments.	
Business Support Service	1.224	1.162	-0.062		-0.059	This variance is on salaries and due to some staff not yet paid top of scale and some staff opting out of the pension scheme.	
Management & Support	-2.057	-2.192	-0.135		-0.130	The underspend is due to not having to contribute to the Regional Collaboration unit in 2020/21.	
Impact of Covid-19	0.000	-0.360	-0.360		0.000	This underspend is due to hardship funding received from Welsh Government to support the Councils in-house care provision for homecare, residential care and supported living. Most additional costs incurred due to Covid are staff costs which have already been reported within their respective services areas.	
Minor Variances	3.058	3.042	-0.016		-0.008		
<b>Total Social Services (excl Out of County)</b>	<b>68.465</b>	<b>68.629</b>	<b>0.164</b>	<b>-0.000</b>	<b>-0.036</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 9 - 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
<b>Out of County</b>							
Children's Services	7.437	8.223	0.787		0.697	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	4.348	-0.156		-0.131	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.
<b>Total Out of County</b>	<b>11.940</b>	<b>12.571</b>	<b>0.631</b>	<b>0.000</b>	<b>0.566</b>		
<b>Education &amp; Youth</b>							
Integrated Youth Provision	1.347	1.099	-0.248	-0.135	-0.228	Includes a projected underspend of -£0.135 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 -£0.111m 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	1.504	-0.205		-0.181	Savings arising from the challenge of non-essential spend. Early Entitlement savings due to demography and reduced number of settings requiring funding. COVID-19 has caused a significant reduction of non-maintained settings requiring funding.	
School Planning & Provision	0.676	0.618	-0.058		-0.065	Mainly a saving against the provision for third party/public liability insurance claims	
Minor Variances	5.038	4.953	-0.086		-0.051		
<b>Total Education &amp; Youth</b>	<b>8.770</b>	<b>8.174</b>	<b>-0.596</b>	<b>-0.135</b>	<b>-0.524</b>		
<b>Schools</b>	<b>98.728</b>	<b>98.728</b>	<b>0.000</b>		<b>0.000</b>		
<b>Streetscene &amp; Transportation</b>							

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 9 - 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
Service Delivery	8.911	9.271	0.360		0.230	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. Further impacts for hire of transport, additional stores recharges and HRC site costs are reflected at Month 9.	
Highways Network	7.764	7.724	-0.040		-0.061	Following a stringent review of fuel costs and advice from market advisors, the fuel cost forecast for fleet vehicles has been reduced accordingly. In addition, updated projections on a number of services across Highways Network has resulted in reduced commitments.	
Transportation	9.366	8.915	-0.452		-0.246	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. Impact of 75% payable to School Transport providers from January due to school closures into February and reflects the projected 25% saving has been recognised at Month 9	
Regulatory Services	4.609	4.815	0.206		0.208	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 reflects the projected loss of car park income in Quarter 2 and 3 following amendments to WG Income Loss Funding eligibility criteria, with further car park income loss risks shown under the COVID-19 variances.	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 9 - 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	0.721	0.721	0.721	0.975	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 9 they include; £0.450m car parking income loss, £0.099m in relation to potential PCN and FPN revenues, £0.040m in relation to additional vehicles and fuel and £0.075m in relation to additional private contractors and plant hire. 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 up to October totalling £0.133m was approved by WG. A further £0.057m for the November to March period is now reflected in the Month 9 variance position.	It should also be noted that Welsh Government has approved 50% funding 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 Funding to fund the other 50%. In addition, there has only been part funding approved of the free school meal transport provided to homes and hubs and submitted as a part of the COVID claim; the balance of funding will also need to be met from the £3m COVID-19 Contingency Reserve.
Holding Accounts	0.000	0.000	0.000		0.000		
<b>Total Streetscene &amp; Transportation</b>	<b>30.650</b>	<b>31.446</b>	<b>0.796</b>	<b>0.721</b>	<b>1.106</b>		<b>-0.310</b>
<b>Planning, Environment &amp; Economy</b>							
Development	0.023	0.175	0.153	0.228	0.190	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. The current economic conditions are having an adverse effect on 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	0.559	0.048		0.064	There has been a significant impact on income levels following the closure of the markets in the first half of the financial year. Market rents remain suspended as a result of the ongoing pandemic. The overspend has been mitigated in part due to the receipt of a proportion of Welsh Government Admin Grants for COVID funding for business Grants	
Impact of Covid-19	0.000	0.000	0.000	0.044	0.000		
Minor Variances	5.228	5.337	0.109		0.102		
<b>Total Planning &amp; Environment</b>	<b>5.762</b>	<b>6.071</b>	<b>0.310</b>	<b>0.272</b>	<b>0.356</b>		
<b>People &amp; Resources</b>							

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 9 - 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
HR & OD	2.398	2.299	-0.098		-0.090	Favourable variance due to the agreed recharge for overheads claimed for the TTP project for hosting the service on behalf of the region	
Corporate Finance	2.094	2.051	-0.043		-0.036		
<b>Total People &amp; Resources</b>	<b>4.491</b>	<b>4.350</b>	<b>-0.141</b>	<b>0.000</b>	<b>-0.126</b>		
<b>Governance</b>							
Legal Services	0.736	0.893	0.157		0.161	Overspend as a result of employing locums covering absence to ensure continuing client service delivery in the area of child protection £0.193m. 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	2.018	-0.080	0.004	-0.074	Favourable variance following reduced take up of Members Allowances £0.024m, saving from non requirement to resource Electoral Canvassers £0.022m Commitment challenge and minor variances across the service.	
ICT	4.445	4.394	-0.051		-0.038	Minor variances across the service each less than £0.025m	
Revenues	0.037	-0.035	-0.071	0.293	0.055	Favourable variance at Month 9 following review of Council Tax Collection Fund potential surplus, committed spend against Welsh Government Admin Grants received for COVID business grants; potential fee income for fines anticipated by March, 2021	
Impact of Covid-19	0.000	-0.000	-0.000	0.030	-0.000		
Minor Variances	1.878	1.842	-0.036		-0.032		
<b>Total Governance</b>	<b>9.193</b>	<b>9.112</b>	<b>-0.081</b>	<b>0.327</b>	<b>0.071</b>		
<b>Strategic Programmes</b>							
Minor Variances	4.943	4.677	-0.266		-0.307		
<b>Total Strategic Programmes</b>	<b>4.943</b>	<b>4.677</b>	<b>-0.266</b>	<b>0.000</b>	<b>-0.307</b>		
<b>Housing &amp; Assets</b>							
Enterprise Centres	-0.217	-0.109	0.107		0.108	Pressure due to loss of income in respect of void units	
Property Asset And Development	0.444	0.368	-0.076		-0.076	Mainly staffing cost savings pending completion of restructure	
Caretaking & Security	0.262	0.201	-0.062		-0.061	Mainly staffing cost savings due to vacancies	
Centralised Costs	3.353	2.409	-0.943		-0.931	Favourable variance of £(0.943)m for utilities. £(0.570)m NDR savings predominantly due to the demolition of Phases 3&4 . £(0.228)m savings on electricity, £(0.085)m savings on gas, and £(0.059)m savings on water.	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 9 - 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
Benefits	11.665	11.839	0.174	0.119	0.173	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.	
Housing Solutions	1.091	1.031	-0.060		-0.100	Savings on Bed and Breakfast accommodation due to managing demand through use of temporary accommodation	
Council Fund Housing	-0.324	-0.202	0.122		0.120	Reduction of internal Housing Support grant allocation due to eligibility issues and pressure arising from new service contract for Carelink	
Impact of Covid-19	0.000	-0.040	-0.040	-0.040	0.000		
Minor Variances	-0.126	-0.071	0.055		0.050		
<b>Total Housing &amp; Assets</b>	<b>16.149</b>	<b>15.426</b>	<b>-0.723</b>	<b>0.079</b>	<b>-0.718</b>		
<b>Chief Executive's</b>	<b>2.748</b>	<b>2.429</b>	<b>-0.319</b>	0.004	<b>-0.308</b>	Vacant Posts across the service; commitment challenge	
<b>Central &amp; Corporate Finance</b>	<b>24.147</b>	<b>24.002</b>	<b>-0.145</b>		<b>-0.351</b>	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. At Month 9 committed £0.250m against a revised Bad Debt Provision following re-evaluation of aged debt and the current economic climate and COVID conditions.	
Impact of Covid-19	0.000	0.000	0.000	0.000	-0.000		
<b>Grand Total</b>	<b>285.986</b>	<b>285.615</b>	<b>-0.372</b>	<b>1.268</b>	<b>-0.270</b>		

2020/21 Efficiencies Outturn Tracker - Master Mth 9

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Confidence in Achievement of Efficiency - Based on (see below) R = High Assumption A = Medium Assumption G = Figures Confirmed	
		2020/21 £m	2020/21 £m	2020/21 £m			
<b>Portfolio</b>							
<b>Corporate</b>							
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
<b>Total Corporate Services</b>			<b>3.746</b>	<b>3.746</b>	<b>0.000</b>		
<b>Social Services</b>							
Reviewing Function	Reduction of Post	Neil Ayling	0.025	0.000	(0.025)	C	G
Supported Living	Reduction of Voids	Neil Ayling	0.025	0.000	(0.025)	C	G
Communications	Reduction in Mobile Hardware	Neil Ayling	0.030	0.000	(0.030)	C	G
Vacancy Management Saving	Appropriate Vacancy Management	Neil Ayling	0.030	0.070	0.040	C	G
Strategic Use of Grant Funding	Core Funding Replacement Solution	Neil Ayling	0.100	0.170	0.070	C	G
Regional Collaboration Wrexham CBC	Reduction in Posts	Neil Ayling	0.030	0.000	(0.030)	C	G
Additional Social Services Grant	Social Services Grant	Neil Ayling	0.426	0.426	0.000	C	G
<b>Total Social Services</b>			<b>0.666</b>	<b>0.666</b>	<b>0.000</b>		
<b>Education &amp; Youth</b>							
Integrated Youth Provision	Youth Centres - Premises	Claire Homard	0.014	0.014	0.000	O	G
<b>Total Education &amp; Youth</b>			<b>0.014</b>	<b>0.014</b>	<b>0.000</b>		
<b>Streetscene &amp; Transportation</b>							
Discretionary Transport Review - Post 16 Transport	Joint with Education	Stephen O Jones	0.449	0.600	0.151	O	G
Income from External Works		Stephen O Jones	0.010	0.010	0.000	O	G
Garden Waste Charges	Additional take up of service	Stephen O Jones	0.030	0.030	0.000	O	G
NWRWTP Gate Fee Benefit	Utilisation of WG Grant funding	Stephen O Jones	0.200	0.200	0.000	O	G
<b>Total Streetscene &amp; Transportation</b>			<b>0.689</b>	<b>0.840</b>	<b>0.151</b>		
<b>Planning, Environment &amp; Economy</b>							
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	0.005	0.000	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
<b>Total Planning, Environment &amp; Economy</b>			<b>0.091</b>	<b>0.091</b>	<b>0.000</b>		
<b>Total 2020/21 Budget Efficiencies</b>			<b>5.206</b>	<b>5.357</b>	<b>0.151</b>		

	%	£
<b>Total 2020/21 Budget Efficiencies</b>	<b>100</b>	<b>5.206</b>
<b>Total Projected 2020/21 Budget Efficiencies Underachieved</b>	<b>3</b>	<b>0.151</b>
<b>Total Projected 2020/21 Budget Efficiencies Achieved</b>	<b>103</b>	<b>5.357</b>
<b>Total 2020/21 Budget Efficiencies (Less Previously agreed Decisions)</b>	<b>100</b>	<b>0.000</b>
<b>Total Projected 2020/21 Budget Efficiencies Underachieved</b>	<b>0</b>	<b>0.000</b>
<b>Total Projected 2020/21 Budget Efficiencies Achieved</b>	<b>0</b>	<b>0.000</b>

Corporate Efficiencies Remaining from Previous Years

Income Target Remaining		£m	
Income Target Efficiency remaining from Previous Years	All Portfolios	-0.150	
Pressure 2020/21		0.100	
<b>Total Income Efficiency Remaining</b>		<b>-0.050</b>	<b>0.050</b>

**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2020	11.025	
Less - Base Level	(5.769)	
<b>Total Reserves above base level available for delegation to Cabinet</b>		5.256
Less - amount approved for Childrens Services ' Front Door Pressures'		(0.134)
Less - COVID-19 Emergency Funding Allocation*		(2.886)
Plus Month 9 projected outturn		0.372
Less - projected national pay award increase		(0.821)
<b>Total Contingency Reserve available for use</b>		<b>1.787</b>



**Budget Monitoring Report**  
**Housing Revenue Account Variances**

**MONTH 9 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account</b>						
Income	(36.676)	(36.477)	0.200	0.210	There is a pressure forecast of £0.200m. Of this £0.090m relates to loss of income voids which are currently running at 2.00% void rate compared to 1.75% in the Business Plan. £0.070m relates to garages, £0.068m relates to void water charges. Additional new build rental income projected at £0.054m. The remaining £0.026m is attributed to Minor Variances	
Capital Financing - Loan Charges	9.027	7.916	(1.111)	(1.111)	Reduction in spend on SHARP has reduced Prudential borrowing required.	
Estate Management	1.846	1.634	(0.212)	(0.174)	Additional expenditure of £0.061m 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 £0.197m. There is also a saving of £0.030m relating to court costs as action has been suspended due to Covid. The remaining £0.046m is minor variances	
Landlord Service Costs	1.434	1.378	(0.056)	(0.041)	There is a saving of £0.044m which relates to servicing costs which are lower due to some Covid restrictions, and £0.012m of minor variances	
Repairs & Maintenance	8.907	8.409	(0.498)	(0.500)		
Management & Support Services	2.523	2.558	0.035	0.024	There is a pressure projected of £0.035m of this £0.020m relates to salary savings. £0.011m relates to underspend on training due to Covid restrictions. There has been an increase in insurance costs of £0.084m. -£0.018m minor variances.	
Capital Expenditure From Revenue (CERA)	12.928	12.928				
HRA Projects	(0.153)	(0.151)	0.002	0.002		
Contribution To / (From) Reserves	0.164	0.164				
<b>Total Housing Revenue Account</b>	<b>0.000</b>	<b>(1.641)</b>	<b>(1.641)</b>	<b>(1.590)</b>		

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 11 <sup>th</sup> February 2021
<b>Report Subject</b>	Annual Audit Summary for Flintshire County Council 2019/20
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

This Annual Audit Summary is in place of the Annual Improvement Report (AIR) and the Annual Audit Letter. The report summarises the audit and regulatory work undertaken at the Council by Audit Wales since the last report was published in July 2019.

Overall the Auditor General for Wales has reached a positive conclusion. *“The Auditor General certified that the Council has met its legal duties for improvement planning and reporting and believes that it is likely to meet the requirements of the Local Government (Wales) Measure 2009 during 2020-21.”*

No formal recommendations have been made during the year.

There are a number of new proposals for improvement and proposals of development arising from the reviews undertaken by Audit Wales.

The Auditor General gave an unqualified true and fair opinion on the Council’s financial statements on 14 September 2020, in line with the statutory deadline.

### RECOMMENDATIONS

1	To be assured by the Auditor General for Wales’ Annual Audit Summary Report for 2019/20.
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## REPORT DETAILS

1.00	EXPLAINING THE ANNUAL AUDIT SUMMARY REPORT
1.01	The Auditor General under the Local Government (Wales) Measure 2009 (Measure) undertakes and publishes an annual summary report for all Welsh Councils, Fire and Rescue Authorities and National Park Authorities.
1.02	This is the first Annual Audit Summary Report for Flintshire, combining Annual Improvement Report and Annual Audit Letter. This year's report is a summary of the audit, regulatory and inspection work carried out in 2019/20.
1.03	Overall the Auditor General has concluded that:  <i>“The Auditor General certified that the Council has met its legal duties for improvement planning and reporting and believes that it is likely to meet the requirements of the Local Government (Wales) Measure 2009 during 2020-21.”</i>
1.04	The Auditor General has not made any statutory recommendations with which the Council must comply.
1.05	<p>There are a number of new proposals for improvement and/or proposals for development in three of the reviews undertaken, namely; “Well-being of Future Generations Act (Wales) 2015 (WFG Act) Examination - an examination of the well-being objective to protect and enhance the natural environment,” “Household Recycling Centres” and “Digital Flintshire Review”.</p> <p>As part of our established protocol, all proposals for improvement and development from regulatory reports (both local and national) are assessed to establish if further improvements or developments need to be undertaken.</p> <p>The Council's response to these proposals for improvement is to be shared at March's meeting detailing the reports and responses.</p>
1.06	The outcomes of the financial sustainability study have been taken into account in the planning of the Medium Term Financial Strategy. An executive response for the Household Recycling Centres local study was provided to the Environment Overview & Scrutiny Committee on 14 January 2020. The outcomes of the Digital Review have been taken into account in the planning of our Digital Strategy.
1.07	The summary outlines the key findings from the audit of the Council's financial statements for 2019/20, reported in detail to Audit Committee in September 2019, and other audit work undertaken in 2019/20. The Auditor General gave an unqualified true and fair opinion on the Council's financial statements on 14 September 2020, in line with the statutory deadline

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

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>Cabinet will receive this report to agree the executive response. They will continue to receive future reports relating to external regulatory work as part of their Forward Work Programme.</p> <p>The Annual Audit Summary was presented to Audit Committee in January. The committee were assured of the Auditor General for Wales' Annual Audit Summary Report for 2019/20.</p>

<b>4.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>														
4.01	<p><b>Ways of Working (Sustainable Development) Principles Impact</b></p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="5">Audit Wales assess if Public bodies are complying with sustainable development principles. Audit Wales have not identified any formal recommendations relating to the way the Council implements the sustainable development principles.</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p><b>Well-being Goals Impact</b></p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="7">Audit Wales assess if Public bodies are complying with Well-being goals and taking steps to meet their own well-being objectives. Audit Wales have not identified any formal recommendations relating to the way the Council implements the well-being goals.</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> <p><b>Council's Well-being Objectives</b></p> <p>Audit Wales assess if Public bodies are taking steps to meet their well-being objectives. These are under review as part of a refresh of Council Plan 2021/22.</p> <p><b>Risk Management</b></p> <p>Findings from the Audit Wales are risk managed as part of regular monitoring.</p>	Long-term	Audit Wales assess if Public bodies are complying with sustainable development principles. Audit Wales have not identified any formal recommendations relating to the way the Council implements the sustainable development principles.	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Audit Wales assess if Public bodies are complying with Well-being goals and taking steps to meet their own well-being objectives. Audit Wales have not identified any formal recommendations relating to the way the Council implements the well-being goals.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales
Long-term	Audit Wales assess if Public bodies are complying with sustainable development principles. Audit Wales have not identified any formal recommendations relating to the way the Council implements the sustainable development principles.														
Prevention															
Integration															
Collaboration															
Involvement															
Prosperous Wales	Audit Wales assess if Public bodies are complying with Well-being goals and taking steps to meet their own well-being objectives. Audit Wales have not identified any formal recommendations relating to the way the Council implements the well-being goals.														
Resilient Wales															
Healthier Wales															
More equal Wales															
Cohesive Wales															
Vibrant Wales															
Globally responsible Wales															

<b>5.00</b>	<b>APPENDICES</b>
5.01	<b>Appendix 1:</b> Annual Audit Summary 2019/20

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Jay Davies, Strategic Performance Advisor  <b>Telephone:</b> 01352 702744  <b>E-mail:</b> <a href="mailto:jay.davies@flintshire.gov.uk">jay.davies@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Annual Audit Summary:</b> The Annual Audit Summary is publicised by Audit Wales (AW) on behalf of the Auditor General for Wales. It brings together, with the input of other inspectorates such as Estyn and the Care and Care Inspectorate Wales (CIW), a summary of the regulatory work of the past year.</p> <p><b>Audit Wales:</b> works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.</p>

## Flintshire County Council

### Annual audit summary 2020

This is our audit summary for Flintshire County Council. It shows the work completed since the last Annual Improvement Report, which was issued in July 2019. Our audit summary forms part of the Auditor General for Wales' duties.



More information about these duties can be found on our [website](#).

## About the Council

### Some of the Services the Council provides



#### Key facts

The Council is made up of 70 councillors who represent the following political parties/groups:

- Welsh Labour 34
- Independent Alliance 16
- Welsh Liberal Democrats 6
- Welsh Conservative 6
- New Independents 4
- Independents 3
- Not a member of any political group within Flintshire County Council 1

The Council spent £315.8 million on providing services during 2019-20, the sixth highest spend of the 22 unitary councils in Wales.

As at 31 March 2020 the Council had £24.3 million of usable financial reserves. This is equivalent to 8% of the Council's annual spend on services, the second lowest percentage of the 22 unitary councils in Wales.

## Key facts

Flintshire has three of its 92 areas deemed the most deprived 10% of areas in Wales, this is the fifth lowest of the 22 unitary councils in Wales<sup>1</sup>.

The population of Flintshire is projected to increase by 3.1% between 2020 and 2040 from 156,444 to 161,258, including a 5.1% decrease in the number of children, a 2.9% decrease in the number of the working-age population and a 27% increase in the number of people aged 65 and over<sup>2</sup>.

## The Auditor General's duties

### We complete work each year to meet the following duties

- **Audit of Accounts**  
Each year the Auditor General audits the Council's financial statements to make sure that public money is being properly accounted for.
- **Value for money**  
The Council has to put in place arrangements to get value for money for the resources it uses, and the Auditor General has to be satisfied that it has done this.
- **Continuous improvement**  
The Council also has to put in place arrangements to make continuous improvements, including related plans and reports, and the Auditor General has to assess whether the Council is likely to (or has) met these requirements.
- **Sustainable development principle**  
Public bodies need to comply with the sustainable development principle when setting and taking steps to meet their well-being objectives. The Auditor General must assess the extent to which they are doing this.

<sup>1</sup> An area in this context is defined as a 'Lower Super Output Area'. Source: Stats Wales

<sup>2</sup> Source: Stats Wales





Since the Spring of 2020, the ongoing pandemic has affected our audit work. We recognise the huge strain on public services and have reshaped our work programme and found new ways of working to reduce its impact on public bodies' response to COVID-19, while still meeting our statutory duties.



**To meet the Auditor General's duties we complete specific projects, but we also rely on other audit work, and the work of regulators such as Care Inspectorate Wales and Estyn (the education inspectorate). We take the findings of our audit work into account when assessing whether the Council has put in place arrangements to secure value for money. Our findings and conclusions are summarised below.**

## What we found

### Audit of Flintshire County Council's 2019-20 Accounts

Each year we audit the Council's financial statements.

#### For 2019-20:

- The Auditor General gave an unqualified true and fair opinion on the Council's financial statements on 14 September 2020, in line with the statutory deadline. The auditor's report also included an emphasis of matter describing material valuation uncertainty clauses in valuation reports on the Council's property and on Pooled Property Funds held by the Clwyd Pension Fund caused by the COVID-19 pandemic.
- The Council's Annual Governance Statement and Narrative Report were prepared in line with the CIPFA Code and relevant guidance. They were also consistent with the financial statements prepared by the Council and with our knowledge of the Council.
- The quality of the draft statements presented for audit on 12 June 2020 was good. This was a significant achievement given the unprecedented challenges posed by the COVID-19 pandemic.
- A number of changes were made to the Council's financial statements arising from our audit work, which were reported to the Audit Committee in our Audit of Financial Statements Report on 9 September 2020.
- The Auditor General issued the certificate confirming that the audit of accounts for 2019-20 had been completed on 14 September 2020.
- In addition to the Auditor General's responsibilities for auditing the Council's financial statements, he also has responsibility for the certification of a number of grant claims and returns. Our work to date has not identified any significant issues.
- Key facts and figures from the 2019-20 financial statements can be accessed [here](#).

## **Well-being of Future Generations Examination – an examination of the well-being objective to protect and enhance the natural environment**

The examination that we undertook in 2019-20 considered the extent to which the Council has acted in accordance with the sustainable development principle when protecting and enhancing the natural environment, a step the Council is taking to meet its well-being objectives. We concluded that the Council has applied the sustainable development principle in developing the step and in taking actions to deliver it, and it has further opportunities to embed the five ways of working as it moves forward. The report can be viewed [here](#).

## **Continuous Improvement**

The Auditor General certified that the Council has met its legal duties for improvement planning and reporting and believes that it is likely to meet the requirements of the Local Government (Wales) Measure 2009 during 2020-21.

## **Financial Sustainability**

During 2019-20 we examined the financial sustainability of each council in Wales. In March 2020, we concluded that the Council takes a high-risk approach to its financial strategy and is not prepared to compromise the range, quality or safety of services; the resulting use of reserves to balance the budget is not sustainable. The report can be viewed [here](#).

## **National Fraud Initiative**

In October 2020, the Auditor General published his report on the findings of the latest National Fraud Initiative (NFI) data-matching exercise in Wales. The exercise helped public bodies in Wales, including the 22 unitary authorities, identify fraud and overpayments amounting to £8 million. The report can be accessed on our website [here](#). NFI continues to be developed and in the forthcoming NFI exercise (NFI 2020-2022), local authorities will have access to matches designed to help identify potential fraudulent applications for COVID-19 business support grants.

## **Household Recycling Centres**

During 2019-20, we did a review to consider do the needs, experiences and aspirations of Flintshire service users inform the design and delivery of services to more closely meet their needs, considering in particular the Council's approach to household recycling centres. In December 2019, we concluded that the Council, following its clearly set out vision, continues to invest in Household Recycling Centres and has listened to service users to help it secure public satisfaction, but increasing public understanding of how to recycle more effectively has potential benefit. The report can be viewed [here](#).

## Digital Strategy

During 2019-20, we did a diagnostic review to consider whether the Council is well placed to deliver on the ambitions in its Digital Strategy. In May 2020, we concluded that the Council has a clearly defined digital ambition and recognises the opportunities to improve it further. The report can be viewed [here](#).

## Other Inspectorates

We also considered the reports of Care Inspectorate Wales (CIW) and Estyn as well as any subsequent actions taken by the Council in response. CIW undertook focused activity in Children's Services in October 2019 and Adult Services in February 2020 and published its findings in the [Flintshire Local Authority Performance Review April 2019 – March 2020](#).

There were no other Flintshire County Council inspections in this period, but as usual Estyn inspected local schools, and services that are registered with CIW in Flintshire were subject to regular review.

## Local Government Studies

As well as local work at each council, each year we also carry out studies across the local government sector to make recommendations for improving value for money. Since the last annual improvement report we have published the following reports:

### The 'Front Door' to Social Care (September 2019)

We considered the effectiveness of the new 'front door' to social care, looking specifically at services for adults. We found that whilst councils are preventing social-care demand, information, advice and assistance are not consistently effective. The full report can be viewed [here](#).

### Review of Public Services Boards (October 2019)

We inspected how Public Services Boards are operating; looking at their membership, terms of reference, frequency and focus of meetings, alignment with other partnerships, resources and scrutiny arrangements. We concluded that Public Services Boards are unlikely to realise their potential unless they are given freedom to work more flexibly and think and act differently. The full report can be viewed [here](#).

### Progress in implementing the Violence Against Women, Domestic Abuse and Sexual Violence Act (November 2019)

We examined how the new duties and responsibilities of the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act are being rolled out and delivered. We found that victims and survivors of domestic abuse and sexual violence are often let down by an inconsistent, complex and fragmented system. The full report can be viewed [here](#).

## **Rough Sleeping in Wales – Everyone’s Problem; No One’s Responsibility (July 2020)**

We looked at how well public services are responding to the issue of rough sleeping. Overall, we found that responding to COVID-19 is an opportunity for public bodies to start addressing long standing weaknesses in partnership working which has stopped them from tackling rough sleeping in the past. The full report can be viewed [here](#).

## **Better Law Making (September 2020)**

This report draws on five reports published between 2019 and today looking at how local authorities are responding to the challenge of implementing new legislation. Implementation is a complex task which needs to be fully thought through by the Welsh Government and the Senedd whenever they bring forward and make any new legislation. The paper highlights the difficulties faced by local authorities and their public sector partners in implementing their new responsibilities. The full report can be viewed [here](#).

## **Commercialisation in Local Government (October 2020)**

Councils have conducted commercial activity for a long time, and many councils are exploring additional commercial opportunities to mitigate against the financial pressures they face. Our report is specifically targeted at helping elected members and senior officers to examine and judge the potential impact on their organisations when considering whether to undertake commercialisation. It will also help councils to demonstrate how well they are discharging their value for money responsibilities. The full report can be viewed [here](#).

## **Planned work for 2020-21**

We also looked at the key challenges and opportunities facing the Council. These risks could have an effect on the Council’s ability to meet its legal obligations in relation to the sustainable development principle, the use of its resources and continuous improvement.

The most significant risk and issue facing councils and the wider public sector during 2020-21 is the COVID-19 pandemic. We have shaped our work to provide assurance and challenge in a way which helps to support the Council through this period. Our work plan for 2020-21 includes:

- Recovery planning in response to the COVID-19 pandemic
- COVID-learning project – helping to identify and share learning from the way in which public bodies have responded to the pandemic
- Assurance and risk assessment
- A review of the Council’s financial sustainability
- A review of the Council’s Rent Arrears processes
- A review of the Council’s Cultural Services
- North Wales Economic Ambition Board
- Commissioning Older People’s Care Home Placements – North Wales Councils and Betsi Cadwaladr University Health Board

The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the Senedd.

The Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Senedd Commission and National Health Service bodies in Wales.

Audit Wales is the non-statutory collective name for the Auditor General for Wales and the Wales Audit Office, which are separate legal entities with their own legal functions, as described above. Audit Wales is not a legal entity.

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

This document is also available in Welsh.

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