

Public Document Pack

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Prif Swyddog (Llywodraethu)



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To: Cllr Richard Jones (Chair)

Councillors: Bill Crease, Ron Davies, Chris Dolphin, Alasdair Ibbotson,
Allan Marshall, Vicky Perfect, Kevin Rush, Jason Shallcross, Sam Swash,
Linda Thomas and Arnold Woolley

1 July 2022

Dear Sir/Madam

NOTICE OF HYBRID MEETING
CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE
THURSDAY, 7TH JULY, 2022 at 10.00 AM

Yours faithfully

Steven Goodrum
Democratic Services Manager

Please note: Attendance at this meeting is either in person in the Council Chamber, Flintshire County Council, County Hall, Mold, Flintshire or on a virtual basis.

The meeting will be live streamed onto the Council's website. The live streaming will stop when any confidential items are considered. A recording of the meeting will also be available, shortly after the meeting at <https://flintshire.public-i.tv/core/portal/home>

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 - 6)

Purpose: To confirm as a correct record the minutes of the meeting on 9 June, 2022.

4 **FORWARD WORK PROGRAMME** (Pages 7 - 14)

Report of Democratic Services Manager -

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

5 **TERMS OF REFERENCE** (Pages 15 - 30)

Report of Democratic Services Manager -

Purpose: To consult on proposed changes to the Terms of Reference for the Committee.

6 **BUDGET 2023/24 MEDIUM TERM FINANCIAL STRATEGY (MTFS)** (Pages 31 - 46)

Report of Corporate Finance Manager, Chief Executive - Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement

Purpose: To present the first estimate for the budget requirement for 2023/24 and the strategy for funding the requirement.

7 **REVENUE BUDGET MONITORING 2021/22 (OUTTURN) AND CAPITAL PROGRAMME MONITORING 2021/22 (OUTTURN)** (Pages 47 - 106)

Report of Corporate Finance Manager - Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement

Purpose: To present the Revenue Budget Monitoring (Outturn) and Capital Programme Monitoring (Outturn) for 2021/22.

8 REVENUE BUDGET MONITORING 2022/23 (INTERIM) (Pages 107 - 118)

Report of Corporate Finance Manager - Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement

Purpose: This report provides known key risks and issues to the revenue budget outturn position for 2022/23 for the Council Fund and Housing Revenue Account.

9 RESULTS OF THE CONSULTATION ON THE DIGITAL STRATEGY (Pages 119 - 202)

Report of Chief Officer (Governance) - Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources

Purpose: To share the outcome of the Digital Strategy consultation and to agree steps to be taken as a result.

10 END OF YEAR PERFORMANCE MONITORING REPORT (Pages 203 - 404)

Report of Chief Executive - Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources

Purpose: To review the levels of progress in the achievement of activities and performance levels as identified in the Council Plan.

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

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **9 JUNE 2022**

Minutes of the remote attendance meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held on Thursday, 9 June 2022

PRESENT: Councillor Richard Jones (Chairman)

Councillors: Ronald Davies, Chris Dolphin, Alasdair Ibbotson, Allan Marshall, Vicky Perfect, Kevin Rush, Jason Shallcross and Linda Thomas,

SUBSTITUTION:

Councillor Gina Maddison (Substitute for Councillor Sam Swash)

CONTRIBUTORS:

Councillor Ian Roberts (Leader of the Council and Cabinet Member for Education, Welsh Language, Culture and Leisure); Councillor Billy Mullin (Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources); Councillor Paul Johnson (Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement); Chief Executive, Chief Officer (Governance), Corporate Manager - People and Organisational Development, Corporate Manager – Capital Programme and Assets, Strategic Finance Manager – Financial Strategy and Insurance, Strategic Finance Manager – Management Accounting

IN ATTENDANCE:

Head of Democratic Services, Housing & Assets Overview & Scrutiny Facilitator and Democratic Services Officer

1. APPOINTMENT OF CHAIR

The Chief Officer (Governance) advised that at the Annual General Meeting, Council had resolved that the Independent Group should nominate the Chair of the Committee.

Councillor Chris Dolphin proposed that the Committee confirm the appointment of Councillor Richard Jones as Chair of the Committee. This proposal was seconded by Councillor Jason Shallcross and on being put to the vote, was carried.

RESOLVED:

That the appointment of Councillor Richard Jones as Chair of the Committee be confirmed.

(From this point, Councillor Jones chaired the remainder of the meeting)

2. APPOINTMENT OF VICE CHAIR

The Chair nominated Councillor Chris Dolphin as Vice-Chair of the Committee. This was seconded by Councillor Ron Davies.

RESOLVED:

That Councillor Chis Dolphin be appointed as Vice-Chair of the Committee.

3. DECLARATIONS OF INTEREST

None.

4. MINUTES

The minutes of the meeting held on 10 February 2022 were approved, as moved and seconded by Councillor Vicky Perfect and Councillor Kevin Rush.

RESOLVED:

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

5. MEMBERS OF THE PRESS IN ATTENDANCE

There were no members of the press in attendance.

(The meeting started at 10am and ended at 10.15 am)

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Chairman



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 7 th July 2022
Report Subject	Forward Work Programme
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATION

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

REPORT DETAILS

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

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

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CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME
CURRENT FWP

Date of meeting	Subject	Purpose of Report	Report Author
Thursday 15th September, 2022	Revenue Budget Monitoring 2022/23 (Month 4) and Capital Programme Monitoring 2022/23 (month 4) Asset Strategy Review	To provide Members with the Revenue Budget Monitoring 2022/23 (Month 4) Report and the Capital Programme 2022/23 (Month 4) Report and Significant Variances. To receive an update on the Asset Strategy Review.	Corporate Finance Manager Corporate Manager, Corporate Property and Assets
Thursday 13th October, 2022	Revenue Budget Monitoring 2022/23 (Month 5) Work of the Coroner's Office Employment and Workforce Quarterly Update	To provide the latest revenue budget monitoring position for 2022/23 for the Council Fund and Housing Revenue Account. To receive a presentation from John Gittins on the work of the Coroner's Office. This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.	Corporate Finance Manager Chief Officer (Governance) Corporate Manager, People and Organisational Development
Thursday 17th November, 2022	Revenue Budget Monitoring 2022/23 (Month 6)	To provide the latest revenue budget monitoring position for 2022/23 for the Council Fund and Housing Revenue Account.	Corporate Finance Manager

CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

	Joint Procurement Service Annual Report 2021/22	To receive a performance update report on the Joint Procurement Service with Denbighshire County Council.	Chief Officer (Governance)
Thursday 15th December, 2022	Revenue Budget Monitoring 2022/23 (Month 7)	To provide the latest revenue budget monitoring position for 2022/23 for the Council Fund and Housing Revenue Account.	Corporate Finance Manager
	Council Plan 2022-23 Mid-Year Performance Reporting	To review the levels of progress in the achievement of activities and performance levels identified in the Council Plan.	Chief Executive
Thursday 12th January, 2023	Revenue Budget Monitoring 2022/23 (Month 8)	To provide the latest revenue budget monitoring position for 2022/23 for the Council Fund and Housing Revenue Account.	Corporate Finance Manager
	Employment and Workforce Quarterly Update	This report covers strategic updates in addition to the quarterly workforce statistics and their analysis	Corporate Manager, People and Organisational Development
Thursday 9th February, 2023	Revenue Budget Monitoring 2022/23 (Month 9) and Capital Programme Monitoring 2022/23 (month 9)	To provide Members with the Revenue Budget Monitoring 2022/23 (Month 9) Report and the Capital Programme 2022/23 (Month 9) Report and Significant Variances.	Corporate Finance Manager

CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

	Public Services Ombudsman for Wales (PSOW) Annual Letter 2020-21 and Complaints against Flintshire County Council during the first half of 2021-22	To share the Public Services Ombudsman for Wales Annual Letter 2021-22 and Complaints made against Flintshire County Council Services in the first half of 2022-23 (April-September 2022).	Chief Officer (Governance)
Thursday 9th March, 2023	Revenue budget monitoring 2022/23 (month 10)	To provide the latest revenue budget monitoring position for 2022/23 for the Council Fund and Housing Revenue Account.	Corporate Finance Manager
Thursday 20th April, 2023	Revenue budget monitoring 2022/23 (month 11)	To provide the latest revenue budget monitoring position for 2022/23 for the Council Fund and Housing Revenue Account.	Corporate Finance Manager
Page 13	Employment and Workforce Quarterly Update	This report covers strategic updates in addition to the quarterly workforce statistics and their analysis	Corporate Manager, People and Organisational Development
Thursday 18th May, 2023	Revenue Budget Monitoring 2022/23 (Outturn) and Capital Programme Monitoring 2022/23 (Outturn)	To present the Revenue Budget Monitoring (Outturn) and Capital Programme Monitoring (Outturn) for 2022/23.	Corporate Finance Manager
Thursday 15th June, 2023	Revenue budget monitoring 2023/24 (month 1)	To provide the latest revenue budget monitoring position for 2023/24 for the Council Fund and Housing Revenue Account.	Corporate Finance Manager

CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

	Council Plan 2022-23 Year-End Performance	To review the levels of progress in the achievement of activities and performance levels identified in the Council Plan.	Chief Executive
Thursday 13th July, 2023	Revenue budget monitoring 2023/24 (month 2)	To provide the latest revenue budget monitoring position for 2023/24 for the Council Fund and Housing Revenue Account.	Corporate Finance Manager

REGULAR ITEMS

Month	Item	Purpose of Report	Responsible / Contact Officer
Quarterly / Annual	Performance Reporting	To consider performance outturns for improvement targets against directorate indicators.	Chief Executive
Monthly	Revenue Budget Monitoring	To provide the latest revenue budget monitoring position for 2021/22 for the Council Fund and Housing Revenue Account.	Corporate Finance Manager
Quarterly	Employment and Workforce Quarterly Update	This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.	Corporate Manager, People and Organisational Development
Annually	Public Services Ombudsman for Wales (PSOW) Annual Letter and Complaints against Flintshire County Council	To share the Public Services Ombudsman for Wales Annual Letter and Complaints made against Flintshire County Council Services	Chief Officer (Governance)



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 7 th July, 2022
Report Subject	Terms of Reference of the Committee
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The Council carried out a Committee review during 2019/20 which resulted in amendments to the Overview & Scrutiny Committee Structure. At the Annual Meeting of Council in 2020, these changes were confirmed, and this resulted in a reduction in the number of Committees to five, each comprising 12 elected Members. These are:

- Community, Housing & Assets;
- Corporate Resources;
- Education, Youth & Culture;
- Environment & Economy;
- Social & Healthcare.

Since the 2019/20 review there have been a number of changes to Portfolio structures resulting in changes to service area titles. It was felt that a review of the Overview & Scrutiny Committee terms of reference should be carried out to ensure that they were up to date and better aligned to Portfolio service areas.

Proposed changes to the terms of reference are shown at Appendix 2.

RECOMMENDATIONS

1	That the Committee support the proposed amendments to its terms of reference as set out in Appendix 2.
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REPORT DETAILS

1.00	THE COMMITTEE'S TERMS OF REFERENCE.
1.01	<p>The new Overview & Scrutiny Committee Structure was approved by Council on 27th February 2020. At the Annual Meeting on 9th September these changes were confirmed, and this resulted in a reduction in the number of Committees to five.</p> <p>The five Overview & Scrutiny committees are now:</p> <ul style="list-style-type: none">• Community, Housing & Assets;• Corporate Resources;• Education, Youth & Culture;• Environment & Economy;• Social & Healthcare.
1.02	<p>Since the 2019/20 review there have been a number of changes to service areas within Portfolio's resulting in changes to service area titles. It was felt that a review of the Overview & Scrutiny Committee terms of reference should be carried out to ensure that they were up to date and better aligned to Portfolio service areas.</p> <p>The titles of contributors to each of the Overview & Scrutiny Committees also needed to be amended to reflect the new Senior Officer and Cabinet Member titles.</p>
1.03	<p>A copy of the current terms of reference for the Committee is shown at Appendix 1, with the new proposed terms of reference shown at Appendix 2. This is to allow the Committee to easily identify the suggested changes.</p> <p>Amendments are shown in red text at Appendix 2.</p>
1.04	<p>Where a matter for consideration by an Overview and Scrutiny Committee also falls within the remit of one or more other Overview and Scrutiny Committees, the decision as to which Overview and Scrutiny Committee will consider it will be resolved by the Constitution & Democratic services Committee.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Not applicable.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Not applicable.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	This report is being submitted to each of the Overview & Scrutiny Committees during the July cycle of meetings.

5.00	APPENDICES
5.01	Appendix 1 – Current Overview & Scrutiny Committee Terms of Reference. Appendix 2 – Revised Overview & Scrutiny Committee Terms of Reference.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Report to the Constitution & Democratic Services Committee – 22 nd January, 2020 and resultant minute. Report to Council 27 th February 2020 and resultant minute.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Steven Goodrum, Democratic Services Manager Telephone: 01352 702320 E-mail: steven.goodrum@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	No technical terms have been used.

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Appendix 1: Overview & Scrutiny Committee Terms of Reference 2020/21

Red text indicates a function previously within the remit of the former Organisational Change Overview & Scrutiny Committee.

Green text indicates functions transferred to the new Environment & Economy Overview & Scrutiny Committee from the former Community & Enterprise Overview & Scrutiny Committee. Some functions were previously the joint responsibilities of two committees.

O&S Committee	Scope: To fulfil all of the functions of an Overview & Scrutiny committee, including Performance, Improvement and Policy Development as they relate to the following:	Main Contributors
Corporate Resources	Corporate Management and Governance Council strategic and improvement planning (Council Plan)	Leader of the Council; Corporate Management & Assets; Finance. Chief Executive; CO (Governance) Corporate Finance Manager Senior Manager (HR & OD)
12 Elected Members	Council performance and performance systems	
Designated 'crime & disorder scrutiny' committee	Customer Services and contact	
	Finance Strategy	
	Revenue and capital strategic planning	
	Revenue and capital budget monitoring	
	Clwyd Pension Fund	
	ICT and Digital Strategies	
	People Strategy	
	Organisational Design & Change Programme	
	Corporate Services	
	Corporate Communications	
	Financial services	
	ICT Services	
	Information and Business Services	
	Procurement	
	HR Business Partnering	
	Occupational Health and Wellbeing	
	Employment Services	
	Legal Services	
	Democratic Services	
	Revenues	
	Strategic and Partnership Working	
	Partnership and collaborative working frameworks	
	Public Service Board	
	Civil Contingencies	
	Emergency Planning	

	Crime and Disorder Community Safety Partnership North Wales Fire & Rescue Authority & Service North Wales Police & Crime Commissioner North Wales Police Service North Wales Probation Service	
Education,	School organisation and management	Leader /Education &
Youth &	School Improvement and modernisation	Youth
Culture	School Access, planning and provision	Chief Executive
	Primary and Early years	CO (Education &
12 Elected	Secondary and 14-19 education	Youth)
Members and	Schools Performance Monitoring	
five co-opted	Continuing Education	
members	Adult and community learning	
representing	Special Education	
parent	Inclusion service	
governors and	Support to Families and Young People	
diocesan	Families First	
authorities.	Youth Services	
	Youth Justice Service	
	Libraries, Culture and Heritage including	
	archives and museums	
	Leisure Services, including leisure and	
	sports centres, swimming pools and	
	recreational facilities/activities	
	Strategic and Partnership Working	
	Theatr Clwyd	
	Aura	
	Holywell Leisure Centre	
	Cambrian Aquatics	
	Children and Young People's Partnership	
	(shared responsibility with the Social &	
	Health Care Overview & Scrutiny	
	Committee)	
	Coleg Cambria	
	Glyndwr University	
	GwE	
	Welsh Government Department for	
	Education	
	Estyn	

Social & Health Care	Adult Services	Cabinet Member for Social Services.
	First contact and localities	
	Adult safeguarding	CO (Social Services)
12 Elected Members	Adult Independence and support services	
	Children's Services	
	Fieldwork	
	Resources	
	Safeguarding	
	Early Years and Family support	
	Disability, Progression and Recovery Services	
	Strategic, Commissioning & Partnership Working	
	Children and Young People's Partnership (jointly with the Education & Youth Overview & Scrutiny Committee)	
	Social & Health Care Strategy Development	
	Health Social Care and Well-being partnership and the Good Health Good Care Strategy	
	Dementia Commissioning Plan	
	Mental Health Commissioning Plan	
	Learning Disability Commissioning Plan	
	Double Click	
	Home Farm Trust (HFT)	
	Hwb Cyfle	
	Betsi Cadwaladr University Health Board (BCUHB)	
	Ambulance Trust	
	Community Health Council.	
Environment & Economy	Planning	Cabinet Members for Planning & Public Protection and Streetscene & Countryside
	Planning and environmental strategy, Development management and control, Conservation,	
12 Elected Members	Minerals and waste planning, Countryside and the environment	Chief Executive
	Greenfield Valley Heritage Park	CO (Planning, Environment and Economy)
	Public rights of way	
	Drainage advisory/Flood Water Management Act	CO (Streetscene & Transportation)
	Energy Services	
	Public Protection	
	Community protection	
	Health protection	
	Environmental protection	

	<p>Bereavement services</p> <p>Streetscene Services</p> <p>Environmental and Waste Management</p> <p>Neighbourhood services</p> <p>Maintenance of the public realm</p> <p>Environmental enforcement</p> <p>Vehicle fleet</p> <p>Transportation</p> <p>Highway Strategy and Development Control</p> <p>Traffic Services</p> <p>Transport Services</p> <p>Road Safety Education, Training and Publicity</p> <p>Performance and Improvement Plan</p> <p>Monitoring and Policy and Performance development within the Streetscene and Transportation and Planning, Environment and Economy portfolios</p> <p>Strategic and Partnership Working</p> <p>Local Development Plan</p> <p>Flood Management Strategy</p> <p>North Wales Residual Waste Treatment Partnership</p> <p>Natural Resources Wales</p> <p>Planning Inspectorate Wales</p> <p>Regeneration</p> <p>Communities First,</p> <p>Economic Development and Tourism Enterprise</p> <p>Regeneration Partnership</p> <p>Rural Development Plan</p> <p>Visit Wales</p>	
Community, Housing & Assets	Community Liaison	Cabinet Members for Corporate Management & Assets and Housing.
	The County Forum and the Joint Community Charter with Town and Community Councils	
	Flintshire Local Voluntary Council	
12 Elected Members		Chief executive
	Community services	CO (Housing & Assets)
	Community support services	
	Welfare reform	
	Public Housing	
	Housing Strategy	
	Neighbourhood Housing	
	Housing Asset management	
	Private Housing renewal	

	<p>Benefits Property and Design Consultancy Valuation and Estates Facilities Services Community Assets Strategic and Partnership Working Community Asset Transfer Programme Housing Strategy Housing Asset Management Strategy NEWYDD NEW Homes Limited Housing Revenue Account Business Plan Registered Social Landlords</p>	
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Overview & Scrutiny Committee Terms of Reference

O&S Committee	Scope: To fulfil all the functions of an Overview & Scrutiny committee, including Performance, Improvement and Policy Development as they relate to the following:	Main Contributors
<p>Corporate Resources</p> <p>12 Elected Members</p> <p>Designated 'crime & disorder scrutiny' committee</p>	<p>Corporate Management and Governance Council strategic and improvement planning (Council Plan) Council performance and performance systems Customer Services and contact Finance Strategy Revenue and capital strategic planning Revenue and capital budget monitoring</p> <p>Clwyd Pension Fund</p> <p>ICT and Digital Strategies</p> <p>People Strategy Organisational Design & Change Programme</p> <p>Corporate Services Corporate Communications Financial services ICT Services Information and Business Services Procurement HR Business Partnering Occupational Health and Wellbeing Employment Services Legal Services Democratic Services Revenues</p> <p>Strategic and Partnership Working Partnership and collaborative working frameworks Public Service Board Civil Contingencies Emergency Planning</p> <p>Crime and Disorder Community Safety Partnership North Wales Fire & Rescue Authority & Service North Wales Police & Crime Commissioner North Wales Police Service</p>	<p>Leader of the Council and Cabinet Member for Education, Welsh Language, Culture and Leisure</p> <p>Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement</p> <p>Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources</p> <p>Chief Executive</p> <p>Chief Officer (Governance)</p> <p>Corporate Finance Manager</p>

	<p>North Wales Probation Service</p> <p>Capital Programme and Assets Corporate Property Maintenance Service Property and Design Consultancy Valuation and Estates Service Community Assets</p> <p>Community Asset Transfer Programme NEWYDD</p>	
<p>Education, Youth & Culture</p> <p>12 Elected Members and five co-opted members representing parent governors and diocesan authorities.</p>	<p>School estate including capital investment programmes and school organization School Access including admissions and school transport policy School Improvement and modernisation School Access, planning and provision Early years Education Primary Education Secondary and 14-19 education and Post 16 provision Schools Performance Monitoring Welsh in Education Service Children in Education Outdoor Education School Governance Safeguarding</p> <p>Continuing Education Adult and community learning</p> <p>Special Education Inclusion & Progression service</p> <p>Support to Families and Young People Families First Youth Services Youth Justice Service Libraries, Culture and Heritage including archives and museums Leisure Services, including leisure and sports centres, swimming pools and recreational facilities/activities</p> <p>Strategic and Partnership Working Theatr Clwyd</p>	<p>Leader of the Council and Cabinet Member for Education, Welsh Language, Culture and Leisure</p> <p>Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing</p> <p>Chief Executive</p> <p>Chief Officer (Education & Youth)</p> <p>Chief Officer (Social Services)</p>

	<p>Aura Holywell Leisure Centre Cambrian Aquatics Children and Young People's Partnership (shared responsibility with the Social & Health Care Overview & Scrutiny Committee) Coleg Cambria Glyndwr University GwE Welsh Government Department for Education Estyn</p>	
<p>Social & Health Care</p> <p>12 Elected Members</p>	<p>Adult Services First contact and localities Adult safeguarding Adult Independence and support services</p> <p>Children's Services Fieldwork Resources Safeguarding Early Years and Family support</p> <p>Disability, Progression and Recovery Services</p> <p>Strategic, Commissioning & Partnership Working Children and Young People's Partnership (jointly with the Education & Youth Overview & Scrutiny Committee) Social & Health Care Strategy Development Health Social Care and Well-being partnership and the Good Health Good Care Strategy Dementia Commissioning Plan Mental Health Commissioning Plan Learning Disability Commissioning Plan Double Click Home Farm Trust (HFT) Hwb Cyfle Betsi Cadwaladr University Health Board (BCUHB) Ambulance Trust Community Health Council</p>	<p>Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing</p> <p>Leader of the Council and Cabinet Member for Education, Welsh Language, Culture and Leisure</p> <p>Chief Officer (Social Services)</p> <p>Chief Officer (Education & Youth)</p>

<p>Environment & Economy</p> <p>12 Elected Members</p>	<p>Planning Planning and environmental strategy, Development management and control, Conservation, Minerals and waste planning, Countryside and the environment Greenfield Valley Heritage Park Public rights of way Drainage advisory/Flood Water Management Act Energy Services</p> <p>Community and Business Protection Food safety and food standards Licensing and pest control Health and Safety and Environmental Control Housing Standards and Pollution Control Trading Standards Animal Health Violence against Women, Domestic Abuse and Sexual Violence</p> <p>Streetscene Services Waste Strategy & Recycling Winter Maintenance & Adverse Weather Policy Public open space management Town Centre & Street Cleansing Grass Cutting & Grounds Maintenance Highway Inspections & Maintenance Public Conveniences (Local Toilets Strategy) Environmental & Civil Parking Enforcement Street Lighting Fleet Services Ultra-Low Emission Vehicle (ULEV) Strategy Bereavement Services & cemetery management Car Parking Strategy</p> <p>Transportation Transport Planning & Highway Strategy Traffic Services Active Travel Integrated Transport Services (school transport, post-16 transport, local bus services, community transport, rail etc.) Road Safety Education, Training and Publicity North Wales Metro Programme / Regional Transport Plan</p>	<p>Deputy Leader of the Council and Cabinet Member for Streetscene and the Regional Transport Strategy</p> <p>Cabinet Member for Planning, Public Health and Public Protection</p> <p>Cabinet Member for Climate Change and Economy</p> <p>Cabinet Member for Housing and Regeneration</p> <p>Chief Executive</p> <p>Chief Officer (Planning, Environment and Economy)</p> <p>Chief Officer (Streetscene and Transportation)</p>
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	<p>Performance and Improvement Plan Monitoring and Policy and Performance development within the Streetscene and Transportation and Planning, Environment and Economy portfolios</p> <p>Strategic and Partnership Working Flood Management Strategy North Wales Residual Waste Treatment Partnership (Parc Adfer) Natural Resources Wales Planning Inspectorate Wales Planning and Environmental Decisions Wales (PEDW)Ambition North Wales / North Wales Growth Deal Corporate Joint Committees (CJCs) Strategic Development Plan Regional Transport Plan Transport for Wales (TfW) Mersey Dee Alliance (MDA)</p> <p>Enterprise and Regeneration Economic growth and Business Development Tourism Social Enterprise Markets Regeneration Employability Domestic energy Digital connectivity</p>	
<p>Community & Housing</p> <p>12 Elected Members</p>	<p>Community Liaison The County Forum and the Joint Community Charter with Town and Community Councils Flintshire Local Voluntary Council</p> <p>Housing & Prevention Services Homelessness Housing Advice and Common Housing Register Neighborhood Housing Housing Asset management Housing Support Grant</p> <p>Housing Asset Management Revenue and Capital Investment to Council housing stock and related assets. Repairs & Maintenance Service.</p>	<p>Cabinet Member for Housing and Regeneration</p> <p>Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources</p> <p>Chief Officer (Housing and Communities)</p>

	<p>Empty Property Refurbishment.</p> <p>Housing Management & Benefit Service Benefits and Grants Assessment Community Based Accommodation Support Service (CBASS) Disabled Facilities Grant Gypsy and Traveller Services Housing Management Welfare Reform</p> <p>Housing Development Housing Programmes Housing Strategy NEW Homes Limited</p> <p>Strategic and Partnership Working Housing Revenue Account Business Plan Registered Social Landlords</p>	
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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 7 July 2022
Report Subject	Medium Term Financial Strategy and Budget 2023/24
Cabinet Member	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with an update on the Medium Term Financial Strategy and specifically the latest position on the additional budget requirement for 2023/24 in advance of Member Workshops to be held September.

RECOMMENDATIONS

1	That the Committee considers and comments on the Medium Term Financial Strategy and Budget 2023/24 report. Any specific matters for attention will be noted and reported back to Cabinet when it considers the report on 12 July.
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REPORT DETAILS

1.00	EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY AND BUDGET POSITION 2023/24
1.01	The Medium Term Financial Strategy and Budget 2023/24 report will be presented to cabinet on Tuesday 12 th July 2022. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Medium Term Financial Strategy and Budget 2023/24 report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	As set out in Appendix A; Medium Term Financial Strategy and Budget 2023/24 report.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	As set out in Appendix A; Medium Term Financial Strategy and Budget 2023/24 report.

5.00	APPENDICES
5.01	Appendix A; Medium Term Financial Strategy and Budget 2023/24 report.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

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

8.00	GLOSSARY OF TERMS
8.01	As set out in Appendix A.



CABINET

Date of Meeting	Tuesday, 12 th July 2022
Report Subject	Medium Term Financial Strategy and Budget 2023/24
Cabinet Member	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council reviews and updates the Medium Term Financial Strategy (MTFS) annually, and in advance of planning the annual budget for the following financial Year.

The MTFS forecasts the resources the Council will need to meet our ever changing cost base for the years ahead. Refining our forecast is the first step in planning our budget requirement for the following financial year. Our forecast for the 2023/24 financial year has been updated and will be presented to the Committee at this meeting.

The updated forecast shows that we are likely to have a minimum budget requirement of an additional £16.503m of revenue resources for 2023/24. How this estimate is built up will be explained in full at the meeting.

This is the first stage of developing our budget for 2023/24. During the Autumn, the Overview and Scrutiny Committees will be invited to review the cost pressures, and the opportunities for cost control and efficiency, under their respective terms of reference.

Member workshops to explain the forecast position and the budget strategy in more detail are in the process of being arranged for September.

The report also sets out the strategy to achieve a legal, balanced budget, which, as in previous years is based on national funding from Welsh Government through Aggregate External Finance (AEF), identification of service and corporate efficiencies and from annual uplifts in Council Tax.

As part of the 2022/23 Local Government Settlement we were given indicative figures for 2023/24 and for 2024/25. Whilst this is welcome, the next two years of local government settlements will be at a considerably lower level than the previous two years which presents significant challenges and increases the amount that needs to be met from other sources.

Members will be aware that whilst we will be able to identify some costs savings and efficiencies as part of our annual budget setting process, there are no cost savings of any scale remaining following a decade of under-funding of local government and we have, in the past rightly stood by the principle that the Council will not reduce the budget for any service to the point where the service is unsafe, or to do so would mean we would fail to meet our statutory duties or fail to meet our quality standards.

Therefore the need to consider areas of service reform to generate, where possible, a higher level of cost savings, will be an area where the Council will need to undertake a great deal of work over the summer to find solutions that enable us to set a legal and balanced budget.

RECOMMENDATIONS

1	To receive and note the additional budget requirement.
2	To agree the process and timeline for Member workshops
3	To refer the cost pressures to the Overview and Scrutiny Committees in the Autumn
4	To note the solutions available to meet these cost pressures and re-set the funding strategy for 2023/24.

REPORT DETAILS

1.00	EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY FORECAST 2023/24
1.01	The Council reviews and updates its Medium Term Financial Strategy (MTFS) annually, and in advance of planning the annual budget for the following financial year.
1.02	The MTFS forecasts the resources the Council will need to meet our ever changing cost base for the years ahead. Refining our forecast is the first stage in planning our budget requirement for the following financial year. Our forecast for the 2023/24 financial year has been updated and will be presented to the Committee at this meeting. It takes into account current

	<p>economic market factors e.g. commodity price inflation, the national position on public sector pay and other new or changing functions required of local government through legislation as well as demands on services.</p> <p>The economic outlook is extremely challenging with inflation at its highest level in 40 years and with considerable increases in energy costs. These factors together with an increase in individuals National Insurance contributions mean that all households are experiencing a reduction in income.</p> <p>Inflation forecasts on energy and fuel is particularly volatile and we are working through the latest inflationary estimates with our energy team. This represents a significant risk and is likely to result in an increase to the forecast which we will include in future reports.</p> <p>The forecast will be kept under review and updated as appropriate throughout the year.</p>
1.03	<p>The forecast shows that we are likely to have a minimum budget requirement of an additional £16.503m of revenue resources for 2023/24. This excludes the impact of the outcome of the pay modelling exercise due to be undertaken in 2022/23.</p> <p>The estimate has been built up in great detail. Some cost pressures are still under review due to constantly changing service demands and therefore there is likely to be some refinement to figures over the summer. Prior to reporting to Scrutiny Committees, all cost pressures will be reviewed and challenged at a senior level and as in previous years will be supported by a an explanatory method statement.</p> <p>The principal cost pressures currently relate to pay awards, inflationary increases, and for increasing and changing service demands mainly within the two portfolios of Education and Youth and Social Services.</p>
1.04	<p>The cost pressures have been categorised as:</p> <ul style="list-style-type: none"> - Prior Year Decisions/ Approvals - Income Loss - Legislative/Unavoidable Indexation - Issues requiring national resolution - National Funding Requirements (Pay Awards) - Strategic Decisions - New Posts <p>Forecasts for 2024/25 and 2025/26 will continue to be refined alongside the work to agree the 2023/24 budget as decisions made throughout the process will impact on the projections for later years.</p> <p>The main purpose of this report is to set out in detail the forecast cost pressures for 2023/24 prior to referral for review and challenge by Overview and Scrutiny Committees later in the year together with workshops for Members to be held after the summer.</p>

1.05	<p>The table below summarises all cost pressures:</p> <p>Table 1: Additional Budget Requirement 2023/24</p> <table border="1" data-bbox="300 416 1345 992"> <thead> <tr> <th data-bbox="300 416 954 546" rowspan="3">Summary of Pressures</th> <th colspan="3" data-bbox="954 416 1345 461">2023/24</th> </tr> <tr> <th data-bbox="954 461 1082 506">L</th> <th data-bbox="1082 461 1209 506">M</th> <th data-bbox="1209 461 1345 506">H</th> </tr> <tr> <th data-bbox="954 506 1082 546">£m</th> <th data-bbox="1082 506 1209 546">£m</th> <th data-bbox="1209 506 1345 546">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="300 546 954 636">Prior Year Decisions/Approvals</td> <td data-bbox="954 546 1082 636">0.781</td> <td data-bbox="1082 546 1209 636">0.781</td> <td data-bbox="1209 546 1345 636">0.781</td> </tr> <tr> <td data-bbox="300 636 954 680">Income Loss</td> <td data-bbox="954 636 1082 680">0.150</td> <td data-bbox="1082 636 1209 680">0.150</td> <td data-bbox="1209 636 1345 680">0.150</td> </tr> <tr> <td data-bbox="300 680 954 748">Legislative/Unavoidable Indexation Pressures</td> <td data-bbox="954 680 1082 748">1.174</td> <td data-bbox="1082 680 1209 748">1.174</td> <td data-bbox="1209 680 1345 748">1.174</td> </tr> <tr> <td data-bbox="300 748 954 792">National Resolution Pressures</td> <td data-bbox="954 748 1082 792">3.618</td> <td data-bbox="1082 748 1209 792">5.960</td> <td data-bbox="1209 748 1345 792">7.380</td> </tr> <tr> <td data-bbox="300 792 954 837">National Funding Requirement (Pay)</td> <td data-bbox="954 792 1082 837">5.057</td> <td data-bbox="1082 792 1209 837">5.830</td> <td data-bbox="1209 792 1345 837">6.603</td> </tr> <tr> <td data-bbox="300 837 954 882">Strategic Decisions</td> <td data-bbox="954 837 1082 882">5.410</td> <td data-bbox="1082 837 1209 882">5.743</td> <td data-bbox="1209 837 1345 882">5.986</td> </tr> <tr> <td data-bbox="300 882 954 927">New Posts</td> <td data-bbox="954 882 1082 927">0.312</td> <td data-bbox="1082 882 1209 927">0.312</td> <td data-bbox="1209 882 1345 927">0.312</td> </tr> <tr> <td data-bbox="300 927 954 992">Total Pressures</td> <td data-bbox="954 927 1082 992">16.503</td> <td data-bbox="1082 927 1209 992">19.950</td> <td data-bbox="1209 927 1345 992">22.386</td> </tr> </tbody> </table>	Summary of Pressures	2023/24			L	M	H	£m	£m	£m	Prior Year Decisions/Approvals	0.781	0.781	0.781	Income Loss	0.150	0.150	0.150	Legislative/Unavoidable Indexation Pressures	1.174	1.174	1.174	National Resolution Pressures	3.618	5.960	7.380	National Funding Requirement (Pay)	5.057	5.830	6.603	Strategic Decisions	5.410	5.743	5.986	New Posts	0.312	0.312	0.312	Total Pressures	16.503	19.950	22.386
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1.06	<p><u>Prior Year Decisions/Approvals</u></p> <p>Included within this category are cost pressures that have been subject to previous approved decisions. These include borrowing requirements for the 21st Century Schools Programme, annual uplift in the Minimum Revenue Provision (MRP) and an adjustment for a one off efficiency included in the 2022/23 budget.</p>																																										
1.07	<p><u>Income Loss</u></p> <p>This category reflects pressures arising from a reduction of income from reductions in rent levels due to the disposal of assets on our agricultural estate, static prices on garden waste and a reduced level of income from gas extraction.</p>																																										
1.08	<p><u>Legislative/Unavoidable Indexation Pressures</u></p> <p>The cost pressures within this category include estimated increases in costs for services such as Coroners, Independent Remuneration Panel for Wales (IRPW), North Wales Fire and Rescue Authority (NWRA) as well as for anticipated inflationary increases for fuel and energy which represent a significant financial risk and are likely to increase. These pressures will need to be kept under review and are likely to be subject to change as further information becomes available.</p>																																										
1.09	<p><u>Issues Requiring National Resolution</u></p>																																										

	<p>This category reflects the Council Tax Reduction Scheme (CTRS) and a minimum cost of indexation for social care commissioning.</p> <p>Social care commissioning is an area of increasing demand and continual pressure and discussions will need to continue with Welsh Government/Welsh Local Government Association to try and secure additional funding support.</p>
1.10	<p><u>National Funding Requirement – National Pay Awards</u></p> <p>The impact of the nationally agreed pay awards for Teacher Pay and Non Teacher Pay are included in this category.</p> <p>At this stage, the forecast figures for 2023/24 onwards reflects an inflationary increase at the lower level of 2.5% rising to 3.5% at the higher level. The initial request from Trade Unions to National Employers is far in excess of this and will be subject to negotiations over the coming months.</p> <p>The 2022/23 Local Government Settlement set out an expectation that the impact of all agreed pay awards should be met from the funding available. Within the 2022/23 budget an increase of 3.5% was included. Any increase in pay over and above 3.5% will need to be funded from reserves in the current financial year and will also have the effect of increasing the budget requirement for 2023/24.</p> <p>No figures are currently included for the impact of the pay modelling exercise which is due to be completed in 2022/23.</p>
1.11	<p><u>Strategic Decisions</u></p> <p>There are a number of areas where further strategic consideration is required over the coming months before the outcome can be included in the formal budget process.</p> <p><u>Social Care</u></p> <p>Included in this category are cost pressures for Transition to Adulthood, Children’s Group homes and additional revenue costs for Croes Atti Residential Home and the Buckley Extra Care facility. Increased Homecare Capacity and additional costs of Special Guardianship Orders are also included within the forecast.</p> <p>A further cost pressure is included to reflect the impact of the Real Living Wage (RLW) on self-funders within the Social Care Sector.</p> <p><u>Education</u></p> <p>At this stage a cost pressure for further investment in delegated schools budgets is included in the 2023/24 forecast. Detailed work is underway to calculate pressures for schools arising as a result of forecast increased energy costs, demographic changes, and increases in pupils eligible for free school meals. The impact the pandemic, and periods of school closures, has had on our children and young people is becoming clearer. The complexity of their needs and demands for services are increasing. These pressures will need to</p>

	<p>be kept under review and considered alongside overall school funding levels and affordability.</p> <p>Cost pressures also include borrowing costs for the joint archive service and further investment in on site inclusion centres.</p> <p><u>Out of County Placements</u></p> <p>Increased demand on the service is continuing and a cost pressure is included which will need to be kept under review throughout the 2022/23 financial year.</p> <p><u>Digital Strategy</u></p> <p>Cost pressures include funding for a Schools Information Management System, an additional Digital Services Technician and licence costs.</p> <p><u>Other</u></p> <p>Other cost pressures include capital borrowing costs, revenue costs for Electric/Hydrogen Vehicles and increased capacity within the Public Protection Team.</p>
1.12	<p>New Posts</p> <p>There is a requirement to address capacity and service demand and the cost pressures reflected within this category were either deferred from 2022/23 or reflect the second year of the pressure that was approved in the 2022/23 budget.</p>
1.13	<p>Further work on the forecast</p> <p>As referred to in the report there are number of cost pressures which will need to be subject to further review over the summer. An updated position will be shared with Cabinet after the summer.</p>
	<p>Strategic Funding Solutions</p>
1.14	<p>The solutions available to the Council to fund the cost pressures outlined in the report can be spilt into three themes:-</p> <ul style="list-style-type: none"> - Government Funding (Aggregate External Finance) - Service Transformation and Efficiencies - Local Taxation and Income <p>We can also consider supressing the budget requirement by not making full budget provision for some cost pressures and treating them as 'Open Risks' to be managed in-year.</p>
1.15	<p>The 2022/23 local government settlement provided, for the first time in a number of years, indicative figures for future settlements of 3.5% for 2023/24 and 2.4% for 2024/25.</p>

	<p>These indicative allocations, though welcome, are at a much lower level than those received over the last two years so will present significant challenges and increase the requirement for budget contributions to be met from other sources.</p> <p>Therefore the need to consider areas of service reform to generate a higher level of cost savings will be an area where the Council will need to undertake further work over the summer to find solutions so that we are able to set a legal and balanced budget.</p>
1.16	<p>Members will be aware that whilst we are able to identify some cost savings and efficiencies as part of our annual budget setting process, there are no cost savings of any scale remaining following a decade of underfunding of local government.</p> <p>In previous years the Council has rightly stood on the principle that it will not reduce the budget for any service to the point where the service is unsafe, or to do so would mean we would fail to meet our statutory duties or fail to meet our quality standards. The impacts of budget reduction options have been risk-assessed year on year.</p> <p>Any options which Committees would recommend we explore as a contribution to the budget will need to be risk assessed on this basis.</p>
1.17	<p>The Council has adopted a comprehensive policy for fees and charges for chargeable services. By applying this policy we have balanced cost recovery of service provision with affordability and fairness for the payer. The annual review of the policy is also on this Cabinet agenda. There is no more scope for generating additional income or new income streams for 2023/24 over and above this report.</p>
1.18	<p>It is too early to make an assumption on Council Tax levels for 2023/24 as this will be largely dependent on how successful the Council is in identifying portfolio and corporate efficiencies. As in previous years Council Tax levels will be a key consideration in the final stage of the budget process.</p>
1.19	<p>Budget Timeline</p> <p>An outline of the local budget timeline at this stage is set out in the table below:</p> <p>Table 2: Budget Timeline</p>

Date	Event
12 July	Cabinet – Initial additional budget requirement
September/October	Overview & Scrutiny Committees and Member Workshops
18 October 2022	Cabinet
To be Confirmed	WG Draft Budget/Provisional Settlement
20 December 2022	Cabinet
17 January 2023	Cabinet
14 February 2023	Cabinet and Council
To be Confirmed	WG Final Budget/Settlement

2.00	RESOURCE IMPLICATIONS
2.01	<p>Revenue: the revenue implications for the 2023/24 budget are set out in the report.</p> <p>Capital: 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>Human Resources: there are some potential implications for additional capacity as set out in the report.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT				
3.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tbody> <tr> <td>Long-term</td> <td>Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term.</td> </tr> <tr> <td>Prevention</td> <td>As above</td> </tr> </tbody> </table>	Long-term	Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term.	Prevention	As above
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 encourage business investment in the region. The opposite will be true if settlements are inadequate.
Resilient Wales	Continuation of services to support communities and social cohesion will have a positive impact. The opposite will be true if settlements are inadequate.
Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact. The opposite will be true if settlements are inadequate.
More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities. The opposite will be true if settlements are inadequate.
Cohesive Wales	Appropriate level of funding will support services working alongside partners. The opposite will be true if settlements are inadequate.
Vibrant Wales	As Healthier and Cohesive Wales above
Globally responsible Wales	Neutral impact.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The Forecast for 2023/24 – 2025/26 will be considered by Overview and Scrutiny Committees during September and October.

5.00	APPENDICES
5.01	Appendix 1. MTFS Forecast 2023/24 – 2025/26

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

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

8.00	GLOSSARY OF TERMS
8.01	<p>Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Budget: a statement expressing the Council’s policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.</p> <p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Welsh Local Government Association: the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.</p> <p>Financial Year: the period of 12 months commencing on 1 April.</p> <p>Local Government Funding Formula: The system through which the annual funding needs of each council is assessed at a national level and</p>

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.

MTFS - SUMMARY OF PRESSURES	Forecast			Forecast			Forecast		
	2023/24			2024/25			2025/26		
	Low	Medium	High	Low	Medium	High	Low	Medium	High
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Prior Year Decisions / Approvals									
Private Water Supplies				(0.052)	(0.052)	(0.052)			
Minimum Revenue Provision (MRP) - Existing	0.301	0.301	0.301	0.301	0.301	0.301	0.301	0.301	0.301
Single Person Discount Review (one off efficiency dropping out)	0.300	0.300	0.300						
21C Schools Band B Borrowing Costs	0.180	0.180	0.180	0.681	0.681	0.681	0.550	0.550	0.550
Total - Prior Years Decisions / Approvals	0.781	0.781	0.781	0.929	0.929	0.929	0.851	0.851	0.851
Loss of Income									
Landfill Gas Extraction Income	0.060	0.060	0.060	0.060	0.060	0.060	0.060	0.060	0.060
Garden Waste Income - Static Price	0.050	0.050	0.050	0.050	0.050	0.050	0.050	0.050	0.050
Agricultural Estate Rents	0.040	0.040	0.040						
Total - Loss of Income	0.150	0.150	0.150	0.110	0.110	0.110	0.110	0.110	0.110
CUMULATIVE TOTAL	0.931	0.931	0.931	1.039	1.039	1.039	0.961	0.961	0.961
Legislative / Unavoidable Indexation Pressures									
Fee Increases - Coroners	0.029	0.029	0.029	0.031	0.031	0.031	0.033	0.033	0.033
Independent Review Panel for Wales (IRPW)	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030
North Wales Fire and Rescue Authority	0.397	0.397	0.397	0.414	0.414	0.414	0.433	0.433	0.433
Parc Adfer Contract Inflation	0.033	0.033	0.033	0.033	0.033	0.033	0.033	0.033	0.033
GwE - Contribution Increase	0.016	0.016	0.016	0.016	0.016	0.016	0.016	0.016	0.016
Service Contract Inflation	0.163	0.163	0.163	0.149	0.149	0.149	0.052	0.052	0.052
Business Systems Inflationary Rises	0.021	0.021	0.021	0.026	0.026	0.026			
Rising Fuel Costs	0.010	0.010	0.010	0.011	0.011	0.011	0.011	0.011	0.011
Utility Inflation - Schools	0.320	0.320	0.320	0.218	0.218	0.218	0.240	0.240	0.240
Utility Inflation - Non Schools	0.156	0.156	0.156	0.125	0.125	0.125	0.159	0.159	0.159
Total - Legislative / Unavoid Index'n Pressures	1.174	1.174	1.174	1.053	1.053	1.053	1.007	1.007	1.007
CUMULATIVE TOTAL	2.105	2.105	2.105	2.092	2.092	2.092	1.968	1.968	1.968
Requiring National Resolution									
Benefits - CTRS	0.499	0.499	0.499	0.518	0.518	0.518	0.539	0.539	0.539
Social Care Commissioning	3.119	5.461	6.881	3.119	5.461	6.881	3.119	5.461	6.881
Total - National Resolution Pressures	3.618	5.960	7.380	3.637	5.979	7.399	3.658	6.000	7.420
CUMULATIVE TOTAL	5.723	8.065	9.484	5.730	8.071	9.491	5.626	7.968	9.388
National Funding Requirement									
NJC Pay Award Estimate (Non Schools)	2.052	2.442	2.833	2.098	2.510	2.926	2.150	2.585	3.027
NJC Pay Award Estimate (Schools)	0.772	0.927	1.081	0.794	0.957	1.122	0.814	0.986	1.162
Teachers - Pay Award - Sept - March	2.233	2.461	2.689	1.987	2.391	2.798	2.047	2.474	2.908
Pay Modelling - Potential Pressure	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Total - National Funding Requirement	5.057	5.830	6.603	4.879	5.858	6.846	5.011	6.045	7.097
CUMULATIVE TOTAL	10.780	13.895	16.088	10.609	13.930	16.337	10.637	14.013	16.484
Strategic Decisions									
Social Care									
Transition to Adulthood	1.025	1.183	1.301	1.025	1.183	1.301	1.025	1.183	1.301
Childrens Services Group Homes	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300
Croes Atti Extension - Revenue Costs	0.450	0.500	0.500	0.450	0.500	0.500			
Buckley Extra Care Facility	0.200	0.200	0.200	0.400	0.600	0.600			
Increased Homecare Capacity	0.150	0.150	0.150	0.150	0.150	0.150			
Special Guardianship Orders (SGOs)	0.050	0.050	0.050	0.050	0.050	0.050			
Impact of Real living Wage (RLW) on Self-Funders	0.600	0.700	0.800						
Education & Youth									
Investment in Delegated School Budgets	1.000	1.000	1.000	1.000	1.000	1.000			
Joint Archive Service - Borrowing Costs	0.085	0.085	0.085	0.021	0.021	0.021	0.036	0.036	0.036
On Site Inclusion Centres	0.124	0.124	0.124	0.089	0.089	0.089			
Streetscene									
Electric/Hydrogen Vehicles Revenue Costs	0.050	0.075	0.100						
P, E & E									
Public Protection Capacity	0.037	0.037	0.037						
Digital Strategy (Incl. new posts)									
Schools Information Management System	0.177	0.177	0.177	(0.082)	(0.082)	(0.082)			
Digital Delivery - Digital Solutions Technician	0.035	0.035	0.035						
Microsoft Power BI Licences (40 from E3 to E5)	0.007	0.007	0.007						
Corporate									
Capital Borrowing Costs 22/23	0.339	0.339	0.339	0.115	0.115	0.115	0.002	0.002	0.002
Croes Atti Extension - Borrowing Costs	0.281	0.281	0.281	0.281	0.281	0.281	0.118	0.118	0.118
E-Procurement Tools - Basware							0.041	0.041	0.041
Sustainable Communities for Learning Programme (Band C)	0.000	0.000	0.000	TBC	TBC	TBC	TBC	TBC	TBC
Levelling Up Fund (Match Funding)				0.062	0.062	0.062			
Collaborative Planning (CP) Upgrade	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Replacement financial Management System (FMS)	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Tender for Procurement system (P2P ending)	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Support Recharges to HRA/CPF	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Internal Insurance Fund?	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
CJC Pressure	TBC	TBC	TBC						

MTFS - SUMMARY OF PRESSURES	Forecast			Forecast			Forecast		
	2023/24			2024/25			2025/26		
	Low	Medium	High	Low	Medium	High	Low	Medium	High
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Out of County Placements									
Out of County Placements	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Total - Strategic Decisions	5.410	5.743	5.986	4.361	4.769	4.887	2.022	2.180	2.298

MTFS - SUMMARY OF PRESSURES	Forecast			Forecast			Forecast		
	2023/24			2024/25			2025/26		
	Low	Medium	High	Low	Medium	High	Low	Medium	High
	£m	£m	£m	£m	£m	£m	£m	£m	£m
CUMULATIVE TOTAL	16.191	19.638	22.074	14.969	18.699	21.224	12.659	16.193	18.782
New Posts									
<u>New Posts - Capacity</u>									
Carbon Reduction Officer	0.059	0.059	0.059						
Employment Services	(0.035)	(0.035)	(0.035)						
Streetscene Enforcement				(0.008)	(0.008)	(0.008)			
Social Value	0.024	0.024	0.024						
<u>New Posts - Other</u>									
Additional Licencing Scheme for HMO's	0.174	0.174	0.174						
Senior Conserveation Planner	0.048	0.048	0.048						
Digital Connectivity Officer	0.043	0.043	0.043						
Total - New Posts	0.312	0.312	0.312	(0.008)	(0.008)	(0.008)	0.000	0.000	0.000
CUMULATIVE TOTAL	16.503	19.950	22.386	14.962	18.691	21.216	12.659	16.193	18.782



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 7th July, 2022
Report Subject	Revenue Budget Monitoring 2021/22 Final Outturn and Capital Programme 2021/22 Final Outturn
Cabinet Member	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2021/22 (Final Outturn) Report and the Capital Programme 2021/22 (Final Outturn).

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2021/22 (Final Outturn) report. Any specific matters for attention will be noted and reported back to the Cabinet when it considers the report.
2	That the committee considers and comments on the Capital Programme 2021/22 (Final Outturn) report. Any specific matters for attention will be noted and reported back to the Cabinet when it considers the report.

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2021/22 (FINAL OUTTURN)
1.01	The Revenue Budget Monitoring 2021/22 (Final Outturn) report will be presented to Cabinet on Tuesday 12 th July, 2022. A copy of the report is attached as Appendix A to this report.
1.02	The Capital Programme 2021/22 (Final Outturn) report will be presented to Cabinet on Tuesday 12 th July, 2022. A copy of the report is attached as Appendix B to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2021/22 (Final Outturn), Appendix B; Capital Programme 2021/22 (Final Outturn).

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	As set out in Appendix A; Revenue Budget Monitoring 2021/22 (Final Outturn), Appendix B; Capital Programme 2021/22 (Final Outturn).

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	None required.

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2021/22 (Final Outturn) Appendix B; Capital Programme 2021/22 (Final Outturn)

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required.

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

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

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CABINET

Date of Meeting	Tuesday, 12 th July 2022
Report Subject	Revenue Budget Monitoring 2021/22 - Final Outturn
Cabinet Member	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This report provides the revenue budget final outturn position for the financial year 2021/22 for the Council Fund and Housing Revenue Account.

The Accounts for 2021/22 are now effectively closed and we are on schedule to submit the formal Statement of Accounts and supporting notes to Audit Wales within the framework set by Welsh Government.

The COVID-19 pandemic has continued to provide challenges for the Council; the financial impact over the last 12 months has again been significant and has included cost pressures as a result of the response, such as purchasing PPE, payments to social care providers, accommodation for the homeless, and significant reductions in planned income from Council services.

The final position reflects additional grant funding received from Welsh Government (WG) which has significantly contributed to the level of operating surplus. This includes additional Social Care funding for winter pressures of £2.167m together with additional grant funding for Children's services from WG of £0.292m.

As reported previously measures were introduced to review and challenge non-essential spend and recruitment to vacancies with the aim of reducing in-year expenditure to 'dampen' the projected overspend at that time. This work also made a positive impact on the outturn position.

The final year end position is:

Council Fund

- An operating surplus of (£5.711m) which is a favourable movement of (£1.107m) from the surplus figure of (£4.604m) reported at Month 10.
- The operating surplus of (£5.711m) equates to 1.9% of the Approved Budget, which is above the target MTF5 KPI for a variance against budget of 0.5%.
- A projected contingency reserve balance as at 31st March, 2022 of £7.098m

Housing Revenue Account

- Net revenue expenditure £1.404m higher than budget
- A closing balance as at 31st March, 2022 of £3.616m

RECOMMENDATIONS

1	To note the overall report and the Council Fund contingency sum as at 31 st March, 2022
2	To note the final level of balances on the Housing Revenue Account (HRA)
3	To approve the carry forward requests included in Appendix 6

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING (OUTTURN 2021/22)
1.01	Council Fund Projected Position The final year end position is as follows: <ul style="list-style-type: none">• An operating surplus of (£5.711m)• A projected contingency reserve available balance as at 31 March 2022 of £7.098m. Our ability to mitigate financial risks arising from the pandemic largely depended on the continuation of the Welsh Government Hardship Fund to meet the impacts of additional costs and income losses. This Fund ceased on 31 st March 2022.
1.02	Table 1. Projected Position by Portfolio The table below shows the projected position by portfolio:

Portfolio/Service Area	Approved Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m
Social Services	71.130	67.758	(3.371)
Out of County Placements	12.921	13.748	0.827
Education & Youth	9.190	8.722	(0.468)
Schools	102.181	102.181	0.000
Streetscene & Transportation	31.803	32.513	0.710
Planning Env & Economy	6.288	5.614	(0.674)
People & Resources	4.625	4.466	(0.160)
Governance	10.350	9.820	(0.529)
Strategic Programmes	4.648	4.611	(0.037)
Housing & Assets	14.493	13.601	(0.892)
Chief Executive	2.386	2.243	(0.143)
Central & Corporate Finance	27.442	26.468	(0.973)
Total	297.457	291.746	(5.711)

1.03	The reasons for the favourable net monthly movement of (£1.107m) 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. It is important to note that the majority of the positive movements provide only a one-off benefit and would not have been material to the budget setting process for 2022/23.
	Significant Movements from Month 10
1.04	<p>Social Services (£0.520m)</p> <p>The favourable movement relates to :</p> <ul style="list-style-type: none"> • Additional Social Care Recovery Fund grant to offset Direct Payment costs (£0.278m). • Reduction in demand for Domiciliary and Direct Payment costs £0.160m. • Maternity leave, long term sickness absences and new vacancies have meant staff costs reduced by £0.065m. This was mitigated by the additional cost within the residential budget to purchase a block bed contract to minimise hospital bed usage. (£0.279m) • Net impact of changes to care packages within Adults of Working Age Services (£0.154m)

	<ul style="list-style-type: none"> • Additional training costs together with increased Advocacy costs and changes to care package costs mitigated by the allocation of Grant funding used to offset Staffing Costs within Children's Services £0.059m • Finalisation of COVID Hardship Claims due to the number of void beds in Residential Care Homes previously supported by the Grant (£0.065) <p>Minor variances across the Portfolio account for the remainder (£0.081m).</p>
1.05	<p>Out of County (£0.061m)</p> <p>The favourable movement is a net result of changes to placements, ended placements, a number of rate changes and an increase in the amount of recoupment income received from other local authorities in respect of their pupils being placed in Flintshire schools.</p>
1.06	<p>Education & Youth £0.063m</p> <p>The adverse movement is due to the net impact of:</p> <ul style="list-style-type: none"> • A net favourable movement of (£0.089m) due to late notification of the Local Authority Education Grant (LAEG). These grants have been used to offset costs incurred within services, reducing spend against core budgets. This has been partly offset by an agreed budget carry forward from the Minority Ethnic Achievement Grant (MEAG). • Integrated Youth Provision approved Carry forward of underspends £0.101m • Tree Survey Work £0.045m <p>Minor variances across the Portfolio account for the remaining £0.006m.</p>
1.07	<p>Planning Environment & Economy (£0.164m)</p> <p>The favourable movement is due to the net impact of:</p> <ul style="list-style-type: none"> • Higher than anticipated Fee Income in Planning and Land Charges (£0.106m). • Delayed recruitment into April, 2022 for the Private Water Supplies initiative (£0.117m). • Additional expenditure of £0.120m relating to Ash Die Back and other Countryside Projects. <p>Minor variances across the Portfolio account for the remaining (£0.061m).</p>
1.08	<p>People & Resources £0.072m</p> <p>The adverse movement is due to the net impact of:</p> <ul style="list-style-type: none"> • Actual expenditure on Disclosure and Barring Service higher than previously anticipated and lower income for the Employer Incentive Scheme, delayed into 2022/23 £0.026m • Final Grant Maximisation target shortfall £0.045m <p>Minor variances across the Portfolio account for the remainder £0.001m.</p>

1.09	<p>Housing & Assets (£0.161m)</p> <p>The favourable movement is due to the net impact of:</p> <ul style="list-style-type: none"> • Data Centre Recharge no longer applied (£0.066m) • Additional Fee Income in Corporate Property Management and Design Services and Consultancy (£0.244m) • Savings on Repair and Maintenance Costs (£0.033m) • Prepayment of Costs supported by the Hardship Fund (£0.263m) <p>Mitigated by :</p> <ul style="list-style-type: none"> • Agreed Carry Forward of underspends to provide further future financial resilience against expected pressures in 2022/23 £0.250m • Reduced underspend on Council Tax Reduction scheme and agreed Carry Forward of underspends £0.161m • Additional costs for site investigation works at the Queensferry Riverside Traveller Site £0.038m <p>Minor variances across the Portfolio account for the remaining (£0.004m).</p>
1.10	<p>Central & Corporate (£0.327m)</p> <p>The favourable movement is due to the net impact of:</p> <ul style="list-style-type: none"> • Central Loans and Investment Account (£0.070m) • Over recovery of Pension Contributions (£0.098m) • Reduced consumption levels on utilities (£0.023m) • Final position on Soft Loan mitigation (£0.087m) <p>Minor variances account for the remainder (£0.049m)</p>
1.11	<p>Tracking of In-Year Risks and Emerging Issues</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>
1.12	<p>Council Tax Income</p> <p>The collection rate outturn for 2021/22 was 97.73% - this was 0.15% higher than target. Collection levels for 2021/22 were also 0.72% higher compared to 2020/21 and only 0.15% below the pre-pandemic levels of 2019/20.</p>
1.13	<p>Council Tax Reduction Scheme</p> <p>The final outturn reflects an underspend of (£0.192m), with a late increase in demand during March slightly reducing the level of underspend which had been projected in previous budget monitoring reports.</p>

1.14	<p>Social Care Grant Funding</p> <p>In November, Welsh Government announced additional funding for Social Care and Health totaling £42.72m across Wales. The grant supports Children's Services, Integrated Health and Social Care, unpaid carer direct payments, early intervention and prevention, along with improved advertising and recruitment for social care. The Social Care Recovery Fund 2021-22 allocation was increased for the Council from £1.733m to £2.772m.</p> <p>Furthermore, Welsh Government confirmed that £50m across Wales was approved for Social Care winter pressures, which resulted in an allocation of £2.167m for the Council and is reflected in the final outturn figures for Social Services.</p>
1.15	<p>Out of County Placements</p> <p>There continued to be significant pressure on this volatile budget arising from the full year impacts of new placements made during 2020/21, including several new high cost placements which were agreed in March after the budget for 2021/22 had been set.</p> <p>A total contribution of £0.650m was made from the Social Care Recovery Fund which left an actual overspend of £0.827m for the year.</p>
1.16	<p>Achievement of Planned In-Year Efficiencies</p> <p>The 2021/22 budget contained £2.363m of specific efficiencies which were tracked and monitored throughout the year. In 2020/21 the level of efficiency achievement was 100% which was an improvement on the 90% achieved during the previous year. The Council aimed to achieve a 95% rate in 2021/22 as reflected in the MFS KPI's.</p> <p>The actual level of efficiencies achieved in 2021/22 was 100%. Further details on efficiencies are shown in Appendix 3.</p>
1.17	<p>Emergency Funding</p> <p>The Local Government Hardship fund initially allocated £206.6m to support local government for the first six months of 2021-22 in the Welsh Government Final Budget 2021-22. In addition £23.3m was allocated to support free school meals during the school holidays.</p> <p>A further £97.5m was subsequently allocated to the end of the financial year based on spend patterns to date, changes to policy approaches (for example tapering of social care uplifts and void payments) and the current alert level. In addition three further allocations to the fund were confirmed - £38m for winter fuel support, £0.600m for Community hubs and £2m for homelessness support (Homelessness Prevention Fund). The £2m was added to specifically provide a top up to the discretionary homelessness prevention funds utilised by the Council.</p> <p>The Principles and Guidance for the Hardship Fund were revised by WG on 1st October with changes impacting on eligibility for various service areas including school costs and additional waste tonnages (reduced to 50%).</p>

	<p>Costs for additional cover when staff were off sick due to COVID or self-isolating and additional vehicle costs due to social distancing requirements were all deemed eligible until the end of 2021/22.</p> <p>During 2021/22 additional cost claims totaled £13.730m and Income Loss claims were £2.401m (which include claims for Aura, Newydd Catering and Cleaning and Cambrian Aquatics).</p>
1.18	<p>Increase in the Local Government Settlement 2021/22</p> <p>Welsh Government announced an additional £60m for Local Government across Wales in 2021/22. The increase was intended to displace expenditure met through the Council's own resources during the year (i.e. council tax or fees and charges) to enable more flexibility in managing pressures, this year or in the future. £10m of this allocation is specific to support the Council's ambitions to increase domiciliary support service capacity through funding driving lessons and to purchase and provide access to electric vehicles for domiciliary care workers. An allocation of £0.400m has been set aside for social care and an amount of £2.432m has been set aside as a specific reserve to safeguard the council against budget/inflation risks.</p>
1.19	<p>Unearmarked Reserves</p> <p>The final level of Council Fund Contingency Reserve brought forward into 2021/22 was £5.973m as detailed in the 2020/21 outturn report. However, this increased to £6.444m when taking account of the budgeted contribution to Reserves in the 2021/22 budget. This is the amount available for general purposes following the set-aside of £3.0m for a COVID-19 Emergency Funding.</p> <p>However, there was a requirement to meet the unfunded impacts of the pay awards from the Contingency Reserve following the outcome of the national pay award negotiations.</p> <p>The £3m emergency ring-fenced fund had an amount of £2.066m remaining at the end of the financial year after allocating known ineligible items. However, there are still a number of holding items being considered by the Grants Panel in relation to 2021/22 claims. The 2022/23 budget approved in February included a top up of £3.250m to this Reserve to safeguard against the cessation of the Welsh Government Hardship Fund, providing a fund total of £5.316m.</p> <p>Taking into account the final outturn position and previously agreed allocations, the amount remaining within the Contingency Reserve is £7.098m (See Appendix 4).</p>

1.20

Council Fund Earmarked Reserves 2021/22

Reserve Type	Balance as at 01/04/21	Balance as at 31/03/22
Service Balances	3,698,164	4,697,595
Specific Service Balances	426,972	0
Workforce Costs	1,042,570	877,786
Investment in Change	1,464,329	1,617,975
County Elections	235,913	291,851
Local Development Plan (LDP)	242,360	242,360
Minerals and Waste	15,032	0
Warm Homes Admin Fee	322,068	297,925
Waste Disposal	23,360	48,771
Design Fees	170,000	250,000
Winter Maintenance	250,000	250,000
Severe Weather	0	250,000
Car Parking	45,403	45,403
Insurance Reserves	2,224,462	2,135,817
Cheque Book Schools	3,595	3,814
School HWB ICT Replacement	0	263,223
Free School Meals	0	115,522
Flintshire Trainees	612,843	696,631
Rent Income Shortfall	30,979	12,779
Plas Derwen Wave 4	0	1,780
Customer Service Strategy	22,468	22,468
Capita One	18,827	0
Supervision Fees	48,798	48,798
ICT Servers	0	85,000
IT Infrastructure HWB	0	327,442
Schools Intervention	427,268	491,133
Organisational Change/ADM	33,500	274,154
NWEAB	92,319	210,644
Employment Claims	124,846	109,846
Community Benefit Fund NWRWTP	229,792	450,653
Total	8,107,703	9,421,775
Schools Balances	6,902,451	12,291,688
Inflation/Budget Risk (additional RSG)	0	2,432,022
Social Care (additional RSG)	0	400,000
Grants & Contributions	5,730,074	7,944,134
TOTAL	24,438,392	37,187,214

1.21

Request for Carry Forward of Funding

There are a number of carry forward requests recommended for approval which are detailed in Appendix 6.

1.22	<p>Operating Surplus and Contingency Reserve position</p> <p>The operating surplus and Contingency Reserves position over the last 5 financial years is as follows:-</p> <table border="1" data-bbox="312 309 1385 824"> <thead> <tr> <th colspan="6">Final Outturn and Contingency Reserve</th> </tr> <tr> <th></th> <th>2021/22</th> <th>2020/21</th> <th>2019/20</th> <th>2018/19</th> <th>2017/18</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Revenue Outturn Surplus</td> <td>5.711</td> <td>2.185</td> <td>0.439</td> <td>0.608</td> <td>2.107</td> </tr> <tr> <td>Contingency Reserve</td> <td>7.098</td> <td>5.973</td> <td>2.370</td> <td>6.031*</td> <td>5.523*</td> </tr> </tbody> </table> <p>* 2018/19 Contingency Reserve is after earmarking agreed contributions to 2019/20 budget (£2.221m) * 2017/18 Contingency Reserve is after earmarking agreed contributions to 2018/19 budget (£2.405m)</p>	Final Outturn and Contingency Reserve							2021/22	2020/21	2019/20	2018/19	2017/18		£m	£m	£m	£m	£m	Revenue Outturn Surplus	5.711	2.185	0.439	0.608	2.107	Contingency Reserve	7.098	5.973	2.370	6.031*	5.523*
Final Outturn and Contingency Reserve																															
	2021/22	2020/21	2019/20	2018/19	2017/18																										
	£m	£m	£m	£m	£m																										
Revenue Outturn Surplus	5.711	2.185	0.439	0.608	2.107																										
Contingency Reserve	7.098	5.973	2.370	6.031*	5.523*																										
1.23	<p>Housing Revenue Account</p> <p>The 2020/21 Outturn Report to Cabinet on 13 July 2021 showed an un-earmarked closing balance at the end of 2020/21 of £5.039m and a closing balance of earmarked reserves of £1.869m.</p>																														
1.24	<p>The 2021/22 budget for the HRA was £37.825m which included a movement of £0.566m to reserves.</p>																														
1.25	<p>The final outturn for the HRA shows in year expenditure to be £1.404m higher than budget and a closing un-earmarked balance as at 31 March 2022 of £3.616m, which at 9.18% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%. Appendix 5 provides further detail.</p>																														
1.26	<p>The favourable movement (£0.382m) is as a result of :</p> <ul style="list-style-type: none"> • Further reduction in Bad Debt Provision top up (£0.173m) • Saving on Interest Charges following the introduction of the Annuity Method for recharging purposes (£1.537m) • Saving on Sub Contractor expenditure (£0.050m) • Net CERA requirements at year end £1.484m • Additional Income to offset expenditure (£0.089m) <p>Minor variances of (£0.017m) account for the remainder.</p>																														
1.27	<p>The budget contribution towards capital expenditure (CERA) is £16.620m. The budgeted figure in the 2021/22 HRA Business Plan was £13.442m and the additional contribution of £3.178m has been taken from in year underspends (£0.878m) and unearmarked reserves (£2.300m). This has been utilised towards additional capital works.</p>																														

2.00	RESOURCE IMPLICATIONS
2.01	As set out within the report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The Revenue Budget Monitoring Report reflects the three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.04 to 1.17.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None specific.

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 10 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 Appendix 6: Carry Forward Requests

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Various budget records.

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

8.00	GLOSSARY OF TERMS
	<p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Council Fund: the fund to which all the Council's revenue expenditure is charged.</p> <p>Financial Year: the period of twelve months commencing on 1 April.</p> <p>Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing</p>

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.

Intermediate Care Fund: Funding provided by Welsh Government to encourage integrated working between local authorities, health and housing.

Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.

Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.

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

Outturn - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	-0.522	Social Care Recovery Fund grant slippage of £0.393 was transferred to this budget heading to offset Direct Payment costs. Domiciliary and Direct Payment costs were reduced by £0.160m over the last two months due to demand. Maternity leave, long term sickness absences and new vacancies have meant staff costs reduced by £0.065m. There was an additional cost within the residential budget to purchase a block bed contract to minimise hospital bed usage.
Resources & Regulated Services	0.244	It was expected that the Social Care Recovery Fund grant would fund £0.275m for hospital discharges to in-house residential care homes. However, due to admission embargos because of Covid infections this amount was unable to be used in full, meaning £0.247m of grant support was transferred from this service.
Impact of Covid-19	0.001	
Minor Variances	-0.002	
Adults of Working Age		
Resources & Regulated Services	-0.102	Amendments to care packages and subsequent costs have led to a net reduction
Children to Adult Transition Services	0.039	This was caused by net changes to care package costs
Professional and Administrative Support	0.028	Demand led changes for the Council's Supported Living Service have led to a slight increase in costs
Residential Placements	-0.034	Changes to care packages and their subsequent costs have reduced the overall cost of care with this service.
Minor Variances	-0.085	Cumulative net variances across the service
Children's Services		
Children's Development	0.040	Due to additional training costs
Family Placement	-0.036	Additional grant funding from Transformation Fund and ICF
Grants	0.057	Increased Advocacy for Children and increase to costs of the Integrated Family Support Service
Legal & Third Party	0.105	Increased costs are due to late notification of placement costs to be funded from the Targeted Support Team budget.
Professional Support	-0.095	Late allocation of grant funding to offset staffing costs.
Minor Variances	-0.013	
Safeguarding & Commissioning		
Charging Policy income	-0.030	Variation to the estimated income charged for eligible care services
Management & Support	-0.034	Predominantly due to the central telephone recharge being less than the amount budgeted.
Impact of Covid-19	-0.065	Finalisation of all Hardship Claims had meant the previous reported figure for eligible in-house services was underestimated. This was mostly due to the number of void beds in residential care homes which were supported from Hardship.
Minor Variances	-0.015	
Total Social Services (excl Out of County)	-0.520	
Out of County		
Children's Services	0.101	New placements and other placement changes
Education & Youth	-0.162	Net impacts of placement changes and ended placements
Total Out of County	-0.061	
Education & Youth		
Inclusion & Progression	-0.089	Favourable movement due to late Local Authority Education Grant (LAEG) grants. These grants have been used to offset costs incurred within the services, reducing the spend against core budgets. There has also been an agreed budget c/f of £90k from the Minority Ethnic Achievement Grant (MEAG) service.
Integrated Youth Provision	0.101	Approved c/f of underspends to 2022/23
School Planning & Provision	0.045	Tree survey work plus a number of other minor movements
Minor Variances	0.006	
Total Education & Youth	0.063	

Appendix 1

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Schools	0.000	
Streetscene & Transportation		
Highways Network	0.277	Highways Network £0.200m contribution required in relation to Highways Asset Management Plan and Roads Maintenance.
Transportation	-0.057	Lower School Transport costs due to less vehicles required than originally anticipated.
Regulatory Services	-0.225	Favourable market rates for the sale of recyclable materials in a very volatile market.
Impact of Covid-19	-0.030	Additional Claim in Quarter 4 for Overtime costs in Workforce due to Covid.
Other Minor Variances	0.015	
Total Streetscene & Transportation	-0.019	
Planning, Environment & Economy		
Business	-0.117	Delayed recruitment into April, 2022 for the Private Water Supplies initiative resulting in an adjustment to the MTFS for future years therefore no further requirement to carry forward the underspend.
Community	-0.068	Commitment challenge across the service
Development	-0.106	Higher than anticipated Fee Income Levels for Planning / Land Charges
Access	0.120	Ash Die Back Expenditure funded from service
Regeneration	0.129	Capital Expenditure contribution at outturn for Warm Homes Crisis Fund
Management & Strategy	-0.127	Bad Debt Provision reduction / commitment challenge
Impact of Covid-19	0.003	
Minor Variances	0.002	
Total Planning & Environment	-0.164	
People & Resources		
HR & OD	0.026	Higher than expected expenditure on DBS Checks, Income from Employer Incentive scheme anticipated but not realised
Corporate Finance	0.045	Final Outturn figure on Grant Maximisation Income target
Impact of Covid-19	0.000	
Total People & Resources	0.072	
Governance		
Democratic Services	0.034	Agreed carry forward of underspend to resource iPads for Members
ICT	0.216	Movement relates to the payment upfront for 5 year contract for Microsoft 365 Back Up solution - paid in advance to take advantage of contract savings together with carry forward £0.085m to assist in financing the replacement of Servers in Schools.
Customer Services	-0.067	Fee Income higher than anticipated
Revenues	-0.154	WG COVID Income Loss Grant Claim at Outturn
Impact of Covid-19	-0.000	
Minor Variances	-0.021	
Total Governance	0.009	
Strategic Programmes		
Minor Variances	0.002	
Total Strategic Programmes	0.002	
Housing & Assets		
Administrative Buildings	-0.066	Data Centre recharge no longer applied plus other minor changes
Property Asset And Development	-0.037	Additional consultancy fee income
CPM & Design Services	-0.206	Increased Fee income
Industrial Units	-0.033	Savings on R and M costs
Benefits	0.161	Reduced underspend on Council Tax Reduction scheme and c/f of underspends
Housing Solutions	0.270	Due to c/f of underspend of £0.250m to provide additional buffer against expected pressure in 2022/23 following cessation of the WG COVID-19 Hardship Fund
Housing Programmes	0.038	Increased costs at Queensferry travellers site
Impact of Covid-19	-0.263	Due to prepayments of costs to end of September 2022 as agreed with Welsh Government
Minor Variances	-0.024	
Total Housing & Assets	-0.161	
Chief Executive's	-0.000	
Impact of Covid-19	0.000	

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Central & Corporate Finance	-0.216	Final outturn on the Corporate Central Loans & Investment Account (CLIA), Matrix Rebates, Pension contributions, plus some inflationary pressures not required.
Centralised Costs	-0.023	
Impact of Covid-19	-0.001	
Soft Loan Mitigation	-0.087	IFRS 9 requires that for soft loans interest is accrued at the Effective Interest Rate (EIR) rather than the Contract Interest Rate. Capital financing regulations require that soft loan accounting doesn't impact Council Tax levels, therefore this accrual for interest at the EIR was allocated in P12 with a contra entry in P14.
Grand Total	-1.107	

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Social Services							
Older People							
Localities	19.237	18.483	-0.754		-0.232	The net cost of residential care overspent by £0.432m. This included the cost of residential care placements net of the income received for this service such as property charges and contributions from Health. Day care is £0.032m under budget, this service did not resume during the year. Domiciliary and Direct Payments reported an underspend of £0.871m, this includes a contribution of £0.498m from the Social Care Recovery Fund Grant. The Localities workforce budget was underspent by £0.212m, recruitment and retention challenges meant that the service held vacancies which were not able to be recruited to. The Minor Adaptations budget was £0.045m underspent due to the in-year demand. The Sensory Service Level Agreement budget was £0.025m underspent.	
Resources & Regulated Services	8.737	8.477	-0.259		-0.503	The Councils in-house care provision underspent by £0.255m. Day care is underspent by £0.029m as day centres remained closed during the year. Homecare was £0.001m underspent, but received £0.220m additional income from the Social Care Recovery Fund grant. Residential care was underspent by £0.163m which includes a £0.028m contribution from the Social Care Recovery Fund grant. Extra Care underspent by £0.062m.	
Impact of Covid-19	0.000	0.005	0.005	0.005	0.004		
Minor Variances	1.255	1.222	-0.033		-0.031		
Adults of Working Age							
Resources & Regulated Services	26.949	27.292	0.343		0.445	The overspend is the cost of social care packages for people with learning or physical impairments. These include the cost of nursing and residential care, domiciliary care and Direct Payments, which were required to meet assessed needs.	
Professional and Administrative Support	0.342	0.274	-0.068		-0.096	Not all staff were paid at top of grade and some staff were seconded from this service.	
Supporting People	-0.323	-0.378	-0.055		-0.055	Additional grant was received this year.	
Residential Placements	1.791	2.033	0.242		0.276	The overspend is due to the cost of social care for people supported by the Mental Health service. These costs include nursing and residential care, domiciliary and Direct Payments.	
Minor Variances	4.304	4.134	-0.170		-0.123		
Children's Services							
Legal & Third Party	0.210	0.601	0.391		0.286	Legal costs overspent due to the number of cases which went through the courts and unavoidable use of legal professionals. Direct Payments also were above the budgeted demand. In addition costs for supporting and young person has fallen onto the Targeted Support Team budget.	

Budget Monitoring Report
Council Fund Variances

OUTTURN - 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
Residential Placements	0.549	0.378	-0.171		-0.173	There was an in-year underspend for a registered Children's Home within Flintshire as grant funding from the Young People and Children's Services Transformation Fund was used to offset startup costs.	
Minor Variances	9.300	9.302	0.002		0.051		
Safeguarding & Commissioning							
Charging Policy income	-3.104	-3.375	-0.271		-0.241	In 2020/21 a provision was set aside to refund historic overcharges. The actual refunds were lower than the estimated amount and the surplus provision was drawn down into revenue.	
Good Health	0.705	0.654	-0.051		-0.031	There were some staffing underspends and one-off in-year grants.	
Management & Support	-2.500	-4.689	-2.189		-2.155	Welsh Government provided an additional in-year grant of £2.167m for Winter Pressures and Social Care Overspends. This grant was used to offset current spending and significantly reduced the overall Portfolio spend.	
Impact of Covid-19	0.000	-0.365	-0.365	-0.365	-0.300	Financial assistance provided from the hardship fund for in-house services.	
Minor Variances	3.677	3.709	0.032		0.025		
Total Social Services (excl Out of County)	71.130	67.758	-3.371	-0.360	-2.851		
Out of County							
Children's Services	8.417	9.394	0.977		0.876	The overspend reflects the costs of the current cohort of placements with the budget pressure being influenced by the full year impacts in 2021/22 of a number of new placements made in the second half of 2020/21. This has continued in 2021/22 with a further influx of new placements. The true pressure level has also been partly mitigated by an allocation of £0.650m of one-off grant income from the Welsh Government Social Care recovery fund.	
Education & Youth	4.504	4.354	-0.150		0.012	The underspend reflects the costs of the current cohort of placements.	
Total Out of County	12.921	13.748	0.827	0.000	0.888		
Education & Youth							
Inclusion & Progression	4.577	4.398	-0.179		-0.090	Variance due to staff savings through vacant posts. Also additional grants through the Local Authority Education Grant (LAEG) totalling £0.090m. Due to the timing of the grants, the service were unable to spend on additional services, resulting in the grants being offset against costs already incurred throughout the year. The overall variance also includes the £0.060m in-year efficiency identified for Minority Ethnic Achievement Grant (MEAG) and Education Psychologists.	

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
School Improvement Systems	1.828	1.596	-0.232		-0.228	The underspend in the School Improvement service is as a result of maximising the Post 16 grants against the management team. Within the Early Entitlement service, grants have also been maximised by allocating existing staff against the grant. An efficiency of £0.100m has also been identified in relation to the WG top-up funding for non-maintained settings, releasing core budget of £0.095m and setting resources mitigated by using the Recruit, Recover, Raise Standards (RRRS) grant. The Spring 2022 contingency of £0.050m was reduced as payments to settings were lower than anticipated.	
Minor Variances	2.785	2.727	-0.057		-0.213	Minor cumulative variances across the portfolio	
Total Education & Youth	9.190	8.722	-0.468	0.000	-0.531		
Schools	102.181	102.181	0.000		0.000		
Streetscene & Transportation							
Service Delivery	8.696	8.970	0.275		0.259	The service has a recurring revenue pressure of £0.050m for security costs following vandalism at the Household Recycling Centres. Plant hire and repairs incurring additional costs of £0.050m, which is attributable to aging plant and equipment. Street lighting is also incurring a £0.095m revenue pressure on the Community Council Income Budget. Remaining £0.080m is attributable to high sickness levels and subsequent costs to provide service cover.	
Highways Network	7.899	8.361	0.462		0.185	Highways Network incurred £0.200m contribution to the Highways Asset Management Plan (HAMP) in relation to Roads Maintenance. There were significant costs in the region of £0.115m following Storm Arwen and Barra for the clean-up and making the highways network safe. Highways service area also incurred overspend in excess of £0.050m in staff costs relating to flooding and drainage costs. There are also cumulative minor variances totalling £0.037m across the service, including some additional staff recharges.	
Transportation	9.750	9.711	-0.039		0.018	School Transport operators have been supported during school closures by receiving 75% of their contracted values. In addition, a number of school routes have been re-procured to reflect current arrangements for operation in the school year. This has resulted in a projected net underspend in School Transport of over £0.100m. It should be noted however that the improvement from the 75% will only impact during COVID-19 circumstances. There are increased cost pressures for Social Services and Children's Services transport totalling £0.080m.	

Budget Monitoring Report
Council Fund Variances

OUTTURN - 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
Regulatory Services	5.459	5.220	-0.239		-0.014	Car parking income reflects a loss of £0.268m, through maximising eligible funding from the WG Income Loss fund. The service has also incurred savings in recruitment and maintenance costs of parking machines. The overall overspend has been largely offset by favourable market rates for the sale of recyclable materials, but the markets remain volatile moving forward.	
Impact of Covid-19	0.000	0.251	0.251	0.251	0.281	Service Delivery has a recurring revenue pressure of £0.050m for additional cleaning and maintenance costs in Alltami depot as a result of the pandemic. This service area is also experiencing an additional revenue pressure of £0.090m in plant hire, maintenance and repairs. Additional costs of £0.070m incurred in contractors spend and Traffic Management, as the service was unable to provide the required training and has also faced recruitment delays during the Covid-19 Pandemic.	
Other Minor Variances	0.000	0.000	0.000		0.000		
Total Streetscene & Transportation	31.803	32.513	0.710	0.251	0.729		
Planning, Environment & Economy							
Business	1.822	1.629	-0.193		-0.077	Staff savings from vacant posts and commitment challenge across the Service.	
Development	0.041	-0.377	-0.418		-0.312	Favourable variance due to higher than anticipated fee income in Planning and Land Charges.	
Access	1.329	1.502	0.173		0.053	The adverse variance results from historic income targets not able to be met currently; additional staff time and minor variances across the service each less than £0.010m. At Month 12 Ash Die Back expenditure agreed to be resourced from the service.	
Management & Strategy	1.326	1.003	-0.323		-0.199	Staff savings from vacant posts and at Month 12 a Bad Debt Provision reduction.	
Impact of Covid-19	0.000	0.002	0.002	0.002	-0.000		
Minor Variances	1.769	1.854	0.085		0.024		
Total Planning & Environment	6.288	5.614	-0.674	0.002	-0.510		
People & Resources							
HR & OD	2.497	2.377	-0.120		-0.147	Favourable variance follows the receipt of the income from the agreed recharge for overheads claimed for the Test, Trace and Protect Project for hosting the service on behalf of the region to March, 2022. At Month 12 increased expenditure on DBS Checks not previously committed and Income for Employer Incentive Scheme previously anticipated but not realised	
Corporate Finance	2.128	2.089	-0.039		-0.085		
Impact of Covid-19	0.000	0.000	0.000	0.000	-0.000		

Budget Monitoring Report
Council Fund Variances

OUTTURN - 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
Holding Accounts	0.000	0.000	0.000		0.000		
Total People & Resources	4.625	4.466	-0.160	0.000	-0.231		
Governance							
Procurement	0.320	0.262	-0.058		-0.043	Confirmation of the 2021/22 Recharge from Denbighshire CC - lower than anticipated	
ICT	4.491	4.639	0.148		-0.068	Adverse variance following the funding of a 5 year Contract for the Microsoft 365 Back Up solution and carry forward request to assist in the Server Replacement in Schools.	
Customer Services	1.043	0.895	-0.148		-0.080	Favourable variance is due to higher than anticipated fee income levels resulting from the resumption of Ceremonies following the relaxation of COVID restrictions.	
Revenues	0.497	0.084	-0.413		-0.259	Favourable variance is in the main, due to the projected potential surplus on the Council Tax Collection Fund (£0.188m), Welsh Government Lockdown Admin Grant and minor variances across the service. At Month 12 full year claim from Welsh Government COVID Hardship Fund Fee Income Loss (£0.159m)	
Impact of Covid-19	0.000	0.000	0.000	0.000	0.000		
Minor Variances	3.999	3.940	-0.059		-0.087		
Total Governance	10.350	9.820	-0.529	0.000	-0.538		
Strategic Programmes							
Minor Variances	4.648	4.611	-0.037		-0.039		
Total Strategic Programmes	4.648	4.611	-0.037	0.000	-0.039		
Housing & Assets							
Administrative Buildings	0.465	0.360	-0.105		-0.039	Mainly underspends on Repairs and Maintenance -£0.076m and cleaning costs	
Property Asset And Development	0.460	0.390	-0.070		-0.033	Savings on staffing due to vacancies	
Caretaking & Security	0.244	0.157	-0.087		-0.068	Savings on staffing due to vacancies	
CPM & Design Services	0.598	0.392	-0.206		-0.000	Due mainly to additional fee income and some staffing savings	
Industrial Units	-1.237	-1.501	-0.264		-0.230	Due to unbudgeted income received from a new lease at power generation site	
Benefits	12.881	12.755	-0.126		-0.287	Council Tax Reduction Scheme (CTRS) -£0.192m offset by bad debt provision increase for overpayments other key influences were COVID Hardship Fund income offsetting costs of additional staffing costs due to demand pressures arising from the COVID-19 pandemic	
Housing Solutions	1.066	1.154	0.088		-0.182	Mostly due to underspends on staffing due to vacancy savings and increase in Housing Support grant internal allocations	
Impact of Covid-19	0.000	-0.263	-0.263	-0.263	0.000	Impact of COVID-19 due to amount claimed from the WG COVID-19 Hardship Fund in respect of prepaid costs of temporary accommodation to end of September	
Minor Variances	0.016	0.156	0.140		0.107		

Budget Monitoring Report
Council Fund Variances

OUTTURN - 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
Total Housing & Assets	14.493	13.601	-0.892	-0.263	-0.731		
Chief Executive's	2.386	2.243	-0.143		-0.142	Vacant Posts	
Impact of Covid-19	0.000	0.000	0.000	0.000	-0.000		
Central & Corporate Finance	24.659	24.149	-0.510		-0.294	Over recovery of planned pension contributions recouped against actuarial projections based on the current level of contributions received during the year. Projected outturn on Matrix Rebates and inflation pressures anticipated, but not required.	
Centralised Costs	2.783	2.407	-0.375		-0.352	Favourable variance due to the fixed electricity rate being set lower than current market levels and an overall reduction in consumption levels.	
Impact of Covid-19	0.000	-0.001	-0.001	-0.001	-0.000		
Soft Loan Mitigation	0.000	-0.087	-0.087		0.000	IFRS 9 requires that for soft loans interest is accrued at the Effective Interest Rate (EIR) rather than the Contract Interest Rate. Capital financing regulations require that soft loan accounting doesn't impact Council Tax levels, therefore this accrual for interest at the EIR gets allocated in P12 with a contra entry in P14.	
Grand Total	297.457	291.746	-5.711	-0.370	-4.604		

2021/22 Efficiencies Outturn Tracker - Final Outturn

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
		2021/22 £m	2021/22 £m	2021/22 £m		
Portfolio						
Corporate						
Employer Pension Contributions	Reduced requirement due to recovery	Rachel Parry Jones	0.300	0.300	0.000	C
Workforce - Vacant Post	Reduction of Post	Rachel Parry Jones	0.030	0.030	0.000	C
Remote Working Impacts	Reduced Operating Costs	Rachel Parry Jones	0.070	0.070	0.000	C
Remote Working Impacts	Reduced Travel	All	0.200	0.200	0.000	C
Price Inflation	Removal of Price Inflation	Rachel Parry Jones	0.113	0.113	0.000	C
Total Corporate Services			0.713	0.713	0.000	
Housing & Assets						
Property Savings (inc Demolition of Phases 3&4; utility savings)		Neal Cockerton	0.450	0.450	0.000	C
NDR Inflationary Savings		Neal Cockerton	0.120	0.120	0.000	C
Climate Change Levy		Neal Cockerton	0.295	0.295	0.000	C
Total Housing & Assets			0.865	0.865	0.000	
Social Services						
Vacancy Management Saving	Appropriate Vacancy Management	Neil Ayling	0.030	0.030	0.000	C
Strategic Use of Grant Funding	Core Funding Replacement Solution	Neil Ayling	0.060	0.060	0.000	C
Social Care Workforce Grant		Neil Ayling	0.430	0.430	0.000	C
Total Social Services			0.520	0.520	0.000	
Education & Youth						
Integrated Youth Provision	Youth Centres - Premises	Claire Homard				
Total Education & Youth			0.020	0.020	0.000	
Streetscene & Transportation						
Discretionary Transport Review - Post 16 Transport	Joint with Education	Katie Wilby				
Total Streetscene & Transportation			0.200	0.200	0.000	
Planning, Environment & Economy						
Planning Policy	Reduction of Post	Andy Roberts				
Total Planning, Environment & Economy			0.045	0.045	0.000	
Total 2021/22 Budget Efficiencies			2.363	2.363	0.000	

	%	£
Total 2021/22 Budget Efficiencies	100	2.363
Total Projected 2021/22 Budget Efficiencies Underachieved	0	0.000
Total Projected 2021/22 Budget Efficiencies Achieved	100	2.363
Total 2021/22 Budget Efficiencies (Less Previously agreed Decisions)	100	0.000
Total Projected 2021/22 Budget Efficiencies Underachieved	0	0.000
Total Projected 2021/22 Budget Efficiencies Achieved	0	0.000

Corporate Efficiencies Remaining from Previous Years

	£m	
Income Target Remaining		
Income Target Efficiency remaining from Previous Years	All Portfolios	0.041
Total Income Efficiency Remaining		(0.041)

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2021	14.061	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		8.292
Add - Transfer to Reserve Budget 2021/22		0.471
Add - Transfer from Earmarked Reserves (approved Month 5)		0.585
Less - COVID-19 Emergency Funding Allocation*		(2.317)
Less - Investment in Change (approved Month 2)		0.400
Less - Severe Weather (approved Month 2)		0.250
Less - Organisational Capacity Estimate (approved month 5)		0.103
Less - Childrens Services Social Work Costs (approved Month 5)		0.183
Less - Teachers Pay Award (after additional funding)		0.207
Add - Month 12 projected outturn		(5.711)
Less - national pay award increase		1.251
Less - Emergency Reserve top-up for Hardship Fund pressures		3.250
Total Contingency Reserve available for use		7.098

Budget Monitoring Report
Housing Revenue Account Variances

OUTTURN - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Housing Revenue Account		
Income	(0.173)	Reduction in Bad Debt Provision top up of (£0.263m). Loss of income of £0.028m relating to rental income on void properties and a further £0.027m relating to the utilities charges on those properties. Other minor variances of £0.035m.
Capital Financing - Loan Charges	(1.537)	Saving on interest charges due to the introduction of the annuity method for the recharge (£1.537m).
Estate Management	(0.030)	Minor variances (£0.030m).
Landlord Service Costs	(0.050)	Saving on subcontractor charges of (£0.039m). Minor variances (£0.011m).
Repairs & Maintenance	(0.165)	(£0.165m) movement, (£0.290m) to CERA, £0.113m increased Void contractor spend, £0.030m increase in Responsive material spend.
Management & Support Services	(0.111)	Reduction in Support Services Recharge (£0.109m). Minor variances (£0.002m).
Capital Expenditure From Revenue (CERA)	3.178	Increased CERA contribution due to rephasing of Capital Programme £3.178m.
HRA Projects	(0.089)	(£0.088m) additional income introduced to offset spend.
Contribution To/ (From) Reserves	(1.404)	Additional drawdown from reserves to meet CERA requirements (£1.404m).
Total Housing Revenue Account	(0.382)	

Requests for Carry Forward of Funding

Governance

ICT Service – carry forward of **£0.085m** which is comprised of an in-year underspend to provide further financial assistance in 2022/23 along with existing annual budget allocations for the replacement of Servers within Schools. The initiative is to extend the usable life of the existing servers and thereby reduce the requirement to fund replacements through prudential borrowing and minimising the cost of borrowing.

Democratic Services – carry forward of **£0.011m** in year underspend to assist in the procurement of 17 additional laptop and 5 iPads for Members following the Local Government Elections May, 2022.

Democratic Services – carry forward of **£0.024m** in year underspend to resource the replacement of existing iPads for Members following the announcement that existing 5th Generation versions will no longer be supported by Apple during 2022/23.

People & Resources

Employment Services – carry forward of **£0.036m** in year underspend comprised of existing vacancy savings to assist in resourcing an additional post to cover for payroll processing, relieve existing pressure/demands currently undertaken by the Team Manager. By releasing these constraints it will allow more time to provide vital assistance in the preparation of the forthcoming tender renewing the HR & Payroll System as the current contract nears its end date.

Chief Executives

Policy – Community Chest underspend **£0.020m** carry forward to resource future financial obligations in 2022/23

Voluntary Organisations underspend **£0.017m** carry forward to resource future financial obligations in 2022/23.

Planning, Environment & Economy

Regeneration – Town Centre Development carry forward of **£0.120m** in year underspends comprised of mainly of Grant Funding where budgeted costs have been 'rebadged' and Welsh Government Economic Resilience Grant Admin fee. To provide future financial resilience into 2022/23 to further promote and fund future Town Centre Development via the creation of project outlines, site visits and structural surveys.

Regeneration – Welsh Government Grant Regional Economic Framework Priorities and accelerate post-Covid Economic Recovery late award of funding **£0.507m**.

Housing & Pollution Control - **£0.030m** to fund the purchase of essential Noise Monitoring Equipment. The procurement exercise and tendering process has met delays with the result that raising a Purchase Order and subsequent receipt of the equipment will now take place early in the new financial year.

Housing & Assets

Request for a carry forward of in year underspend to support the funding of a capital project for the refurbishment of a Council Owned property **£0.050m**. The carry forward is intended to make up the funding shortfall from a Capital Grant to ensure works are carried out to the necessary standard required.

Education & Youth

Request for a carry forward of in year underspend **£0.117m** to fund the following fixed term posts : ASB Prevention Post - £0.047m (top of scale with on costs) and Youth Worker for Youth Violence prevention £0.020m; together with Ukrainian Refugee Settlement education costs £0.050m

Request for a carry forward of **£0.020m** to increase capacity to support Post 16 and Adult Learning. (Currently have 0.6 FTE role and want to increase up to full time for the year). The Adult Community Learning (ACL) work is developing rapidly and we are wanting to further develop work around this – linking to the Community focused schools work that is now gaining momentum as well. We are also needing to refresh the post 16 strategy in light of national post 16 reviews.

Streetscene & Transportation

Works not completed or goods not received by 31st March in line with anticipated commitments in 2021/22 as follows:-

Fencing **£0.015m** - Fencing improvements to secure stock on the Alltami depot yard and ensure compliance with internal audit recommendations to ensure that all materials are safely and securely stored, controlled and stock levels are monitored.

Vehicle Wash improvements **£0.030m** - investment required to improve the facility to reduce ongoing revenue costs for monthly emptying of the wash pit and interceptor tank.

HRC Site Barriers **£0.018m** - Barriers to be installed for all HRC sites following the implementation of new vehicle permit criteria to control unauthorised access to sites.

Car Parking for postponed schedule of car park maintenance **£0.100m**

Replacement and renewal of redundant small and medium sized plant and equipment (including a Rotator Head) totalling **£0.067m** for grounds maintenance and highways construction service.

Replacement of 4-5 Skips that are beyond economical repair totaling **£0.020m**.

Landfill maintenance works delayed until 2022/23 **£0.47m**

Implementation of Zone Safe proximity warning system for large plant and machinery at Greenfield waste transfer station and composting facility **£0.017m**.

Automated barriers for the Deeside Park and Ride facility to control and monitor access and utilisation of the site, reduce antisocial behaviour and comply with planning conditions **£0.065m**.

CCTV – delayed implementation due to extension in the tender period resulting from site visits, tender clarifications and queries **£0.120m**.

Sustainable Waste Management Grant (SWMG) **£0.295m** – late notification of additional WG grant has been allocated to other waste service related spend in 2021/22 and this in-year underspend would be used in 2022/23 to address additional workforce costs from high levels of sickness and subsequent agency costs within the waste service, thus reducing pressure on the Hardship Contingency Fund.

Due to increased levels of recycling income, a carry forward request is submitted to meet fluctuating prices in Bulky Waste Recycling Income for 2022/23 due to increased disposal costs and uncertainty in recycling markets, with the global increases in energy costs **£0.100m**

Social Services

Flintshire Crèche Service; £0.169m - This service has generated surplus income this year. The Crèche service is being remodelled and the surplus income is requested to be carried forward to fund the remodelled service. The service is expected to be funded through Welsh Government Grants as well as income generated from private placements. The income from private places is not guaranteed and the carried forward funding is to be used to offset any income shortfalls and setting up costs.

Flintshire Community Parents; £0.088m – There is a commitment to deliver the voluntary parenting programme in full for 2022/23 and have a national Agreement in place. Unfortunately, the Early Years Pathfinder monies was significantly reduced and it is requested that the Community Parents surplus income generated is carried forward to continue to pilot this significant work for further years.

Flintshire Parenting Strategy; £0.046m - Income is received from a variety of sources which usually funds the majority of the Parent Strategy Work, this is mainly generated through national work that Flintshire officers are involved with and been able to charge to providers e.g. Big Lottery Funding, conference speaking. Due to COVID-19, this work has been put on hold for the last two years, although a similar level of funding was received. It is anticipated this funding will need to be used during the recovery stage in 2022/23 to undertake additional parenting strategy work.

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CABINET

Date of Meeting	Tuesday, 12 th July 2022
Report Subject	Capital Programme Monitoring 2021/22 (Outturn)
Cabinet Member	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report summarises the final outturn position for 2021/22 together with changes made to the Capital Programme during the last quarter.

The Capital Programme has seen a net reduction in budget of £10.146m during the last quarter which comprises of:-

- Net budget reduction in the programme of £7.008m (see Table 2 - Council Fund (CF) (£6.293m), Housing Revenue Account (HRA) (£0.715m));
- Net Carry Forward to 2022/23, approved at Month 9 of (£0.667m), switch of additional capital grants for Primary Free School Meals (£1.262m) and Integrated Care Fund (£0.839m) (all CF)
- Identified savings at outturn (£0.370m) (all CF)

Actual expenditure for the year was £67.907m (see Table 3).

The final outturn funding surplus from the 2021/22 – 2023/24 Capital Programme is £6.296m. The 2022/23 – 2024/25 Capital Programme was approved on the 7th December 2021, utilising £4.147m of the current year surplus towards the programme and leaving a projected funding deficit of £0.081m, following the final local government settlement. The final outturn for 2021/22 has the impact of a revised opening funding position surplus of £2.068m, prior to the realisation of additional capital receipts and/or other funding sources.

RECOMMENDATIONS

	Cabinet are requested to:
1	Approve the overall report.
2	Approve the carry forward adjustments, as set out at 1.14.
3	Approve the additional allocations, as set out in 1.18.

REPORT DETAILS

1.00	EXPLAINING THE CAPITAL PROGRAMME MONITORING POSITION – OUTTURN 2021/22
1.01	Background <p>The Council approved a Council Fund (CF) Capital Programme of £12.706m for 2021/22 at its meeting on 8th December 2020 and a Housing Revenue Account (HRA) Capital Programme of £34.835m for 2021/22 at its meeting on 16 February 2021.</p>
1.02	For presentational purposes the Capital Programme is shown as a whole, with sub-totals for the CF and HRA. In reality the HRA programme is ‘ring fenced’ and can only be used for HRA purposes.
1.03	Changes since Budget approval <p>Table 1 below sets out how the programme has changed during 2021/22. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-</p>

Table 1

REVISED PROGRAMME	Original Budget 2021/22	Carry Forward from 2020/21	2021/22 Previously Reported			Savings - This Period	Changes - This Period	Revised Budget 2021/22
			Changes	Carry Forward to 2022/23	Savings			
			£m	£m	£m			
People & Resources	0.350	0.260	(0.455)	0.000	0.000	0.000	0.000	0.155
Governance	0.422	0.505	0.052	(0.103)	0.000	(0.020)	0.743	1.599
Education & Youth	5.877	7.570	12.124	(4.111)	0.000	0.000	2.081	23.541
Social Services	1.020	0.598	5.401	(0.932)	(0.450)	0.000	(0.788)	4.849
Planning, Environment & Economy	0.168	0.850	2.137	(0.674)	(0.060)	(0.006)	(0.195)	2.220
Streetscene & Transportation	2.015	2.527	15.984	(2.241)	(0.400)	0.000	(8.464)	9.421
Strategic Programmes	0.550	1.425	1.223	(0.960)	0.000	0.000	0.303	2.541
Housing & Assets	2.304	1.900	0.931	(1.171)	(0.386)	(0.344)	0.027	3.261
Council Fund Total	12.706	15.635	37.397	(10.192)	(1.296)	(0.370)	(6.293)	47.587
HRA Total	34.835	0.000	(10.265)	0.000	0.000	0.000	(0.715)	23.855
Programme Total	47.541	15.635	27.132	(10.192)	(1.296)	(0.370)	(7.008)	71.442

1.04

Carry Forward from 2020/21

Carry forward sums from 2020/21 to 2021/22, totalling £15.635m (CF £15.635m, HRA £0.000m), were approved as a result of the quarterly monitoring reports presented to Cabinet during 2020/21.

1.05

Changes during this period

Funding changes during this period have resulted in a net reduction in the programme total of £7.008m (CF (£6.293m), HRA £0.715m). A summary of the changes, detailing major items, is shown in Table 2 below:-

Table 2

CHANGES DURING THIS PERIOD		
	Para	£m
<u>COUNCIL FUND</u>		
Increases		
Education - General	1.06	1.262
Investment grant for ICT in schools	1.07	0.743
Other Aggregate Increases	1.10	1.349
		3.354
Decreases		
Transportation Grants	1.08	(7.193)
Children's Services	1.09	(0.788)
Other Aggregate Decreases	1.10	(1.666)
		(9.647)
Total		(6.293)
<u>HRA</u>		
Increases		
Other Aggregate Increases	1.10	0.516
		0.516
Decreases		
Other Aggregate Decreases	1.10	(1.231)
		(1.231)
Total		(0.715)

1.06	In the final quarter, the Council was allocated additional Welsh Government (WG) grant funding to support the rollout of universal primary free school meals. This funding was used for existing expenditure on schools and a corresponding sum carried forward into 2022/23 (see Table 5) to be used in accordance with grant conditions.
1.07	WG have awarded funding for the purchase of equipment to improve schools IT infrastructure to meet the National Digital Standard for Schools.
1.08	A number of Local Transport Fund grant schemes have been re-profiled to match expenditure across financial years.
1.09	Re-profiling of the Child Care Offer Capital Grant for delivery of the final schemes in 2022/23.
1.10	During the final quarter of the year there have been a number of adjustments made to schemes that are funded from grants, revenue contributions to fund capital expenditure (CERA) and prudential borrowing, reflecting the need to re-profile funding between financial years to align expenditure incurred with the relevant funding source. This is the case with a number of the movements above.

1.11

Capital Expenditure compared to Budget

Outturn expenditure, across the whole of the Capital Programme was £67.907m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget.

This shows that 95.05% of the budget has been spent (CF 92.57%, HRA 100%). Corresponding figures for Outturn 2020/21 were 94.99% (CF 93.25%, HRA 100%).

1.12

The table also shows a projected underspend (pending carry forward and other adjustments) of £3.535m on the Council Fund and a break even position on the HRA.

Table 3

EXPENDITURE	Revised Budget	Outturn Expenditure	Percentage Spend v Budget	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m
People & Resources	0.155	0.000	0.00	(0.155)
Governance	1.599	1.319	82.49	(0.280)
Education & Youth	23.541	21.595	91.73	(1.946)
Social Services	4.849	4.743	97.81	(0.106)
Planning, Environment & Economy	2.220	2.076	93.51	(0.144)
Streetscene & Transportation	9.421	8.979	95.31	(0.442)
Strategic Programmes	2.541	2.537	99.84	(0.004)
Housing & Assets	3.261	2.803	85.96	(0.458)
Council Fund Total	47.587	44.052	92.57	(3.535)
Buy Back / Strategic Acquisition	0.504	0.504	100.00	0.000
Disabled Adaptations	0.960	0.960	100.00	0.000
Energy Schemes	1.998	1.998	100.00	0.000
Major Works	0.773	0.773	100.00	0.000
Accelerated Programmes	0.509	0.509	100.00	0.000
WHQS Improvements	17.079	17.079	100.00	0.000
Modernisation / Improvements	0.008	0.008	100.00	0.000
SHARP Programme	2.024	2.024	100.00	0.000
Housing Revenue Account Total	23.855	23.855	100.00	0.000
Programme Total	71.442	67.907	95.05	(3.535)

1.13

Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget. In addition, where carry forward into 2022/23 has been identified, this is also included in the narrative.

1.14	<p>Carry Forward into 2022/23</p> <p>During the quarter, carry forward requirements of £3.535m (all CF) have been identified which reflects reviewed spending plans across all programme areas; these amounts can be split into 2 areas, those required to meet the cost of programme works and/or retention payments in 2022/23 and Corporate provisions that are allocated as requested and approved.</p>																																																												
1.15	<p>The Corporate provisions are as follows:-</p> <ul style="list-style-type: none"> • 'Headroom' – A sum set aside for urgent works for which no other funding is available; and • Health & Safety – A sum set aside for urgent health and safety works for which no other funding is available. 																																																												
1.16	<p>Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:</p> <p>Table 4</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3" style="text-align: left;">OUTTURN CARRY FORWARD - ANALYSIS</th> </tr> <tr> <th style="width: 60%;"></th> <th style="text-align: right; width: 20%;">£m</th> <th style="text-align: right; width: 20%;">£m</th> </tr> </thead> <tbody> <tr> <td colspan="3">Contractually Committed</td> </tr> <tr> <td>Governance</td> <td style="text-align: right;">0.280</td> <td></td> </tr> <tr> <td>Education - General</td> <td style="text-align: right;">0.745</td> <td></td> </tr> <tr> <td>Primary Schools</td> <td style="text-align: right;">0.593</td> <td></td> </tr> <tr> <td>Secondary Schools</td> <td style="text-align: right;">0.152</td> <td></td> </tr> <tr> <td>Special Education</td> <td style="text-align: right;">0.456</td> <td></td> </tr> <tr> <td>Services to Older People</td> <td style="text-align: right;">0.106</td> <td></td> </tr> <tr> <td>Engineering</td> <td style="text-align: right;">0.091</td> <td></td> </tr> <tr> <td>Townscape Heritage Initiatives</td> <td style="text-align: right;">0.053</td> <td></td> </tr> <tr> <td>Highways</td> <td style="text-align: right;">0.424</td> <td></td> </tr> <tr> <td>Transportation</td> <td style="text-align: right;">0.018</td> <td></td> </tr> <tr> <td>Leisure Centres</td> <td style="text-align: right;">0.004</td> <td></td> </tr> <tr> <td>Administrative Buildings</td> <td style="text-align: right;">0.458</td> <td style="text-align: right;">3.380</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right;">3.380</td> </tr> <tr> <td colspan="3">Corporate Allocations</td> </tr> <tr> <td>'Headroom'</td> <td style="text-align: right;">0.140</td> <td></td> </tr> <tr> <td>Health & Safety Works</td> <td style="text-align: right;">0.015</td> <td style="text-align: right;">0.155</td> </tr> <tr> <td>Total</td> <td></td> <td style="text-align: right;">3.535</td> </tr> </tbody> </table>	OUTTURN CARRY FORWARD - ANALYSIS				£m	£m	Contractually Committed			Governance	0.280		Education - General	0.745		Primary Schools	0.593		Secondary Schools	0.152		Special Education	0.456		Services to Older People	0.106		Engineering	0.091		Townscape Heritage Initiatives	0.053		Highways	0.424		Transportation	0.018		Leisure Centres	0.004		Administrative Buildings	0.458	3.380			3.380	Corporate Allocations			'Headroom'	0.140		Health & Safety Works	0.015	0.155	Total		3.535
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1.17	<p>In some instances amounts which had previously been identified as requiring carry forward have been reversed as it became clear that the expenditure was going to be incurred in the 2021/22 financial year, as shown</p>																																																												

below. Information relating to each programme area is contained in Appendix B and summarised in Table 5 below:-

Table 5

CARRY FORWARD INTO 2022/23	Month 4	Month 6	Reversed	WG Grant	Month 9	Sub Total	Outturn	Total
	£m	£m	£m	£m	£m	£m	£m	£m
	People & Resources	0.000	0.000	0.000	0.000	0.000	0.000	0.155
Governance	0.095	0.008	0.000	0.000	0.000	0.103	0.280	0.383
Education & Youth	(0.200)	0.093	0.000	3.900	0.318	4.111	1.946	6.057
Social Services	0.000	0.000	0.000	0.839	0.093	0.932	0.106	1.038
Planning, Environment & Economy	0.572	0.025	(0.003)	0.000	0.080	0.674	0.144	0.818
Streetscene & Transportation	1.976	0.000	0.000	0.000	0.265	2.241	0.442	2.683
Strategic Programmes	0.959	0.427	(0.746)	0.000	0.320	0.960	0.004	0.964
Housing & Assets	0.697	0.386	(0.042)	0.000	0.130	1.171	0.458	1.629
Council Fund	4.099	0.939	(0.791)	4.739	1.206	10.192	3.535	13.727
TOTAL	4.099	0.939	(0.791)	4.739	1.206	10.192	3.535	13.727

1.18

Additional Allocations

Additional allocations have been identified in the programme in the final quarter as follows:

- Highways Asset Management Plan (HAMP) - £1.450m. Additional allocation required due to the withdrawal of the Highways Refurbishment Grant plus funding towards immediate repairs following the County's bridge assessments.
- Well-Fed Shop Premises - £0.080m. The Council's capital contribution towards "Well-Fed", a social 'good food' business, intent on providing meal/food options for residents regardless of their income levels and thus helping to stop local food poverty via the provision of affordable good food.
- Demolition of former Penyffordd Junior CP School - £0.120m. Funding required to complete the demolition of the former school.
- Fuel Tank Replacement at Alltami Depot - £0.045m. There is a requirement to replace the existing fuel tank at Alltami Depot, as it is nearing the end of its useful life.
- Joint Archive Facility - £0.197m. Following an extended feasibility study that was completed in November 2021, the expected total cost of the project is to increase by £0.371m. Based on the original percentage split of funded allocated, the Council would be required to fund an additional £0.197m.

- Croes Atti Residential Care Home - £0.300m. Additional funding required for the design and development costs for the scheme, for the build of the new residential home.
- Flintshire Safer Streets - £0.160m. Match funding is required by the Community and Business Protection team for a proposed grant bid to support safer street initiatives.
- Levelling Up Fund - £0.250m. Funding for full design and procurement work for the Council's Levelling Up Fund bids. The incurred costs can be claimed from UK Government, should the bids be successful or contribute towards match funding.

All can be funded from the additional General Capital Grant awarded in February 2022.

1.19

Savings

The following savings have been identified in the programme in the last quarter.

Table 6

IDENTIFIED SAVINGS	
	Savings
	£m
Information Technology	0.020
Private Sector Renewal/Improvement	0.006
Disabled Facilities Grants	0.344
Total	0.370

1.20

Funding of 2021/22 Approved Schemes

The position at outturn is summarised in Table 7 below for the three year Capital Programme between 2021/22 – 2023/24:-

Table 7

FUNDING OF APPROVED SCHEMES 2021/22 - 2023/24		
	£m	£m
Balance carried forward from 2020/21		(1.968)
Increases		
Shortfall in 2021/22 to 2023/24 Budget	1.317	
Additional allocations from February 2022 GCG	2.602	
		<u>3.919</u>
Decreases		
Additional GCG - 2021/22 Confirmed December 2020	(1.461)	
Additional GCG - 2021/22 Confirmed February 2022	(3.185)	
Actual In year receipts	(1.935)	
Savings	(1.666)	<u>(8.247)</u>
Funding - (Available)/Shortfall		(6.296)

1.21 Capital receipts received in the final quarter of 2021/22, along with savings identified, total £0.809m. In February 2022, WG allocated the Council additional GCG funding of £3.185m. A request for additional allocations of £2.602m is proposed to be funded from this allocation, leaving a surplus of £0.583m.

The final outturn funding surplus from the 2021/22 – 2023/24 Capital Programme is £6.296m. The 2022/23 – 2024/25 Capital Programme was approved on the 7th December 2021, utilising £4.147m of the current year surplus towards the programme and leaving a projected funding deficit of £0.081m, following the final local government settlement. The final outturn position has the impact of a revised opening funding position surplus of £2.068m, prior to the realisation of additional capital receipts and/or other funding sources.

1.22 **Investment in County Towns**

At its meeting on 12th December 2017, the Council approved a Notice of Motion relating to the reporting of investment in county towns. The extent and format of the reporting was agreed at the Corporate Resources Overview and Scrutiny Committee on 14th June 2018.

1.23 Table 8 below shows a summary of the 2020/21 and 2021/22 actual expenditure, and budgets for future years as approved by Council at its meeting of 8th December, 2020. Further detail can be found in Appendix C, including details of the 2021/22 revised budget.

Table 8

INVESTMENT IN COUNTY TOWNS			
	2020/21	2021/22	2022 -
	Actual	Revised	2024
	£m	Budget	Budget
		£m	£m
Buckley / Penyffordd	10.157	2.035	16.004
Connah's Quay / Shotton	1.412	0.842	4.423
Flint / Bagillt	2.181	0.368	8.884
Holywell / Caerwys / Mostyn	1.457	4.512	4.144
Mold / Treuddyn / Cilcain	5.655	7.241	48.760
Queensferry / Hawarden / Sealand	5.825	8.031	6.592
Saltney / Broughton / Hope	4.841	4.929	25.000
Unallocated / To Be Confirmed	1.256	1.748	20.025
Total	32.784	29.706	133.832

- 1.24 The inclusion of actuals for 2020/21 and approved schemes for future years allows a slightly fuller picture of investment plans. However, expenditure which has occurred in years prior to 2020/21 has not been included, and the expenditure and budgets reported should be considered in that context.
- 1.25 There are two significant factors which increase allocations to particular areas, these are homes developed under SHARP, and new or remodelled schools. The impact of these can be seen in the detail shown in Appendix C.
- 1.26 Some expenditure cannot yet be allocated to specific towns as schemes are not yet fully developed or are generic in nature and not easily identifiable to one of the seven areas. As such schemes are identified the expenditure will be allocated to the relevant area.
- 1.27 Information on the split between internal and external funding can be found in Appendix C.
- 1.28 In addition to the information contained in Appendix C, there is also considerable capital expenditure on the HRA Welsh Housing Quality Standard (WHQS), which was originally outside the scope of this analysis. A summary is provided in Table 9 below, albeit using a slightly different catchment area basis.

Table 9

WHQS Programme			
	2020/21 Actual £m	2021/22 Budget £m	2021/22 Actual £m
Holywell	0.136	0.800	0.850
Flint	0.189	0.800	0.870
Deeside & Saltney	2.151	4.260	4.430
Buckley	3.568	4.800	4.820
Mold	1.160	5.010	5.150
Connah's Quay & Shotton	0.632	0.860	0.960
Total	7.836	16.530	17.080

2.00 RESOURCE IMPLICATIONS

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

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

3.00 IMPACT ASSESSMENT AND RISK MANAGEMENT

3.01 There are no risks associated with the information contained herein relating to capital outturn.

The impact of the pandemic will continue to be monitored closely during the next financial year. Due to the re-profiling of schemes from the 2021/22 and resources available to manage and deliver schemes, the levels of planned expenditure in 2022/23 may be affected, resulting in a high level of carry forward requests to re-phase budgets into the 2023/24 programme.

In addition to the above, the supply and demand of materials is being significantly impacted by the overseas supply market disruption, leading to cost increases, higher tender prices and project delays.

Grants received will also to be closely monitored to ensure that expenditure is incurred within the terms and conditions of the grant. The capital team will work with project leads to report potential risks of achieving spend within timescales and assist in liaising with the grant provider.

The Council has a prudent policy of allocating its own capital receipts to fund capital projects only when receipts are actually received rather than when it

	is anticipated the receipt will be received, and this position continues to be the case.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	No consultation is required as a direct result of this report.

5.00	APPENDICES
5.01	Appendix A: Capital Programme - Changes during 2021/22
5.02	Appendix B: Variances
5.03	Appendix C: Investment in Towns

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Capital Programme monitoring papers 2021/22.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Chris Taylor, Strategic Finance Manager Telephone: 01352 703309 E-mail: christopher.taylor@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Budget Re-profiling: Capital schemes are very dynamic and a number of factors can influence their timing and funding. Budget re-profiling assures that the correct resources are available in the correct accounting period to finance the actual level of expenditure.</p> <p>Capital Expenditure: Expenditure on the acquisition of non-current assets or expenditure which extends the useful life of an existing asset</p> <p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipts: Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p>Carry Forward: Carry forward occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is carried forward to meet the delayed, contractually committed expenditure.</p>

CERA: Capital Expenditure charged to Revenue Account. The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.

Council Fund (CF): The fund to which all the Council's revenue and capital expenditure is charged.

Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.

MRA: Major Repairs Allowance. A general capital grant from WG for HRA purposes.

Non-current Asset: A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.

Section 106: Monies are received from developers/contractors pursuant to Section 106 of the Town & Country Planning Act 1990. These sums are available for use once the relevant terms of the individual agreement have been met. The monies are most commonly used for educational enhancement, play areas, highways and affordable housing.

Target Hardening: Measures taken to prevent unauthorised access to Council sites.

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

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

CAPITAL PROGRAMME - CHANGES DURING 2021/22

	Original Budget 2021/22	Carry Forward from 2020/21	2021/22 Previously Reported			Savings (Current)	Changes (Current)	Revised Budget 2021/22
			Changes	Carry Forward to 2022/23	Savings			
	£m	£m	£m	£m		£m	£m	£m
Council Fund :								
People & Resources								
'Headroom'	0.350	0.210	(0.420)	0.000	0.000	0.000	0.000	0.140
Corporate Finance - H & S	0.000	0.050	(0.035)	0.000	0.000	0.000	0.000	0.015
	0.350	0.260	(0.455)	0.000	0.000	0.000	0.000	0.155
Governance								
Information Technology	0.422	0.505	0.052	(0.103)	0.000	(0.020)	0.743	1.599
	0.422	0.505	0.052	(0.103)	0.000	(0.020)	0.743	1.599
Education & Youth								
Education - General	0.445	3.454	2.024	(4.033)	0.000	0.000	1.191	3.081
Primary Schools	1.400	0.400	3.790	(0.073)	0.000	0.000	0.292	5.809
Schools Modernisation	3.525	0.217	4.180	0.000	0.000	0.000	0.187	8.109
Secondary Schools	0.207	3.400	1.890	(0.205)	0.000	0.000	0.411	5.703
Special Education	0.300	0.099	0.240	0.200	0.000	0.000	0.000	0.839
	5.877	7.570	12.124	(4.111)	0.000	0.000	2.081	23.541
Social Services								
Services to Older People	0.656	0.506	0.158	(0.050)	(0.450)	0.000	0.000	0.820
Children's Services	0.364	0.092	5.243	(0.882)	0.000	0.000	(0.788)	4.029
	1.020	0.598	5.401	(0.932)	(0.450)	0.000	(0.788)	4.849
Planning, Environment & Economy								
Closed Landfill Sites	0.000	0.250	0.000	(0.250)	0.000	0.000	0.000	0.000
Engineering	0.038	0.372	0.075	(0.259)	0.000	0.000	0.000	0.226
Energy Services	0.000	0.000	0.705	0.000	0.000	0.000	0.078	0.783
Ranger Services	0.040	(0.022)	0.000	0.000	0.000	0.000	0.000	0.018
Townscape Heritage Initiatives	0.050	0.180	0.859	(0.165)	0.000	0.000	(0.390)	0.534
Private Sector Renewal/Improv't	0.040	0.070	0.498	0.000	(0.060)	(0.006)	0.117	0.659
	0.168	0.850	2.137	(0.674)	(0.060)	(0.006)	(0.195)	2.220
Streetscene & Transportation								
Waste	1.150	1.230	2.338	(1.930)	(0.400)	0.000	(0.817)	1.571
Cemeteries	0.265	0.000	0.000	(0.265)	0.000	0.000	0.000	0.000
Highways	0.600	1.234	2.318	0.000	0.000	0.000	(0.454)	3.698
Local Transport Grant	0.000	0.017	11.328	0.000	0.000	0.000	(7.193)	4.152
Solar Farms	0.000	0.046	0.000	(0.046)	0.000	0.000	0.000	0.000
	2.015	2.571	15.991	(2.241)	(0.400)	0.000	(8.464)	9.421

APPENDIX A (Cont.)

	Original Budget 2021/22	Carry Forward from 2020/21	2021/22 Previously Reported			Savings (Current)	Changes (Current)	Revised Budget 2021/22
			Changes	Carry Forward to 2022/23	Savings			
	£m	£m	£m	£m	£m	£m	£m	£m
Strategic Programmes								
Leisure Centres	0.250	0.107	0.000	(0.282)	0.000	0.000	0.000	0.075
Play Areas	0.200	0.350	0.023	(0.394)	0.000	0.000	0.303	0.482
Libraries	0.000	0.009	0.000	(0.009)	0.000	0.000	0.000	0.000
Theatr Clwyd	0.100	0.959	1.200	(0.275)	0.000	0.000	0.000	1.984
	0.550	1.425	1.223	(0.960)	0.000	0.000	0.303	2.541
Housing & Assets								
Administrative Buildings	0.644	0.424	0.105	(0.130)	0.000	0.000	0.032	1.075
Community Asset Transfers	0.000	0.697	0.000	(0.655)	0.000	0.000	0.000	0.042
Affordable Housing	0.000	0.000	0.582	0.000	0.000	0.000	0.000	0.582
Disabled Facilities Grants	1.660	0.779	0.244	(0.386)	(0.386)	(0.344)	(0.005)	1.562
	2.304	1.900	0.931	(1.171)	(0.386)	(0.344)	0.027	3.261
Housing Revenue Account :								
Buy Back / Strategic Acquisition	0.000	0.000	0.419	0.000	0.000	0.000	0.085	0.504
Disabled Adaptations	1.114	0.000	-0.244	0.000	0.000	0.000	0.090	0.960
Energy Schemes	0.510	0.000	1.147	0.000	0.000	0.000	0.341	1.998
Major Works	0.726	0.000	0.253	0.000	0.000	0.000	(0.206)	0.773
Accelerated Programmes	0.561	0.000	0.034	0.000	0.000	0.000	(0.086)	0.509
WHQS Improvements	16.530	0.000	0.854	0.000	0.000	0.000	(0.305)	17.079
Modernisation / Improvements	1.342	0.000	-1.334	0.000	0.000	0.000	0.000	0.008
SHARP Programme	14.052	0.000	(11.394)	0.000	0.000	0.000	(0.634)	2.024
	34.835	0.000	(10.265)	0.000	0.000	0.000	(0.715)	23.855
Totals :								
Council Fund	12.706	15.635	37.397	(10.192)	(1.296)	(0.370)	(6.293)	47.587
Housing Revenue Account	34.835	0.000	(10.265)	0.000	0.000	0.000	(0.715)	23.855
Grand Total	47.541	15.635	27.132	(10.192)	(1.296)	(0.370)	(7.008)	71.442

PEOPLE & RESOURCES

Capital Budget Monitoring 2021/22 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
'Headroom'	0.140	0.000	(0.140)	-100	0.000	Corporate provision - to be allocated as requested and approved.	Carry Forward - Request approval to move funding of £0.140m to 2022/23.	
Corporate Finance - Health & Safety	0.015	0.000	(0.015)	-100	0.000	Corporate provision - to be allocated as requested and approved.	Carry Forward - Request approval to move funding of £0.015m to 2022/23.	
Total	0.155	0.000	(0.155)	-100	0.000			

GOVERNANCE

Capital Budget Monitoring 2021/22 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	1.599	1.319	(0.280)	-18	0.000	Server replacement (£0.018m), cyber security (£0.098m) and equipment at datacentres (£0.164m) works to continue into 2022/23.	Carry Forward - Request approval to move funding of £0.280m to 2022/23.	£0.020m savings identified on the air conditioning replacement project.
Total	1.599	1.319	(0.280)	-18	0.000			

Variance = Budget v Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2021/22 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	3.081	2.336	(0.745)	-24	(0.121)	Upgrade of kitchen equipment in schools (£0.100m). Health & Safety (£0.027m), fire alarm upgrades works (£0.043m) and the ongoing R&M programme (£0.575m) to be completed in 2022/23.	Carry Forward - Request approval to move funding of £0.745m to 2022/23.	
Primary Schools	5.809	5.216	(0.593)	-10	(0.007)	Ysgol Bryn Coch kitchen ventilation works due to commence early 2022/23 (£0.196m). Northop Hall CP extension (£0.092m), Ysgol Glanrafon scheme (£0.236m) and ongoing R&M programme (£0.069m) to be completed in 2022/23.	Carry Forward - Request approval to move funding of £0.593m to 2022/23.	
Schools Modernisation	8.109	8.109	0.000	0	0.000			
Secondary Schools	5.703	5.551	(0.152)	-3	(0.190)	Ongoing R&M programme works (£0.054m) and Buckley Elfed car parking remaining works (£0.098m) will be completed in 2022/23.	Carry Forward - Request approval to move funding of £0.152m to 2022/23.	
Special Education	0.839	0.383	(0.456)	-54	0.000	DDA/SEN programme for works including Drury & Ysgol Trelogan CP.	Carry Forward - Request approval to move funding of £0.456m to 2022/23.	
Total	23.541	21.595	(1.946)	-8	(0.318)			

Variance = Budget v Outturn

SOCIAL SERVICES

Capital Budget Monitoring 2021/22 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Services to Older People	0.820	0.714	(0.106)	-13	0.000	Outstanding works to progress into 2022/23 at Marleyfield Care Home.	Carry Forward - Request approval to move funding of £0.106m to 2022/23.	
Children's Services	4.029	4.029	0.000	0	(0.093)			
Total	4.849	4.743	(0.106)	-2	(0.093)			

Variance = Budget v Projected Outturn

PLANNING, ENVIRONMENT & ECONOMY

Capital Budget Monitoring 2021/22 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Engineering	0.226	0.136	(0.090)	-40	0.000	Works to be commissioned and started in 2022/23.	Carry Forward - Request approval to move funding of £0.090m in to 2022/23.	
Energy Services	0.783	0.782	(0.001)	-0	0.000			
Ranger Services	0.018	0.018	0.000	0	0.000			
Townscape Heritage Initiatives	0.534	0.481	(0.053)	-10	(0.080)	The pandemic has caused delays to the works which are set to commence in 2022/23.	Carry Forward - Request approval to move funding of £0.053m in to 2022/23.	
Private Sector Renewal/Improvement	0.659	0.659	0.000	0	0.000			One-off saving identified of £0.006m in year.
Total	2.220	2.076	(0.144)	-6	(0.080)			

Variance = Budget v Outturn

STREETSCENE & TRANSPORTATION

Capital Budget Monitoring 2021/22 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services	1.571	1.571	0.000	0	0.000			
Cemeteries	0.000	0.000	0.000	0	(0.265)			
Highways	3.698	3.274	(0.424)	-11	0.000	Carry forward required for a number of highway improvement schemes that will progress into 2022/23.	Carry Forward - Request approval to move funding of £0.424m to 2022/23.	The schemes have been delayed as a result of the pandemic and the impact it has had on supply chains.
Local Transport Grant	4.152	4.134	(0.018)	-0	0.000	Carry forward required to fund town centre signage in Holywell.	Carry Forward - Request approval to move funding of £0.018m to 2022/23.	
Total	9.421	8.979	(0.442)	-5	(0.265)			

Variance = Budget v Outturn

STRATEGIC PROGRAMMES

Capital Budget Monitoring 2021/22 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	0.075	0.071	(0.004)	-5	(0.132)	Continuing works on the Leisure Centres estates.	Carry Forward - Request approval to move funding of £0.004m in to 2022/23.	
Play Areas	0.482	0.482	0.000	0	(0.151)			
Libraries	0.000	0.000	0.000	0	(0.009)			
Theatr Clwyd	1.984	1.984	0.000	0	(0.028)			
Total	2.541	2.537	(0.004)	-0	(0.320)			

Variance = Budget v Outturn

HOUSING & ASSETS

Capital Budget Monitoring 2021/22 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	1.075	0.617	(0.458)	-43	(0.130)	Programme of works to progress into 2022/23.	Carry Forward - Request approval to move funding of £0.458m in to 2022/23.	
Community Asset Transfers	0.042	0.042	0.000	0	0.000			The funding for Capital Asset Transfers is allocated for specific purposes and is drawn down as and when required.
Affordable Housing	0.582	0.582	0.000	0	0.000			
Disabled Facilities Grants	1.562	1.562	0.000	0	0.000	A staffing restructure plus, a stabilisation of works resulted in the remaining budget not being required in the new year. Base budget plus previous carry forwards is sufficient.		DFG spend is customer driven and volatile. Saving of £0.344m identified.
Total	3.261	2.803	(0.458)	-14	(0.130)			

Variance = Budget v Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2021/22 - Outturn

Programme Area	Total Budget	Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	%	£m			
Buy Back / Strategic Acquisition	0.504	0.504	0.000	0				
Disabled Adaptations	0.960	0.960	0.000	0	0.000			
Energy Services	1.998	1.998	0.000	0	0.000			
Major Works	0.773	0.773	0.000	0	0.000			
Accelerated Programmes	0.509	0.509	0.000	0	0.000			
WHQS Improvements	17.079	17.079	0.000	0	0.000			
Modernisation / Improvements	0.008	0.008	0.000	0	0.000			
SHARP	2.024	2.024	0.000	0	0.000			
Total	23.855	23.855	0.000	0	0.000			

Variance = Budget v Outturn

SUMMARY

Capital Budget Monitoring 2021/22 - Outturn

Programme Area	Total Budget	Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	%	£m			
People & Resources	0.155	0.000	(0.155)	-100	0.000			
Governance	1.599	1.319	(0.280)	-18	0.000			
Education & Youth	23.541	21.595	(1.946)	-8	(0.318)			
Social Services	4.849	4.743	(0.106)	-2	(0.093)			
Planning, Environment & Economy	2.220	2.076	(0.144)	-6	(0.080)			
Streetscene & Transportation	9.421	8.979	(0.442)	-5	(0.265)			
Strategic Programmes	2.541	2.537	(0.004)	-0	(0.320)			
Housing & Assets	3.261	2.803	(0.458)	-14	(0.130)			
Sub Total - Council Fund	47.587	44.052	(3.535)	-7	(1.206)			
Housing Revenue Account	23.855	23.855	0.000	0	0.000			
Total	71.442	67.907	(3.535)	-5	(1.206)			

Variance = Budget v Outturn

INVESTMENT IN COUNTY TOWNS - 2020/21 ACTUAL SPEND

APPENDIX C

TOWN FUNDING	20/21 ACTUAL £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	1,152	122		20		51		187		227		366					179		1,152	0	1,152
EDUCATION & YOUTH																					
Connah's Quay High School	264			69	195														69	195	264
Queensferry Campus	3,303												3,303						0	3,303	3,303
Ysgol Glanrafon	770										770								0	770	770
Castell Alun High School	3,511													3,511					3,511	0	3,511
SOCIAL CARE																					
Marleyfield EPH	8,005	4,225	3,780																4,225	3,780	8,005
PLANNING, ENVIRONMENT & ECONOMY																					
Solar PV Farms	2,058			433		1,625													2,058	0	2,058
STREETSCENE & TRANSPORTION																					
Highways Maintenance	1,259		131		54				398		156		53		243		140	84	140	1,119	1,259
Transport Grant	6,136		45		641		505	164	708		30		2,103		1,087			853	164	5,972	6,136
Improvements to Standard Yard Waste Transfer Station	447		447																0	447	447
STRATEGIC PROGRAMMES																					
Theatr Clwyd - Redevelopment	1,808										1,808								0	1,808	1,808
HOUSING & ASSETS																					
County Hall Demolition	1,042										1,042								1,042	0	1,042
Affordable Housing	3,029	1,407									1,622								3,029	0	3,029
TOTAL	32,784	5,754	4,403	522	890	1,676	505	351	1,106	2,891	2,764	366	5,459	3,511	1,330	319	937	15,390	17,394	32,784	
AREA TOTAL			10,157	1,412	2,181	1,457	5,655	5,825	4,841	1,256											

103

INVESTMENT IN COUNTY TOWNS - 2021/22 REVISED BUDGET

APPENDIX C (Cont)

TOWN FUNDING	REVISED BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	2,024					20		1,635	289	5		2					73		1,715	309	2,024
EDUCATION & YOUTH																					
Queensferry Campus	7,651											2,214	5,437						2,214	5,437	7,651
Ysgol Glanrafon	3,430									273	3,157								273	3,157	3,430
Castell Alun High School	4,216													3,121	1,095				3,121	1,095	4,216
SOCIAL CARE																					
Marleyfield EPH	712	712																	712	0	712
Ty Nyth, Children's Residential Care	462										462								0	462	462
PLANNING, ENVIRONMENT & ECONOMY																					
Solar PV Farms	600				600														600	0	600
STREETSCENE & TRANSPORTION																					
Improvements to Standard Yard Waste Transfer Station	386		386																0	386	386
Improvements to Greenfield Waste Transfer Station	795							27	768										27	768	795
Highways Maintenance	2,712	137	28	35		197		344	421	92	433	242		103	68		612	0	1,762	950	2,712
Transport Grant	4,152		772		207		151	17	1,011		253		136		542		1,063		17	4,135	4,152
STRATEGIC PROGRAMMES																					
Tŷaustr Clwyd - Redevelopment	1,984											661	1,323						661	1,323	1,984
HOUSING & ASSETS																					
Affordable Housing	582										582								582	0	582
	29,706	849	1,186	635	207	197	171	2,023	2,489	1,613	5,628	2,458	5,573	3,224	1,705	685	1,063	11,684	18,022	29,706	
AREA TOTAL			2,035	842	368	4,512	7,241	8,031	4,929	1,748											

Page 104

TOWN FUNDING	ACTUAL TO DATE £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	2,024					20		1,635	289	5		2				73			1,715	309	2,024
EDUCATION & YOUTH																					
Queensferry Campus	7,651											2,214	5,437						2,214	5,437	7,651
Ysgol Glanrafon	3,157										3,157								0	3,157	3,157
Castell Alun High School	4,216													3,121	1,095				3,121	1,095	4,216
SOCIAL CARE																					
Marleyfield EPH	605	605																	605	0	605
Ty Nyth, Children's Residential Care	462										462								0	462	462
PLANNING, ENVIRONMENT & ECONOMY																					
Solar PV Farms	600				600														600	0	600
STREETSCENE & TRANSPORTION																					
Improvements to Standard Yard Waste Transfer Station	386		386																0	386	386
Improvements to Greenfield Waste Transfer Station	795							27	768										27	768	795
Highways Maintenance	2,506	137	28	35		197		344	421	92	433	242		103	68	406	0	1,556	950	2,506	
Transport Grant	4,133		772		207		151		1,011		253		136		542		1,061	0	4,133	4,133	
STRATEGIC PROGRAMMES																					
Theatr Clwyd - Redevelopment	1,984										661	1,323							661	1,323	1,984
HOUSING & ASSETS																					
Affordable Housing	582										582								582	0	582
	29,101	742	1,186	635	207	197	171	2,006	2,489	1,340	5,628	2,458	5,573	3,224	1,705	479	1,061	11,081	18,020	29,101	
AREA TOTAL			1,928	842	368	4,495	6,968	8,031	4,929	1,540											

Page 105

INVESTMENT IN COUNTY TOWNS - 2022-2024 BUDGET

APPENDIX C (Cont)

TOWN FUNDING	FUTURE BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000			
EXPENDITURE																					
HOUSING - HRA																					
SHARP	10,052	968		817		44		4,060		3,285		878							10,052	0	10,052
EDUCATION & YOUTH																					
Ysgol Croes Atti, Shotton	750			262	488														262	488	750
Ysgol Croes Atti, Flint	5,550					1,975	3,575												1,975	3,575	5,550
Drury County Primary	3,650	1,278	2,372																1,278	2,372	3,650
Penyffordd CP	600	257	343																257	343	600
Elfed High School	4,488	1,571	2,917																1,571	2,917	4,488
Mynydd Isa Area	2,312	1,503	809																1,503	809	2,312
Saltney/Broughton Area	25,000												16,250	8,750					16,250	8,750	25,000
Joint Archive Facility, FCC and DCC	3,028									3,028									3,028	0	3,028
SOCIAL CARE																					
Mockingbird	384																384		384	0	384
Ty Nyth, Children's Residential Care	789					650				789									789	0	789
Croes Atti Residential Care Home	650																		650	0	650
Relocation of Tri-Ffordd Day Service provision	2,700									2,700									2,700	0	2,700
STREETSCENE & TRANSPORTION																					
Improvements to Standard Yard Waste Transfer Station	3,405	3,405																	3,405	0	3,405
Highways Asset Management Plan	3,000															3,000			3,000	0	3,000
Transport Grant	5,689		581		1,356		40		84		365		2,714				549		0	5,689	5,689
STRATEGIC PROGRAMMES																					
Theatr Clwyd - Redevelopment	38,275									7,000	31,275								7,000	31,275	38,275
HOUSING & ASSETS																					
Adaptable Housing	23,510			1,500		2,600				318		3,000					16,092		23,510	0	23,510
	133,832	8,982	7,022	2,579	1,844	5,269	3,615	4,060	84	17,120	31,640	3,878	2,714	16,250	8,750	19,476	549	77,614	56,218	133,832	

AREA TOTAL 16,004 4,423 8,884 4,144 48,760 6,592 25,000 20,025



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 7th July, 2022
Report Subject	Revenue Budget Monitoring 2022/23 Interim
Cabinet Member	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2022/23 (Interim) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2022/23 (Interim) report. Any specific matters for attention will be noted and reported back to the Cabinet when it considers the report.
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REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2022/23 (INTERIM)
1.01	The Revenue Budget Monitoring 2022/23 (Interim) report will be presented to Cabinet on Tuesday 12 th July, 2022. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2022/23 (Interim)

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	As set out in Appendix A; Revenue Budget Monitoring 2022/23 (Interim)

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	None required.

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2022/23 (Interim)

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required.

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

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

	It also includes estimates of the capital resources available to finance the programme.
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CABINET

Date of Meeting	Tuesday 12 th July, 2022
Report Subject	Interim Revenue Budget Monitoring Report 2022/23
Cabinet Member	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report provides the first overview of the budget monitoring position for the 2022/23 financial year. Here we report by exception on significant variances which may impact on the financial position in 2022/23.

At this early stage and based on the high level assumptions included in the report, the potential variations to budget identified by Portfolios equate to a minimum net additional expenditure requirement of around £0.300m.

Our ability to mitigate financial risks in the recovery phase from the pandemic in the first half of the year, following the loss of the hardship and income loss Grant from Welsh Government, will centre on review and challenge of delayed and deferred spend, maximising income streams following a return to normal operations.

An amount of £2.066m remains available from the £3m emergency ring-fenced fund. The 2022/23 budget approved in February included a top up of £3.250m to this Reserve to provide a prudent safeguard against any ongoing impacts of the pandemic.

A full detailed monitoring report will be provided in September which will update on the overall financial position.

RECOMMENDATIONS

1	To note the report and the estimated financial impact on the 2022/23 budget.
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REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING 2022/23
1.01	The report provides the first overview of the budget monitoring position for the 2022/23 financial year and one which reports by exception on potential variances and financial risks only. The first full monthly in-year budget monitoring report will be reported in September, up to Month 4.
1.02	Work has already been undertaken to review the progress and risks within this report to identify any emerging pressures or unachieved efficiencies which may impact on the latest MTFS forecast for 2023/24 and this will continue throughout the year. Budget planning, monitoring and management is tightly controlled by accountable Service Managers and Finance Managers from the outset. Cabinet members are also fully involved in their respective portfolio areas.
1.03	<p>OVERVIEW OF THE IN-YEAR BUDGET POSITION</p> <p>Areas that are considered as a high risk of financial volatility will be reviewed as part of the monthly monitoring process and the implications considered as part of the Councils forecasting over the medium term. The following paragraphs set out the significant variances and financial risks identified at this early stage by Portfolios.</p>
1.04	<p>Social Services Up to £0.250m over budget</p> <p><u>Localities (£0.680m)</u></p> <p>Based on recent activity (including Direct Payments) the commissioned Older People’s domiciliary service is projected to underspend by £0.760m.</p> <p>The Residential Care budget is projected to overspend by £0.250m due to the current cost of placements net of income such as Free Nursing Care, Regional Integration Fund (RIF) funding and property income.</p> <p>There is a projected underspend of £0.035m on the Minor Adaptations budget due to a reduction of in-year activity. The Localities staffing budget is projected to underspend by £0.115m taking into account current grades and anticipated recharges.</p> <p>Day Care is expected to underspend by £0.020m.</p> <p><u>Resources & Regulated Services £0.275m</u></p> <p>In-House residential care is projected to overspend by £0.233m due to current staffing levels and running costs. In-house homecare is projected to overspend by £0.150m and Extra Care by £0.005m with Day Care</p>

	<p>underspending by £0.150m. Built into projections is an assumption that we will receive £0.300m Winter Pressures funding.</p> <p><u>Children to Adult Transformation Services £0.100m</u></p> <p>The current estimate is that there will be an overspend of £0.100m due to the new care packages transferring over to Adult Social Services.</p> <p><u>Mental Health Services £0.130m</u></p> <p>Based on the net costs of current commissioned care packages within the Mental Health service, expenditure is projected to exceed budget by £0.130m.</p> <p><u>Children’s Services Family Support £0.131m</u></p> <p>Due to the current levels of activity there is a potential overspend of £0.131m within this service area.</p> <p><u>Children’s Services Legal & Third Party £0.805m</u></p> <p>There is a projected overspend on legal costs due to the number of cases going through the courts and the use of external legal professionals. Direct payments also continue to increase in demand. The projection also includes costs for a residential placement of £0.436m.</p> <p><u>Children’s Services Residential (£0.403m)</u></p> <p>The in-year opening of some Children’s Residential care facilities will result in some budget slippage in the first year of opening. In addition, some non-recurring grant funding has been made available to offset start-up costs.</p> <p><u>Children’s Services Professional Support £0.142m</u></p> <p>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 minimised and additional temporary posts are sometimes required to be able to meet the challenges and demands of Children’s Services. There is an assumption that Welsh Government will allow for flexible use of Children’s Services grants which will allow for most cost pressures to be offset.</p> <p><u>Liberty Protection Safeguards (LPS) (£0.250m)</u></p> <p>Welsh Government are continuing to consult with Local Government and partner organisations around the implementation of the updated Liberty Protection Safeguards. This has resulted in anticipated costs being delayed and there is therefore likely to be an in-year underspend position.</p>
1.05	<p>Education and Youth (Up to £0.162m) under budget</p> <p>The Early Entitlement service is projecting a surplus balance of £0.162m but this is still subject to change due to the confirmation of Education Improvement and Pupil Deprivation grants. The Council has, however, received notification of top-up funding so this uncertainty is mitigated.</p>

	Pupil numbers are a primary factor within the service area, so is volatile in terms of outturn increasing/decreasing throughout the year.
1.06	<p>Streetscene & Transportation Up to £0.725m over budget</p> <p><u>Transport £0.125m</u> There is a potential overspend due to increased costs and rising fuel prices incorporated in the provision of key service routes e.g. Bus Service 5, following the re-procurement exercise in 2021 which is in part mitigated by the utilisation of Bus Emergency Scheme (BES) Funding.</p> <p><u>Waste £0.100m Parc Adfer Gate Fee</u> The NWRWTP's contract with Parc Adfer specifies that the base gate fee price for each tonnage banding will be indexed annually using the latest Retail Price Index which is currently at a rate higher than anticipated during the 2022/23 budget setting process.</p> <p><u>Fleet £0.500m</u> There is a significant emerging corporate pressure arising from the impact of rising fuel price increases.</p>
1.07	<p>Planning & Environment Up to (£0.105m) under budget</p> <p><u>Fee Income Shortfalls</u> At this early stage Building Control fee income is projected to be £0.120m less than budget.</p> <p><u>Land Drainage</u> A saving of (£0.225m) is forecast based on projected vacancy savings.</p>
1.08	<p>Corporate Services Up to (£0.100m) under budget</p> <p><u>Chief Executive's</u> A saving of £0.100m is forecast based on projected vacancy savings and reduction in travelling and supplies and services costs.</p>
1.09	<p>Central & Corporate Finance Up to (£0.300m) under budget</p> <p>Based on the contributions to date and the previous year trend a positive variance between £0.200m and £0.300m is projected on employer pension fund contributions.</p>
1.10	<p>Open Risks</p> <p>Members were made aware when setting the budget that there were a number of open risks that would need to be kept under close review. An update on these is provided below.</p>
1.11	<p>Council Tax Income</p> <p>In 2021/22 the Council achieved an 'in-year' collection level of 97.73% which was 0.15% higher than target. This also represented 0.72% higher in comparison to 2020/21.</p>

	<p>Welsh Government provided financial support of £22.6m across Wales in 2020/21 as a contribution towards these potential losses. As a result of this, the Council received an additional £1.051m which has been set aside in a provision to safeguard against potential future bad debts. The position will be closely monitored but at this stage no shortfall is projected to the year end.</p>
1.12	<p>Pay Award (Teacher and Non Teacher)</p> <p>National negotiations have commenced between Employers and Trade Unions and an update provided in future reports. The Council has provided for an uplift of 3.5% for Teaching and Non-Teaching staff – any increase above this level would require the Council to utilise reserves to fund the difference.</p>
1.13	<p>Out of County Placements</p> <p>There is potential for the emergence of a significant pressure on this volatile budget despite the budget being increased by £2.2m from 2021/22 to 2022/23 in recognition of existing pressures and the range of risks associated with this service. These risks include continued high demand for placements where children and young people can't be supported within in-house provision, and market supply limitation factors and inflationary pressures lead to higher placement costs. At present, there is a projected underspend for the current cohort of placements of circa £0.500m. However, with over 9 months of the year remaining and the high potential for significant numbers of further new placements to emerge, it is recognised as a risk that this may become a significant overspend as the year progresses. The service areas within this pooled budget will do everything possible to manage these risks and additional investment has already been made to further develop in-house provision to help to mitigate against such financial pressures.</p>
1.14	<p>Benefits</p> <p>Council Tax Reduction Scheme (CTRS) – Based on current demand, costs are currently projected to be £0.500m below budget, although this will be monitored closely throughout the year due to the potential for growth. There is continued high demand across the whole of the Benefits service which is expected to remain the case for the foreseeable future. Although some WG Hardship Fund support is continuing up to the end of June in respect of Self-Isolation payments, other funding support received in the past two years for additional staffing costs has now ceased. The increased staffing levels are still needed and those costs are now being met in full from the additional £0.300m budget which was approved early in the COVID-19 pandemic to provide the service with the additional flexibility needed to adapt to and meet the sustained increase in customer demand. Other pressures within the services in respect of meeting income targets for recovery of overpayments and related bad debt provision increases are also expected to remain.</p>
1.15	<p>Homelessness</p>

	<p>There is a risk of pressure on this service as a consequence of cessation of funding support from the Welsh Government COVID-19 Hardship Fund at the end of 2021/22. Although, there is continued support via the new Homelessness – No One Left Out grant for which the Council was initially allocated £0.263m in 2022/23 and subsequently a further amount of discretionary homelessness prevention funding of £0.195m, this still falls well below the amount of support we received via the Hardship Fund in 2020/21 and 2021/22. Although it has been possible to contain some of the expected pressure through prepaid accommodation to the end of September 2022, which has been funded by the COVID-19 Hardship Fund, the expected continued high demand for temporary accommodation including short term Bed & Breakfast provision will continue to present significant challenges. We continue to strategically use increased allocations of Housing Support Grant working with external partners, but there remains a risk that the costs of statutory provision of support for Homelessness may exceed existing funding provision from base budget and available grant funding. The Council was also recently allocated an amount of £0.060m per annum for three years from 2022/23 to fund the costs of a new strategic co-ordinator post to help with the strategic planning for delivery of the Welsh Government’s transformation agenda.</p>
1.16	<p>Summary of Overall Financial Impact</p> <p>At this early stage, and based on the high level assumptions included in the report the potential variations to budget identified by Portfolios equate to a minimum net additional expenditure requirement of around £0.300m.</p>
1.17	<p>Unearmarked Reserves</p> <p>The final level of Council Fund Contingency Reserve brought forward into 2022/23 was £7.098m as detailed in the 2021/22 outturn report (subject to Audit). In addition, the Council has set-aside a further £3.250m to the carried forward £2.066m COVID-19 Emergency Reserve as a safeguard against the continuing impacts of the pandemic (additional costs and lost income).</p>

2.00	RESOURCE IMPLICATIONS
2.01	As set out within the report.

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

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
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4.01	None specific.
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5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Various budget records.

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

8.00	GLOSSARY OF TERMS
8.01	<p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Council Fund: the fund to which all the Council's revenue expenditure is charged.</p> <p>Financial Year: the period of twelve months commencing on 1 April.</p> <p>Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.</p> <p>Intermediate Care Fund: Funding provided by Welsh Government to encourage integrated working between local authorities, health and housing.</p> <p>Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p>Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the</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.



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 7 July 2022
Report Subject	Results of the Consultation on the Digital Strategy
Cabinet Member	Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources
Report Author	Chief Officer (Governance)

EXECUTIVE SUMMARY

A draft version of The Council's refreshed Digital Strategy, Digital Flintshire 2021-2026 was approved by Cabinet in July 2021 pending consultation. The revised strategy incorporates our learning, experiences, growth and ambition since Digital Flintshire was first published in 2016. It also features, as a separate theme, the objective to help reduce the exclusion that can be suffered without access the skills, devices or connectivity needed to take advantage of digital services.

The strategy was sent to a wide range of stakeholder groups and a consultation was published on the website. 179 responses were received all of which indicated support for the strategic aims and ambitions of the Council.

Following consultation additional wording has been proposed to incorporate some elements of feedback and a draft response has been prepared for publication.

RECOMMENDATIONS

1	That the consultation results are welcomed, and that Committee advise of possible further actions in response to the representations received.
2	That the refreshed Digital Strategy for 2021-2026 is approved with the additional amendments suggested in this report.

REPORT DETAILS

1.00	EXPLAINING DIGITAL FLINTSHIRE
1.01	<p>The Council's draft Digital Strategy, Digital Flintshire 2021-2026, was approved at Cabinet in July 2021 and comprises of 8 main themes</p> <ul style="list-style-type: none"> • Digital Customer • Digital Workforce • Digital Business and Connectivity • Digital Partnership • Information Management • Digital Delivery • Digital Inclusion • Digital Learning and Culture <p>Each theme is led by a senior manager and is underpinned by a set of core principles and high-level actions which are reflected within the Digital Strategy.</p> <p>The Digital Strategy Project Plan contains a list of all projects within the Digital Strategy which are assigned to a theme and reported against. It also collates the costs of the projects for the purposes of financial planning.</p> <p>The revised strategy is attached at Appendix 1.</p>
1.02	<p>Consultation was undertaken during the period November 1st, 2021, up until, and including January 31st, 2022.</p> <p>Consultation was open to all and undertaken by engaging with:</p> <ul style="list-style-type: none"> - Members of the public - Members of the workforce - Specific user groups identified <p>179 responses were collated with the majority of respondents agreeing or strongly agreeing with the aims of the strategy.</p> <p>The digital interactive consultation document is attached at Appendix 2. A summary of the consultation responses is at Appendix 3 and the detailed responses are at Appendix 4.</p>
1.03	<p>Feedback indicated four main areas of focus for respondents. These areas are largely being addressed as part of cross-cutting projects or themes within the Digital Strategy and will continue to be prioritised as we progress.</p> <p>Planning and information</p> <p>Several responses suggested that there should be:</p> <ul style="list-style-type: none"> • Visibility of a roadmap and timescales for implementation • Transparency around costs and impacts on services

We will publish a roadmap for the strategy and continue to report on progress and updates via the Council's Digital Hub and blog posts periodically throughout the year. The Digital Strategy Project Plan includes tentative costings for all projects which will be fed into the Medium Term Financial Strategy.

Inclusion and accessibility

A high number of responses focussed on

- Ensuring people who cannot access online services are not excluded
- Helping people to engage in the digital world by helping to provide access to connections, devices and training

Digital Inclusion is a new wrap-around theme within the revised strategy and continues to be a primary consideration for all projects moving forwards, putting customers at the heart of service delivery. The Council's Digital Hub provides access to a wide range of resources including free training, access to devices and signposting to our Connects Centres, Libraries and other community initiatives. This programme of support will be further enhanced during this year to include dedicated volunteers trained to support people to engage in a digital world, complemented by digital surgeries within our Connects Centres.

To address digital poverty, our Connects Centres will also become "Online Centres" dedicated to supporting local communities including access to a national data bank. Flintshire is aiming to be the first Council in Wales to provide free data sims to people facing digital poverty in partnership with the Good Things Foundation.

The Social Services Workforce Development Strategy for 2022/23 has been shaped by the learnings taken from working practices adopted during the pandemic. It has led to the accelerated use of digital technology to deliver learning and development. The Workforce Development Team have included digital inclusion in their 2022/23 priorities and will be working to increase the digital skills of the social care workforce (both in-house staff and the wider independent and 3rd sector care workers). The team will be delivering digital skills workshops and increasing the availability of laptops and tablets to allow greater access to e-learning and virtual classroom session particularly for staff in the independent and 3rd sectors in Flintshire.

Connectivity

The highest number of responses said the Council should be

- Working to provide better connectivity in the County

Work on the LFFN programme is in the final stages with fibre ducting being installed in a steadily reducing number of remaining sites across the County. We are now focusing on the Digital Infrastructure element of the North Wales Growth Deal, seeking to ensure our residents, business and visitors have better connections throughout the County.

Website and service provision

A number of responses suggested we should be:

- Ensuring online services are easy to use

	<ul style="list-style-type: none"> • Ensuring information online is up-to-date and relevant • Designing services based on customer needs <p>A website group has been re-established to ensure that the website is improved e.g. updating online content, and maintaining links. We will also continue to streamline and update the website, improve search functionality and ensure it is accessible across all devices (the majority of website hits are from smart phones). A forward work programme to review website content is being developed and will be supported by our Higher Level Trainees who have introduced modern ideas since the consultation including the Digital Hub and Elections Hub.</p>
1.04	<p>The Council has received significant investment (circa £5m) over the last 3 years from Welsh Government for infrastructure and devices in schools. This has given a huge boost to the delivery of IT skills as well as enabling the blended learning that was so essential during lockdown. The revised strategy already sets out our aspirations for improving the use of digital technology in schools, but it could be clearer on demarcation of responsibilities between the Council and the schools themselves.</p> <p>Further the revised strategy could be clearer on some aspects of the governance arrangements under the Digital Strategy Board.</p> <p>Additional wording to reflect these points is proposed for the revised strategy is at Appendix 5.</p>
1.05	<p>It is good practice to publish a response to consultations so that it clear to those who have taken the time to reply:</p> <ol style="list-style-type: none"> 1) whether the Council accepts their representations; 2) the extent to which their representations will be taken on board; and 3) how their representations have helped to shape the strategy <p>A draft response to the respondents is attached at Appendix 6.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Work is continually ongoing to ensure that the projects and ambitions within the strategy have accurate costings assigned with the Digital Project Plan. This will feed in to the Medium Term Financial Strategy and ensure that any potential funding gaps are identified as early as possible.</p> <p>It is already clear that the level of ambition within the Council and expectation from residents outstrips the available funding and capacity of the IT Service to support new projects alongside day-to-day delivery and necessary renewals of software/hardware (so called “keeping the lights on”). Only those projects which are a clear priority can be taken forward and portfolios will assist in prioritising and managing conflicting priorities.</p>
2.02	<p>The revised strategy contains the digital standards which ensure that only those projects which advance our strategic aims are progressed. Also, part of the role of the Digital Strategy Board is to assess the priority to be allocated to projects within available finance and IT capacity.</p>

2.03	Digital projects are also very demanding of transformation capacity within the services themselves so that existing work practices are amended to maximise the benefit that can be derived from any new software. Such projects need to be carefully dovetailed into the existing commitments of services to ensure that sufficient capacity exists and to minimise disruption to service users.
2.04	An action plan showing the start and end dates for projects is included within the revised strategy. This is a live document and is constantly adjusted in light of changing demands (such as emergencies or the previously unannounced termination of a piece of software). Portfolios are closely involved in ranking the importance of projects to help develop that sequencing plan.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	Ways of Working (Sustainable Development) Principles Impact	
Long-term Prevention	Positive Recognising that our population is aging and becoming more diverse, digital services mean more focus can be given to supporting those more in need of support. Recognising the threat of climate change, more flexible working practices mean less journeys impacting on Co2 emissions and air quality.	
Integration	Easy access to information and ability to easily manage day-to-day tasks digitally can help people to be self-reliant and prevent loss of independence.	
Collaboration	Consultation results have underpinned the strategy and ongoing programmes of learning from feedback from citizens and users will inform future development.	
Involvement	Benefits across the wellbeing goals from improved digital services e.g. an equal Wales. Working with our partners to deliver digital services that enable Health and Social Care Integration e.g. Single Point of Access (SPOA).	
Well-being Goals Impact		
Prosperous Wales	Improving local infrastructure to support developing businesses. Helping local people gaining relevant skills.	

	Resilient Wales	Changing working practices and developing skills for more resilient services and communities as the population and climate changes in the long-term.
	Healthier Wales	Timely access to information to ensure support can be provided promptly preventing further deterioration, supported by real time information.
	More equal Wales	Flexible services, responsive to the needs of the most vulnerable.
	Cohesive Wales	Supporting improved internet connectivity so that information is easily and reliably available to enable all communities to be well-connected, informed and involved in their local area.
	Vibrant Wales	Ensuring all services and information are provided bilingually.
	Globally responsible Wales	More digital services reduces the need for journeys and resources such as fuel and paper, reducing Co2 emissions and use of resources.
Risks are logged, recorded and monitored by the Digital Strategy Board and included in the Corporate Risk Register where required.		

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	A member briefing took place on 28 th June 2021. The strategy has been considered by the Corporate Resources Overview and Scrutiny Committee. As described within the body of the report there has been public consultation as well.

5.00	APPENDICES
5.01	Appendix 1 – Digital Flintshire 2021-2026 Appendix 2 – Digital Flintshire Interactive Document PDF Appendix 3 – Consultation Results – Executive Summary Appendix 4 – Consultation Results Appendix 5 – Digital Strategy 2021-2026 – Additional Wording Appendix 6 – Consultation Response

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>Digital Strategy for Wales – publication date 23 March 2021 https://gov.wales/digital-strategy-wales-html</p> <p>Local Digital Declaration - https://localdigital.gov.uk/declaration/</p> <p>Digital Flintshire Interactive - https://indd.adobe.com/view/f6f2bbb8-27e8-41a1-a566-32f5a0cddd08</p> <p>Digital Flintshire Hub - https://www.flintshire.gov.uk/en/Resident/Digital-Flintshire/Home.aspx</p> <p>Flintshire Digital Strategy - https://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Digital-Strategy.aspx</p> <p>The Hwb- https://hwb.gov.wales/</p>
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7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Lisa McQuaide – Project Manager Telephone: 01352 702357 E-mail: lisa.mcquaide@flintshire.gov.uk</p>
8.00	GLOSSARY OF TERMS
8.01	<p>DSB: Digital Strategy Board - chaired by the Chief Officer for Governance and comprised of theme leads and portfolio representatives from across the Council</p> <p>Theme Lead: a senior manager responsible for overseeing and reporting against any projects which are assigned to their theme</p> <p>LFFN Programme – Local Full Fibre Network: a national programme to implement high quality broadband connections to key public buildings and sites, especially in “not spots”. The ducting to those buildings enable them to be connected to fibre broadband thus improving their connectivity. Additionally, the spare capacity within the ducts can be used by private providers enabling them to offer packages to local business and residents. The network is county wide but it delivers significant benefits in laying ducting to areas where the cost of fibre installation might otherwise have been prohibitive.</p> <p>HWB Programme: a national programme to invest in schools IT infrastructure and technology. The aim is to increase digital standards in schools across Wales by investing in a standard level of provision.</p> <p>Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Capital Funding: Capital funding is usually utilised to acquire or improve a long-term asset such as equipment or buildings.</p> <p>Revenue Funding: is utilised for items that will be used within a year. Examples include salaries, heating, lighting, services and small items of equipment. Routine repairs are revenue expenditures and can include significant repairs that do not extend the life of the asset or do not improve the asset.</p> <p>EdTech (Education Technology): IT tools, technological implementations and digital practices in the classroom</p>

Digital Flintshire

Supporting Flintshire in a Digital World

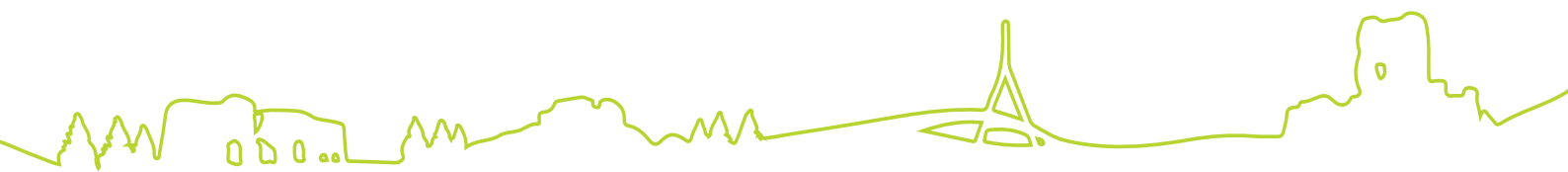


2021 - 2026



Contents

Introduction	3	Digital Customer	12
What has changed?	4	Digital Workforce	13
Wider strategic context	5	Digital Business and Connectivity	14
Digital Strategy for Wales	5	Digital Partnership.....	15
Local Digital Declaration	6	Information and Data Management	16
Digital Standards	7	Digital Delivery	18
Links with Other Strategies	8	Digital Inclusion	19
Future Generations	9	Digital Learning and Culture	20
Socio-Economic Duty	10	Governance Arrangements	21
Digital Flintshire: The Vision	11		



Introduction

The Council adopted “Digital Flintshire” in 2017. Since that time much has changed within the Council and the wider world. At the time the strategy marked a change of direction and ownership; from a document being solely about the IT Services’ plans to a wider statement of the whole Council’s ambitions in the digital arena. As the Council’s understanding of what is digitally possible has grown, so too has the acceptance and demand for digital services, particularly following the imposition of different levels of lockdown in response to the coronavirus pandemic. It is now an appropriate time to review and revise the strategy in light of those changes and our experience.

In the four years since adopting the first iteration of Digital Flintshire the Council has made solid progress in delivering the aims and ambitions within that document. For example it has:

- Updated our website and developed our own Customer Relationship Management System (CRM) which has seen us process almost 200,000 electronic forms from customers over the past 3 years, many of which have integrated directly into our business systems providing an end-to-end digital experience
- Developed a customer account to enable customers to securely access services personal to them. These services have included school admissions, planning applications, garden waste schemes and a range of services for council tenants. To date we have in excess of 17,500 customers signed up for this service
- Implemented modern and up to date infrastructures within schools aligned to agreed national digital standards as part of the Welsh Government HWB programme, ensuring they meet the needs of schools and provide a solid foundation for the delivery of the curriculum

Our partners and other public sector bodies have made progress in delivering their ambitions that affect or support our own digital ambitions, for example, the North Wales Economic Ambition Board has been successful in securing a government grant to improve broadband connection speeds within the region.

The Council’s delivery of digital services accelerated during and as a result of the physical restrictions imposed to contain the coronavirus pandemic. With an already agile workforce, the Council was well placed for its employees to work from home wherever possible. The legislation governing Council committee and Cabinet meetings was swiftly amended and all meetings now take place virtually, which has opened up access to meetings that previously were little seen despite being open to the public. The widespread adoption of video conferencing, to complement existing agile technologies, has also had significant benefits in terms of reducing travel and the consequent carbon emissions whilst improving

productivity and work life balance for employees. It has also further supported the Council’s Asset Rationalisation Programme.

The demand for digital services has accelerated within the Council and those who use its services. Our experiences of what is now possible and acceptable has lifted our ambition and the Council has refreshed its long term ambitions in light of that experience, allocated additional resources to support the delivery of the action plan and recognise that further resourcing will be critical for the success of the strategy moving forward.

The strategic context for digital has developed within Wales. Welsh Government has published its own digital strategy and digital standards which set out expectations for local government on the digital transformation of services. We have built those standards into this document and signed up to the Local Digital Declaration to ensure that the Council keeps pace with other organisations in the public sector.

The Council’s own policy context has also changed. The Council Plan has always had a strong emphasis on tackling the effects of poverty and exclusion, but the 2021/22 plan saw the inclusion of a specific theme on tackling digital poverty to ensure that no one is excluded by a lack of skills or access to digital technology. This has carried through into a new wrap-around theme within the digital strategy to ensure that digital inclusion is addressed as a consideration in all projects we undertake.

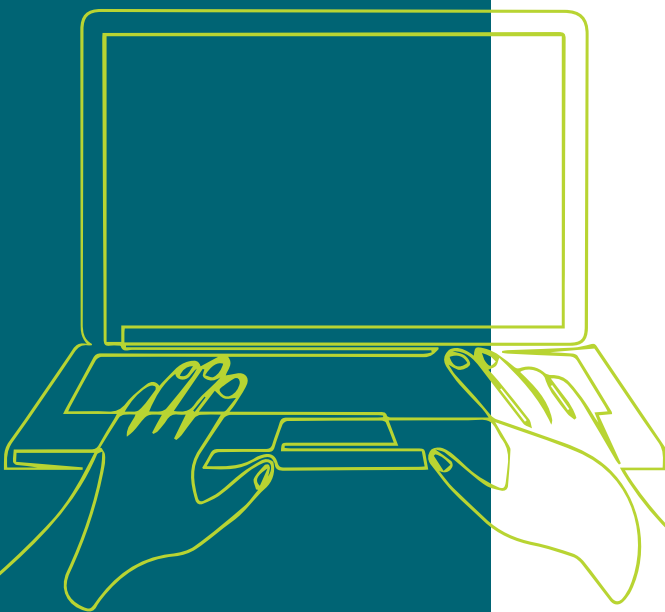


Introduction (continued...)

What has changed in the updated strategy?

The Council has:

- Removed those aspirations or milestones that have been completed and updated its ambitions and long term aims
- For the first time been able to include a clear action plan showing the timescale for project delivery
- Shown how the Digital Strategy delivers the aims and ways of working mandated under the Well-being of Future Generations Act
- Separated out some themes to give them greater clarity and reframed/refocused its aims around education, learning, culture and the arts
- Set out clear digital standards that all projects must meet if they are to be supported and delivered by IT Services



Digital Strategy for Wales

Since the first iteration of Digital Flintshire, Welsh Government has published its own [Digital Strategy for Wales](#), which sets out its vision for a consistent standard of digital public service. It contains 6 missions below which clearly overlap with the aims in this updated strategy:

Mission 1: Digital Services

Deliver and modernise services so that they are designed around user needs and are simple, secure and convenient

Mission 2: Digital Inclusion

Equip people with the motivation, access, skills and confidence to engage with an increasingly digital world, based on their needs

Mission 3: Digital Skills

Create a workforce that has the digital skills, capability and confidence to excel in the workplace and in everyday life

Mission 4: Digital Economy

Drive economic prosperity and resilience by embracing and exploiting digital innovation.

Mission 5: Digital Connectivity

Services are supported by fast and reliable infrastructure

Mission 6: Data and Collaboration

Services are improved by working together, with data and knowledge being used and shared

Local Digital Declaration

UK Government has also created a vision for the delivery of digital services called the [Local Digital Declaration](#). Signing the declaration is statement of intent to follow a common approach to delivering digital services, which will facilitate and increase collaboration and connections between different public bodies.



The 5 principles of the [Local Digital Declaration](#) are set out below and Flintshire will adopt these as its preferred way of working to deliver the ambitions and projects within Digital Flintshire:

1. We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos.
2. We will 'fix our plumbing' to break our dependence on inflexible and expensive technology that doesn't join up effectively. This means insisting on modular building blocks for the IT we rely on, and open standards to give a common structure to the data we create.
3. We will design safe, secure and useful ways of sharing information to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively.
4. We will demonstrate digital leadership, creating the conditions for genuine organisational transformation to happen, and challenging all those we work with to embrace this Local Digital Declaration.
5. We will embed an open culture that values, incentivises and expects digital ways of working from every member of our workforce. This means working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice.

Digital Standards

National digital standards serve to provide a set of minimum design principles for digital services, specifying criteria that all digital services developed by public services must meet.

The Welsh [Digital Service Standards](#) “takes inspiration from other digital standards around the world” and targets 14 key criteria across 3 themes to achieve its vision:

1. Meeting users' needs
2. Creating good digital teams
3. Using the right technology

Scotland has published its [Digital First Service Standard](#), which sets out 22 different criteria that each project should meet to ensure that it is contributing to the vision created by the Scottish Government. As stated:

“The standard has 3 themes:

- user needs - focus on what your users want to do rather than the organisation's objectives or the mechanics of delivering your service
- technology - how you've built your service
- business capability and capacity - having the right team with enough time to maintain the service

The standard aims to make sure that services in Scotland are continually improving and that users are always the focus.”

Learning from these national standards, Digital Flintshire contains 12 key maturity points for consideration which ensure that any project undertaken within the Council will help to achieve the aims and objectives of the overall policy. These are:

Usability and Accessibility

1. Website content and online service
2. Relationship with the Flintshire 'My Account'
3. Omni-channel capabilities
4. Online payments
5. Online bookings
6. eSignatures

Data

7. Reporting – Management Information and Business Information
- 8 Data strategy links
9. Document management

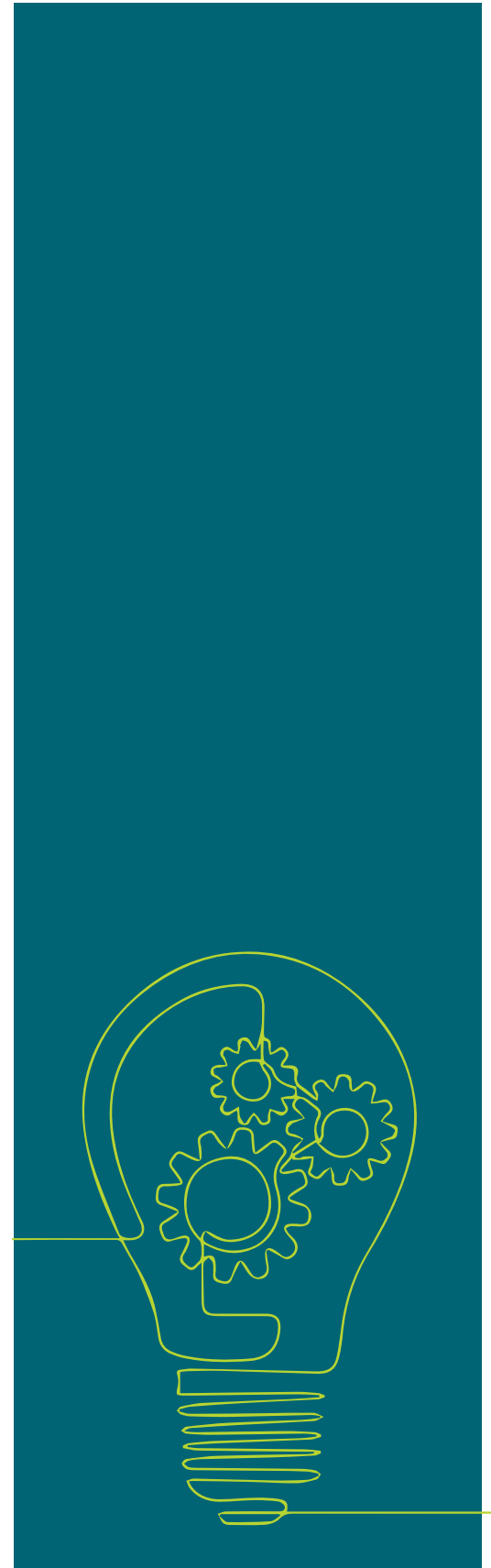
Technology

10. Hosting requirements – cloud or on premise
11. Integration requirements
12. Mobile working

Links with Other Strategies

Digital Flintshire touches upon the work of the whole Council and needs to both influence and be influenced in turn by other corporate strategies if it is to be successfully delivered. The links and interdependencies with other strategies are as follows:

- **HR Strategy** – Digital Flintshire contains a specific theme on delivering digital processes for its employees. In turn it relies upon employee development, in accordance with the HR Strategy, to build and recruit digital skills within the workforce
- **Customer Strategy** – the Customer Strategy revolves around providing effective services at the first point of contact and enabling customers to self-serve wherever possible. Close integration between digital services provided on the website and the Council's own Customer Relationship Management (CRM) software enables employees in the Contact Centre to support customers if required
- **Environmental Strategy** – the Council has set the goal of becoming carbon neutral by 2030. Digital services remove the need for officers/residents to travel in order to deliver/access services thereby reducing the Council's carbon footprint. Increased data usage has its own carbon cost which is in turn mitigated by purchasing, or generating our own, green energy



Future Generations

This strategy will contribute towards progressing the well-being goals. Embracing digital innovation and improving access to faster broadband can lead to greater economic opportunities and the strategy has a theme directed to this end, thereby creating a more prosperous and resilient society. Equipping people with the digital skills they need and designing services around the user will also improve social cohesion, create a healthier and more equal society with well-connected communities and contribute to a thriving Welsh language.

Through supporting remote working, designing public services effectively, using data smartly and modernising the technology we use, we can support our ambition to reduce carbon usage (noting that through purchasing, or even generating our own, "green energy", this can offset the carbon cost of increased data usage).

Achieving real digital transformation of public services provides an opportunity to support the ways of working described in the Well-being of Future Generations Act. Digital services join up and integrate departments for residents so they can seamlessly conclude their request for service in a single process. Good engagement supports the design of user-facing services that prevent inefficiencies and inconsistent experience for the citizen. Designing services in an iterative, agile and user-focused way will ensure services are designed for the long-term.

Some examples of how the strategy is taking forward the Wellbeing of Future Generations Act:

Long term

Recognising that our population is aging and becoming more diverse, digital services mean more focus can be given to supporting those more in need of support. Recognising the threat of climate change, more flexible working practices mean less journeys impacting on CO2 emissions and air quality.

Preventative

Easy access to information and ability to easily manage day-to-day tasks digitally can help people to be self-reliant and prevent loss of independence.

Involvement

Consultation results have underpinned the strategy and ongoing programmes of learning from feedback from citizens and users will inform future development.

Integration

Benefits across the wellbeing goals from improved digital services e.g. an equal Wales. Working with our partners to deliver digital services that enable Health and Social Care Integration e.g. Single Point of Access (SPOA).

Collaboration

Working with schools to ensure children are equipped to thrive in a digital world. Working with partners to help build skills within the community and ensure access to digital services.

A prosperous Wales

Improving local infrastructure to support developing businesses. Helping local people gain relevant skills.

A resilient Wales

Changing working practices and developing skills for more resilient services and communities as the population and climate changes in the long-term.

A healthier Wales

Timely access to information to ensure support can be provided promptly preventing further deterioration, supported by real time information.

A more equal Wales

Flexible services, responsive to the needs of the most vulnerable.

A Wales of Cohesive communities

Supporting improved internet connectivity so that information is easily and reliably available to enable all communities to be well-connected, informed and involved in their local area

A Wales of vibrant culture and thriving language

Ensuring all services and information are provided bilingually.

A globally responsive Wales

More digital services reduces the need for journeys and resources such as fuel and paper, reducing CO2 emissions and use of resources.

Socio-Economic Duty

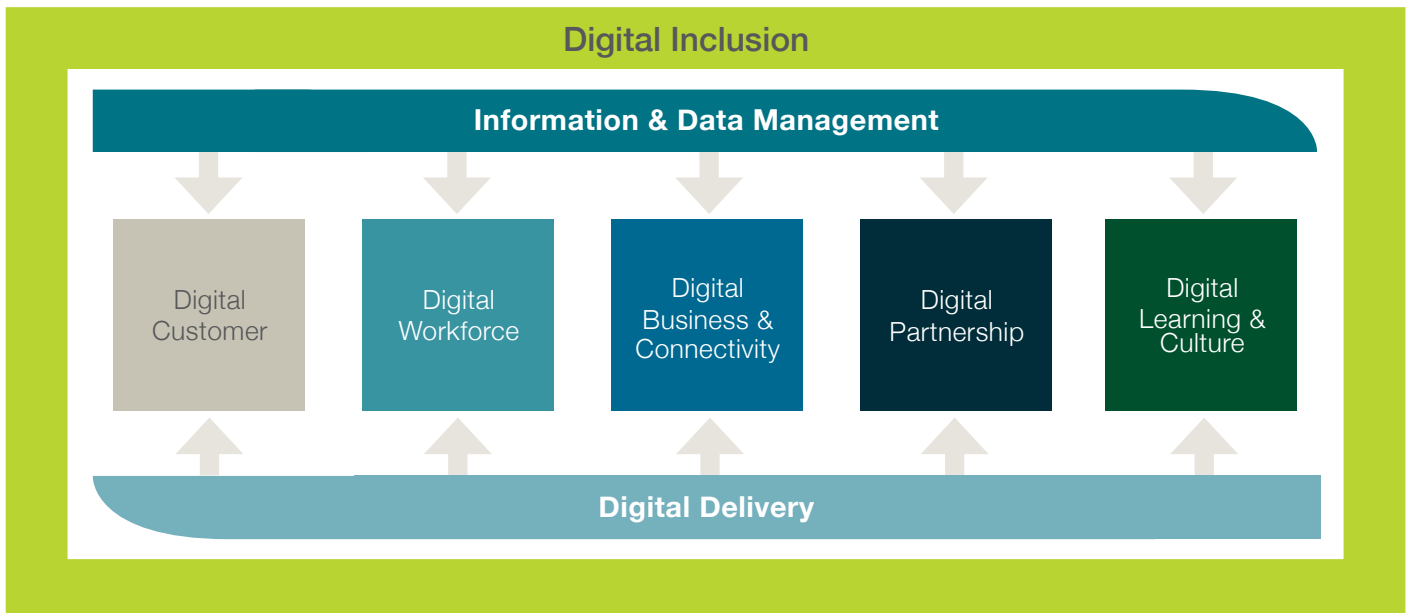
The Council recognises that inability to access digital services can disproportionately impact people from lower socio-economic groups, perpetuating or even exacerbating the disadvantages they face. This revised strategy seeks to tackle these issues through every theme, and also includes a theme aimed at specifically targeting these challenges.



Digital Flintshire: The Vision

This digital strategy sets out how the Council will embrace the opportunities that digital technologies, innovation and information offer to ensure the effective delivery of modern, efficient public services by adopting the following principles:

- Using technology to offer customers increased flexibility in when and how they access our services
- Ensuring our customers have the access, skills and confidence to engage with an increasingly digital world, based on their needs - no one is left behind
- Providing and promoting accessible and inclusive digital services that are simple, secure and convenient enabling people to use the Welsh Language on a day-to-day basis
- Creation of a workforce which is efficient, informed, and able to interact confidently and effectively in a digital world
- Demonstrating digital leadership, creating conditions for genuine organisational transformation to take place and challenging those we work with to embrace this culture
- Working with and supporting our businesses to maximise and exploit opportunities that digital technology and innovation offers
- Using digital technology to work and collaborate with our partners efficiently and securely, including the effective sharing and use of data
- Ensuring that we treat Information as a key corporate asset ensuring it is compliant, accurate, relevant and secure so that we can use it to design and deliver more effective and efficient services
- Delivering a secure, reliable, resilient and cost effective digital infrastructure that is responsive to the needs of the Council and its customers



Digital Customer

“Empowering customers to use digital channels to access information, engage and complete a transaction.”



Principles:

- Our services will be modern, efficient and streamlined to meet the needs of customers
- Digital services will be simple, secure and convenient
- Our residents will be able to access high quality services in Welsh and English because they are designed bilingually from the outset
- Our services will have a consistent user experience and design
- Services that can be online will be available online and other channels will be available where they are needed
- People will choose to use digital services, increasing self-service interactions between customers and services
- No person is left behind as we embrace digital services, keeping digital inclusion at the heart of all we do

High Level Actions to Support Delivery:

No.	Action
1	Continue to develop modern, efficient and secure digital services
2	Ensure bilingual user experience in service design and delivery
3	Modernise online payment facilities
4	Create a Digital Hub for information, resources and support to help people to use digital services
5	Develop the use of social media as a channel to support service delivery
6	No person is left behind as we embrace digital services, keeping digital inclusion at the heart of all we do

Digital Workforce

Principles:

- We will ensure our employees have the digital tools and skills required to deliver services effectively and efficiently
- We will support changes in working practices that enable employees to work more transparently and flexibly
- We will unify our offline and online communications by keeping employees connected through their mobile devices to provide anywhere, anytime access to business tools and information
- Continue to support virtual work environments that allow employees to stay connected in virtual workplaces whilst balancing business needs and operational risks
- We will help to minimize spending and enhance productivity by providing employees with the right tools and right information at the right time
- We will support our employees to adopt digital change
- Ensuring we are able to design better processes and services, transforming and accelerating the move to digital delivery where this provides a better experience for our residents, businesses and visitors

“Equipping our workforce with the digital skills, capability and confidence required to deliver better, simpler services.”



High Level Actions to Support Delivery:

No.	Action
1	Continued implementation and development of agile and mobile technologies to enable employees to access business systems and information from any location
2	Development of mobile working to support service delivery
3	Implementation of collaboration and document management technologies
4	Appropriate workforce training to support use of digital technologies and systems
5	Undertake a Digital Workforce Skills Assessment for all existing and new employees
6	Extended provision of wireless in Council buildings
7	Development of e-learning modules to support workforce development in use of new and existing technologies and to promote compliance with information management legislation
8	Implementation of a new intranet with ability for whole workforce access
9	Continued development and rollout of self-service systems across workforce and schools e.g. HR and Payroll

Digital Business & Connectivity

“Working with and supporting our businesses to maximize and exploit opportunities that digital technology and innovation offers.”



Principles:

- We will promote and deliver projects that increase ultra-fast broadband and mobile coverage, enabling;
 - Our businesses to access new markets
 - Our residents to access employment, education and services
- We will promote and deliver projects that facilitate Internet of Things (IoT) deployment by public services and businesses

High Level Actions to Support Delivery:

No.	Action
1	Participate in the North Wales Growth Deal project to create a 5G infrastructure along strategic transport corridors and at key employment sites
2	Contribute to the development of a more streamlined policy framework for North Wales that makes it more cost effective for telecoms infrastructure companies to make investments
3	Participate in the North Wales Growth Deal project to expand rural broadband coverage
4	Complete installation of fibre connectivity to public buildings through the Local Full Fibre Network (LFFN) project
5	Provide officer resource to support rural households in identifying solutions to connectivity issues and to promote community broadband projects
6	Develop projects to improve connectivity at community facilities
7	Develop monitoring infrastructure in town centres to provide data to inform management and investment
8	Compile IoT (Internet of Things) use cases for public sector and businesses

Digital Partnership

“Digital technology will enable people and organisations to work together to design and deliver improved services.”



Principles:

- Digital technology will enable partners to deliver better, seamless, services and outcomes
- Appropriate data and knowledge will be shared and used by partners to develop and improve services
- There will be open and agile ways of working across partnerships, enabling co-located services
- We will maximise technologies which support and enable collaborative service delivery such as cloud and open systems
- We will work with partners to develop and procure established technology ensuring best value for money
- We will explore opportunities for alternative service delivery models with other public, private and third sector organisations

High Level Actions to Support Delivery:

No.	Action
1	<p>Establish a set of 'digital commitments' with our key partners to align our strategic direction, timelines and capacity, improving outcomes.</p> <p>Our ambition will include:</p> <ul style="list-style-type: none"> • the NHS and North Wales Police • schools and higher and further education organisations • Newydd and Aura (Alternative Delivery Models)
2	<p>Identify opportunities to work together on digital initiatives to get the most out of our data:</p> <ul style="list-style-type: none"> • develop consistency by agreeing and adopting common data and architecture standards and using platforms that will support the re-use of data and collaboration more generally • work with partners to identify data sources that can help create a rich and inclusive picture of society to inform service development and commissioning intentions
3	<p>Explore how SharePoint, or other technology, can be effectively deployed to support partnership working and outcomes whilst ensuring compliance to data and information governance standards</p>
4	<p>Develop a Blueprint for co-located services, and the associated infrastructure (e.g. telephony), to facilitate partnership working and seamless services for citizens. This will include co-location with Health, Police and 3rd sector organisations</p>
5	<p>Promotion and collaboration on regional and nation projects including:</p> <ul style="list-style-type: none"> • Phase 2 of All Wales Library Management System • Replacement of social care client and finance systems • Work to move to digital solutions for court work • Replacement system for schools • Procurement

Information & Data Management

Principles:

- People and organisations will have full confidence that their data is being treated responsibly, securely and ethically, in line with appropriate Information and Records Management legislation and by following industry best practice around Information Management and Security
- We will deliver better, seamless, services with improved outcomes due to data being used effectively and innovatively
- We will limit the amount of times citizens need to provide the same information by developing improved data mapping across the Council to support easy and secure use and reuse of data to deliver joined-up services
- We will make our data available so that it can be accessed by people and organisations that need it, when they need it, in a format that is easy to use
- We will design safe, secure and useful ways of sharing information to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively
- We will treat information as a key corporate asset to support improved decision making and best use of resources

“We can improve the services provided to the public by working together and ensuring that our information and data is used effectively, well-organised, protected and gets to where it needs to go.”



Information & Data Management

High Level Actions to Support Delivery:

No.	Action
1	Develop an Information and Data Management Strategy that considers the needs of our citizens, demands of the business, industry best practice and changes in technology and legislation
2	<p>Ensure that we meet our legislative and ethical obligations in the way that we manage our information, building the trust of our citizens and partners e.g.:</p> <ul style="list-style-type: none"> • Data Protection Legislation • Freedom of Information Act 2000 • Environmental Information Regulations 2004 • Public Services Network (PSN) Accreditation • Cyber Essentials Accreditation
3	<p>Reduce both the physical and financial burden of information and data storage on the council whilst maintaining compliance:</p> <ul style="list-style-type: none"> • Contracts review for storage and destruction • Review of corporate fileshare as part of O365 migration • Maximise opportunities for the re-use of information • Reduce duplication of information
4	<p>Use of technology to enable more efficient management and information sharing within the Council and with its partners:</p> <ul style="list-style-type: none"> • Implementation of SharePoint and associated technologies to support improved records management and information sharing • Develop a strategic framework for information sharing
5	<p>Maximise the potential that improved Information Management offers in terms of improving business efficiency, resource planning and reduction of failure demand:</p> <ul style="list-style-type: none"> • Improved data standards • System consolidation and integration • Wider use of data mapping to reduce duplication • Review of information lifecycles from collection through to destruction or archive • Use of business intelligence technologies to support improved decision making and resource planning • Continued development of single view of customer
6	<p>Ensure that the Council's leadership team, members and officers understand both their legal obligations and opportunities for improving service delivery through improved Information Management:</p> <ul style="list-style-type: none"> • Policy review, promotion and awareness • Targeted training and further development of e-learning

Digital Delivery

“Digital Delivery enables the provision of resilient, robust and cost effective IT infrastructure and systems to underpin service delivery and facilitate organisational change.”

Principles:

- We will deliver reliable, secure and resilient IT infrastructure and systems to ensure continuity of service provision
- Ensuring that our investment in technology is aligned with the priorities for the organisation
- Achieving best value from investments made in existing infrastructure by ensuring compliance with industry best practice
- We will harness new and emerging technologies where they can deliver increased efficiency and improved service delivery
- Working to reduce the number of business systems and improving integration in order to standardise and simplify business processes

High Level Actions to Support Delivery:

No.	Action
1	Develop and maintain Cloud and Datacentre strategies to define the Council's "Cloud First" policy and inform the Council's Asset Rationalisation Plan
2	Undertake infrastructure upgrades to ensure there is sufficient capacity to support service provision
3	Ensure infrastructure software is up-to-date to ensure licensing compliance, provision of a secure infrastructure and platforms capable of running the latest business applications
4	Implementation of cloud technologies <ul style="list-style-type: none"> • Microsoft Office 365 • Microsoft Teams • Microsoft SharePoint
5	Support the implementation of new or upgraded business systems
6	Consolidation of Business Systems <ul style="list-style-type: none"> • Review business systems to ensure we are getting best value from investments in 3rd party software • Rationalisation of systems to see if we can reduce the number of business systems with the potential to make efficiencies from license reduction and system management overheads
7	To ensure that we have a clear picture of all the corporate IT assets, their value, relevant contract and license information, warranty and replacement schedules; this will assist with financial asset management planning
8	Support the Councils Asset Rationalisation Programme
9	Facilitate the use of Welsh Language through the use of technology
10	Support the delivery of projects within other workstreams in the Digital Strategy through the provision of technology, systems and resources

Digital Inclusion

“To bring the Council closer to residents by equipping people with the motivation, access, skills and confidence to engage with an increasingly digital world, based on their needs.”



Principles:

- We will promote, introduce and develop digital for people in a way that benefits them; helping them do things they care about and can only do online
- Make it easier for our residents to stay safe online by providing simple and straightforward advice and tools
- Working with our partners to maximise expertise, experience and resources to better meet user needs.
- Supporting people with access to appropriate connectivity and equipment to enable access to digital services
- We will identify wider outcomes that can be delivered by helping people become independently confident online

High Level Actions to Support Delivery:

No.	Action
1	Work with our partners to develop and promote a volunteer programme to support people to get online
2	Support and enable access to the internet and devices to ensure people are not excluded from a digital world
3	Develop digital services that are accessible and responsive
4	Continue to work with 3rd sector and other partners to identify opportunities to improve digital literacy within communities and small businesses
5	Promote initiatives to help people to use digital technology both now and in the future
6	Highlight initiatives that support people’s health and wellbeing through participation in digital activities

Digital Learning & Culture

Principles:

- We will work with other organisations to promote and develop inclusive opportunities for digital accessibility, participation and culture growing sustainable communities
- Provide the most effective digital infrastructure and services for education and youth providers, embedding technology in the classroom
- Continue to explore and develop digital channels to provide learning opportunities throughout Flintshire
- Enhance the digital capability and skills of learners of all ages by:
 - Working with schools, partners and the workforce to ensure they are equipped to deliver digital opportunities for learners as part of the curriculum for Wales
 - Supporting the evolving digital requirements of adult learning as part of Digital 2030

“We want learners of all ages to be able to engage with what it means to be a conscientious digital citizen who engages with and contributes positively to the digital world around them.”



High Level Actions to Support Delivery:

No.	Action
1	Continued provision of digital services and support to schools through the Council's service delivery model for Schools IT support
2	Work in partnership with the Regional School Improvement Service (GwE) to provide training and support for schools in delivering the Digital Competency Framework and embedding this within Curriculum Wales 2022
3	Work with Welsh Government to deliver and develop school IT infrastructure to align with agreed digital standards and design
4	Support schools and the workforce to maximise the use of HWB, a bilingual platform hosting a national collection of tools and resources to support education in Wales
5	Work with the adult learning partnership (North East Wales) to identify opportunities to improve digital literacy within communities
6	Provide ongoing professional development for Education and Youth Services to ensure that they are able to take full advantage of modern communication channels and emerging technology to communicate and work with young people
7	Create a cultural hub via NEWA (North East Wales Archives) improving accessibility and engagement with all sectors of the community

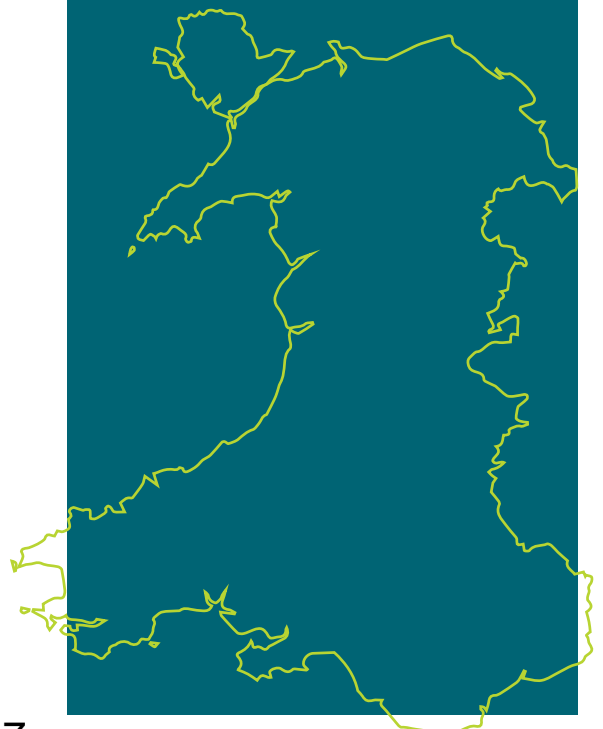
Governance Arrangements

The Digital Strategy Board is responsible for overseeing and ensuring the effective delivery of the Council's Digital Strategy. It will provide a mechanism to monitor and evaluate progress and resolve any resource, capacity and prioritisation issues which could occur across the range of priorities and actions to be delivered.

- The Digital Strategy will be included in the Improvement Plan for the Council and the Board will therefore be required to report on progress through the appropriate channels
- Any bids for resources to deliver actions which support the delivery of the strategy need to be approved and ranked by the relevant Senior Management Team prior to the development of a business case for submission to the Board
- The Board will utilise a set of defined criteria for assessing and prioritising business cases, ensuring that these are aligned with the Council's Digital Strategy priorities and ambitions
- The Board are responsible for highlighting and securing organisational acceptance of the risks associated with each selected priority, ensuring that they are managed appropriately through identified mitigation

Delivery

- The Board is made up of a number of representatives to include all areas within the organisation.
- Each priority theme within the Digital Strategy is led by a Senior Manager who will sit on the Board in order to report progress against their particular theme.
- Lead officers will be responsible for assisting in prioritising work and will be supported by officers and partners with the appropriate knowledge and skills throughout the organisation.



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Digital
Customer

Digital
Workforce

Digital
Business &
Connectivity

Digital
Partnership

Digital
Information
& Data
Management

Digital
Delivery

Digital
Inclusion

Digital
Learning
& Culture

What Is Digital Flintshire?

Why Is This Important?

How Will We Do It?

Our Success So Far

Our Next Steps

Have Your Say

DIGITAL FLINTSHIRE

Supporting Flintshire in a Digital World

Next ▶

DIGITAL
FLINTSHIRE

Supporting Flintshire in a Digital World

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

What Is Digital Flintshire?

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

What Is Digital Flintshire?

Digital Flintshire is an ambitious plan which sets out how we will improve and simplify our services.

It's not just about making more services available online, it's about changing the way we deliver our services to provide the best experience for everyone.

It tells you:

- What we will do
- How we will do it

Next 

DIGITAL
FLINTSHIRE

Supporting Flintshire in a Digital World

[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Page 151

Why Is This Important?

By having an ambitious plan for the county we can:

- improve the services we provide
- create services that are more accessible, easy to use and meet the needs of the people who use them
- help residents and businesses to get connected to faster, more reliable broadband
- support people without the internet or devices to get online



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

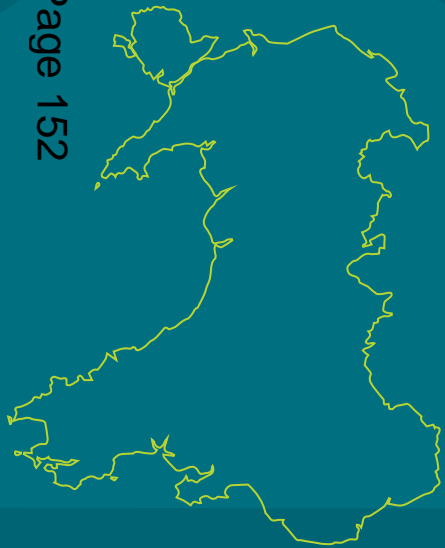
[Our Next Steps](#)

[Have Your Say](#)

Why Is This Important?

By having an ambitious plan for the county we can:

- support people of all ages to learn and develop their digital skills and build the confidence to use them
- provide our schools with the infrastructure they need to deliver 21st century education
- support local businesses to connect with markets all across the world – growing our economy and providing local jobs for local people
- develop the skills of our workforce and provide them with the tools they need to deliver the services we provide



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Page 153



How Will We Do It?

The plan has eight main themes:

- Digital Customer
- Digital Workforce
- Digital Business and Connectivity
- Digital Partnership
- Digital Information and Data Management
- Digital Delivery
- Digital Inclusion
- Digital Learning and Culture



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Page 154



DIGITAL
FLINTSHIRE
Supporting Flintshire in a Digital World

Digital Customer

We will continue to introduce and improve our digital services, including payments, so that they can be:

- easily and securely accessed by everyone
- completed at first point of contact
- on any device – mobile phone, laptop or computer
- any time of day or night
- anywhere – from home, or on the go

Where people struggle to use digital services, our Contact Centre and Connects Centres will continue to help during office hours.



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Digital Workforce

We will create a digital culture and develop a workplace that gives all of our employees:

- the right knowledge, skills and digital tools
- access to business systems – anywhere, anytime
- access to flexible and agile working spaces
- the confidence to deliver high quality digital services to our customers
- support to change and adapt to new, better ways of working



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Digital Business & Connectivity

We will work with partners, businesses and communities to introduce digital infrastructure and technologies, such as ultra-fast broadband and mobile coverage.

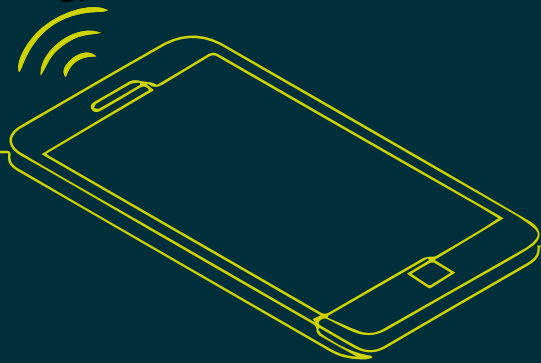
This will support:

- our businesses to be competitive and access new markets
- our residents to engage with the digital world and access employment, education and services



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FLINTSHIRE

Supporting Flintshire in a Digital World



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Digital Partnership

We will improve and develop digital systems and technologies that will connect people and places. This will support:

- the delivery of more convenient services
- information sharing across organisations
- better value for money
- new, better ways of working



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

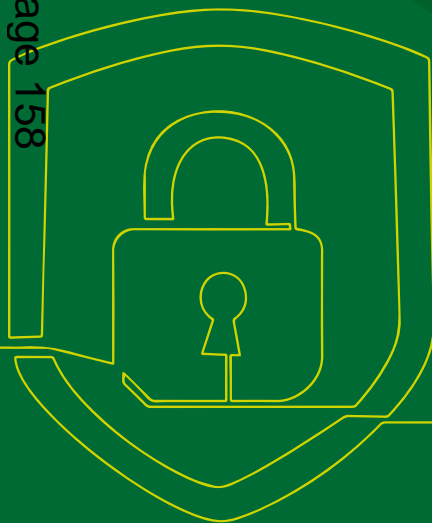
[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Page 158



DIGITAL
FLINTSHIRE

Supporting Flintshire in a Digital World

Digital Information & Data Management

We will develop and maintain our systems so that the data we collect:

- is protected and secure
- is used for the right purpose, in the right way, at the right time
- helps to inform what future services should look like



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Digital Delivery

We will introduce the right IT infrastructure and systems to:

- improve and support the delivery of all our services
- provide better value for money
- make 'Digital Flintshire' happen



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Digital Inclusion

We will do all that we can to make sure no one is left behind, providing equal opportunities for everyone to:

- access support and training
- access the internet, devices and online services
- promote independence and confidence
- improve health and well-being
- open up new opportunities



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Digital Learning & Culture

We will work with other organisations to provide the infrastructure and systems needed to support:

- digital lifelong learning – in the classroom and out in our communities
- learners of all ages to positively engage with the digital world around them
- communities to become digitally aware and self-sufficient
- people to access the digital services they need to improve their health and wellbeing, education and employment opportunities



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Page 162



Our Success So Far

- Updating our **website** providing more on-line applications and services
- **'My Account'** a private and secure area on our website for customers to keep track of their service requests and applications. My Account also enables our tenants to access online information about their tenancy.
- **Digital Flintshire Hub** - an online resource to help people to discover digital technology, and build confidence in digital skills.



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Our Success So Far

- Working with partners to **improve broadband connection speeds** across Flintshire and North Wales.
- **Changing the way we work** in response to COVID-19 such as home working, online meetings and video conferencing.



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Page 164

DIGITAL
FLINTSHIRE

Supporting Flintshire in a Digital World

Our Next Steps

We will continue to develop and implement a range of digital projects such as:

- making more Council services available through **'My Account'**
- Implementing the **'Local Full Fibre Network Project'**
- Moving our digital infrastructure over to the cloud
- Working with our partners such as Betsi Cadwaladr University Health Board and North Wales Police to develop a set of digital commitments to provide residents with responsive, joined up services.



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Page 165

DIGITAL
FLINTSHIRE

Supporting Flintshire in a Digital World

Our Next Steps

We will continue to develop and implement a range of digital projects such as:

- Developing our 'Information and Data Management Strategy'
- Developing and improving the information on offer through the **Digital Flintshire Hub**
- Working with partners such as **GwE** to support schools deliver the **Digital Competency Framework** and **Curriculum Wales**.



[What Is Digital Flintshire?](#)

[Why Is This Important?](#)

[How Will We Do It?](#)

[Our Success So Far](#)

[Our Next Steps](#)

[Have Your Say](#)

Page 166



**DIGITAL
FLINTSHIRE**

Supporting Flintshire in a Digital World

Have Your Say

We would really like to hear what you think about our digital plan. You can do this by completing our online survey

<https://www.smartsurvey.co.uk/s/FCC-Digital/>

The closing date for your feedback is **Monday 31 January 2022**.



Digital Flintshire Consultation Results - Executive Summary

Responses

- Total Responses – 179
- Number of responses with a full Flintshire postcode – 109

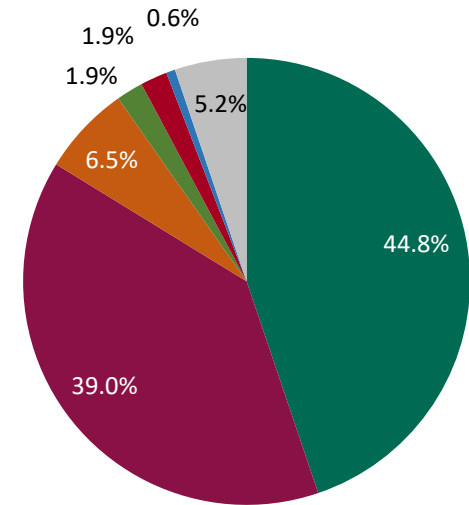
Respondents

- 51.2% of respondents age range 45-64 years
- 60.4% respondents do not work for Flintshire County Council
- 83.8% respondents live, or live and work, in Flintshire

Aims

Majority of respondents agree or strongly agree with aims of the Digital Strategy:

1. Flintshire needs faster, more reliable broadband
2. People without internet access should be supported to get online
3. Access to devices for people who don't have their own should be free and accessible
4. People of all ages should be supported to develop online skills and confidence
5. People of all ages should have access to training and support
6. Being online helps people to be more self-sufficient
7. Being online helps to improve employment opportunities
8. More Council services should be available online
9. Online Council services will help to deliver better ways of working
10. Online Council services will provide better value for money
11. Organisations should work together to deliver more convenient services



- I live in Flintshire
- I live in Flintshire and work in Flintshire
- I work in Flintshire
- I am a County Councillor
- I am a Town or Community Councillor
- I own a business in Flintshire
- Other (please specify):

Executive Summary

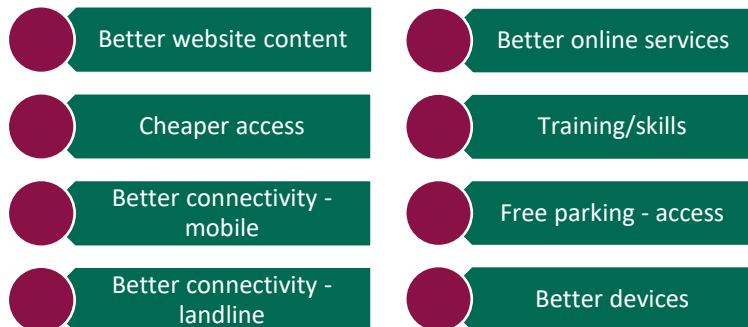
Access to Internet and Devices

- 0 respondents with no internet access at home
 - 98.5% respondents with access to broadband
 - 67.9% respondents with access to mobile internet
- 0 respondents with no devices
 - 94% respondents have a smartphone
 - 86.5% respondents have a laptops
 - 75.2% respondents have a tablet
 - 40.6% respondents have P.C.

Barriers

- 78.3% respondents have no difficulty accessing internet
- Biggest barrier internet speed – 18.6% respondents

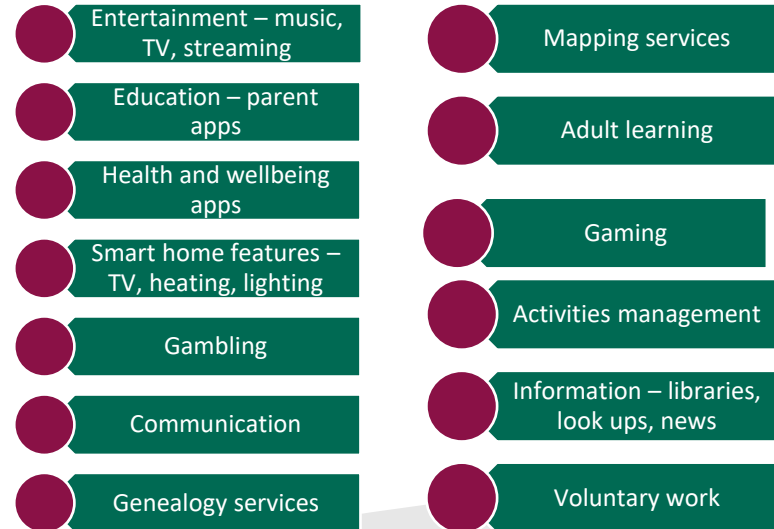
Mitigations



Online Behaviour

- Most (61.4%) respondents socialise online daily
- Most (56.5%) respondents work or study from home daily
- Most (62.8%) respondents shop online weekly
- Most (37.9%) respondents manage finances online weekly
- Most (39.5%) respondents never use online health services
- 38.8% respondents access online health services monthly

Other key online behaviours:



Executive Summary

Current Online Council Services

- Majority of respondents have used online council services (88.8%)
- Majority of respondents extremely satisfied or satisfied with online council services
- Majority of respondents able to do what they needed to do – current online services
- 35 respondents stated something missing from online service

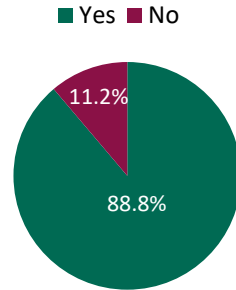
- 37.1% report it online
- 31.4% planning applications
- 22.9% online payments
- 22.9% check my bin day

Page 169

Current Council Services - Pain Points

- Website poor and difficult to navigate
- Difficult to find information, search functionality poor
- Application forms difficult to use
- Information not up-to-date, broken links
- Limited content, missing information
- Some elements “clunky”
- Limited feedback or response
- Unable to find contact details
- Slow/unresponsive
- Mobile device compatibility

Do you - or have you - used any online Council services?



Tell us why you haven't used online Council services



Key comments - “Digital Flintshire”

1. Planning and Information

- Roadmap and timescales for implementation
- Transparency around costs and impact on services

2. Inclusion

- Inclusion, exclusion and accessibility – people who cannot access services online or would prefer to access services offline
 - Training
 - Alternatives to digital provision
 - Accessible sites
 - Community engagement

3. Connectivity

- Better connectivity in the county

4. Website and Service Provision

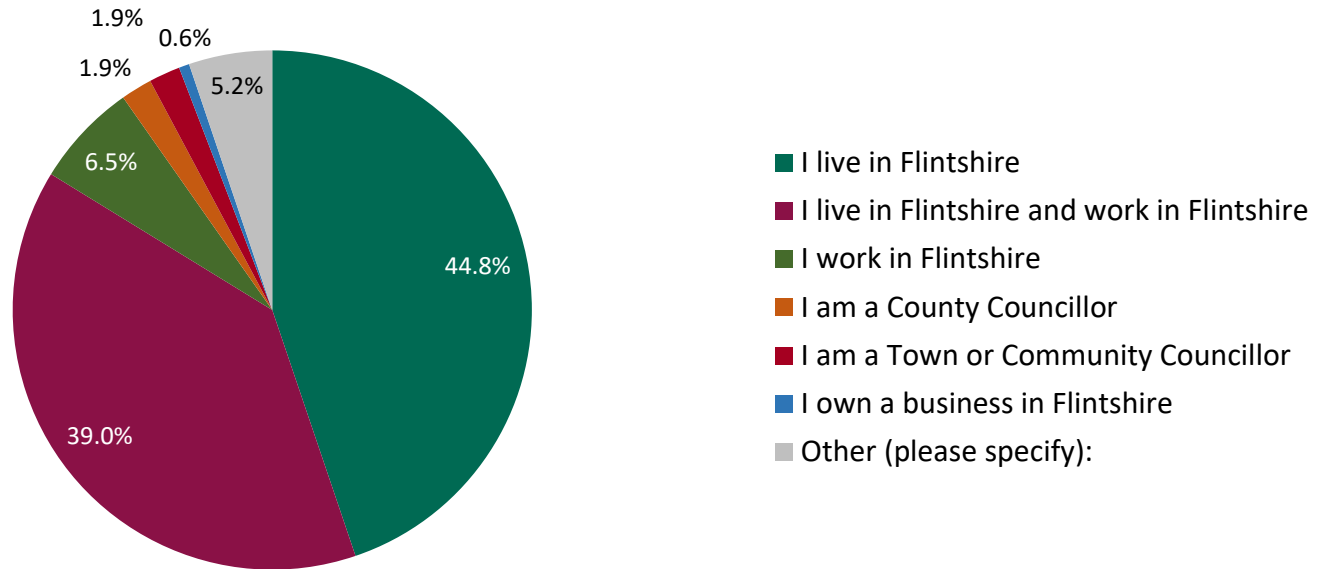
- Better designed online services – as easy as picking up the phone
- Up-to-date, easily accessible and relevant website content
- Services designed and based on customer/resident needs

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Respondents

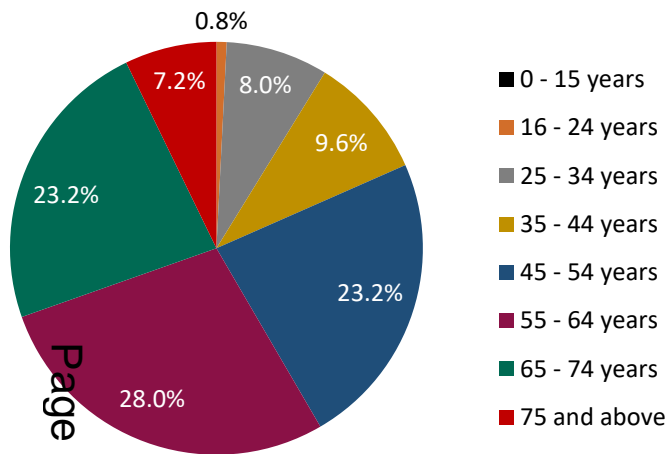
- 60.4% respondents do not work for Flintshire County Council
- 39.6% respondents work for Flintshire County Council

To help us understand the views and opinions of different people - from the list below please select the option that best describes you?

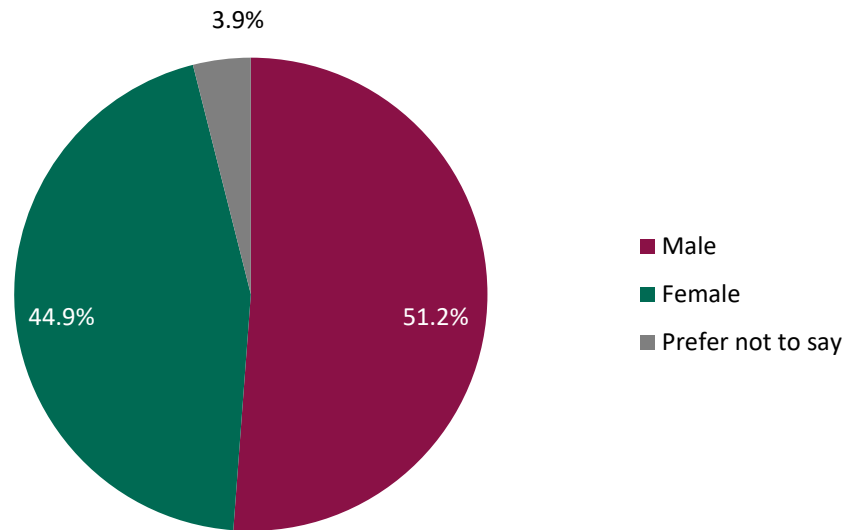


Demographics

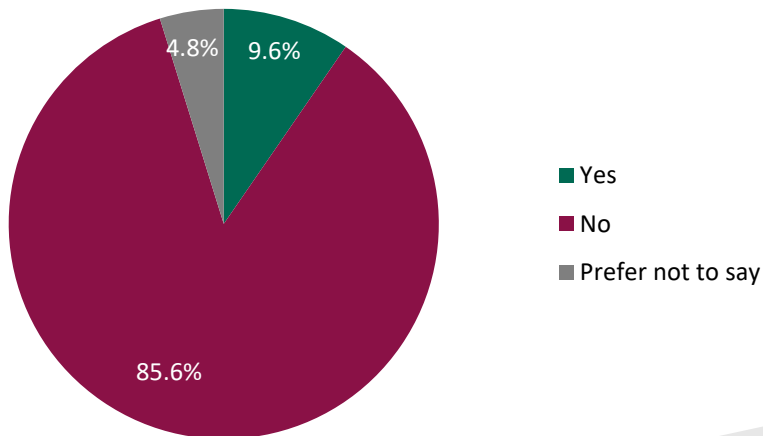
Age



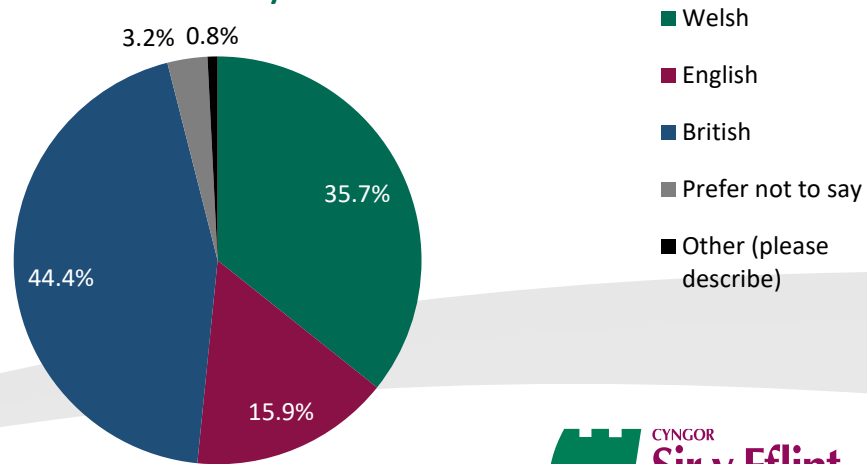
Sex



Disability

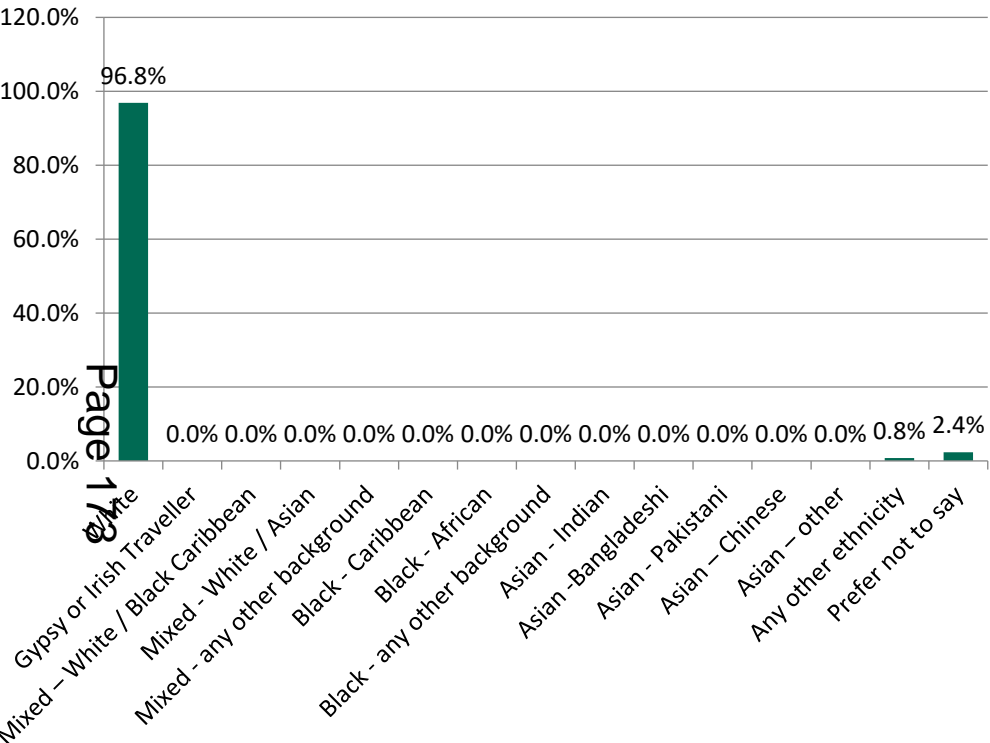


How would you describe your national identity?

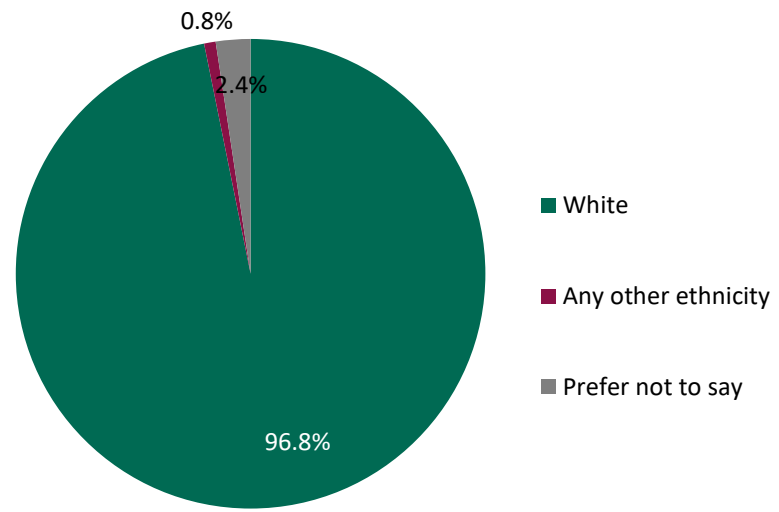


Demographics

Ethnicity

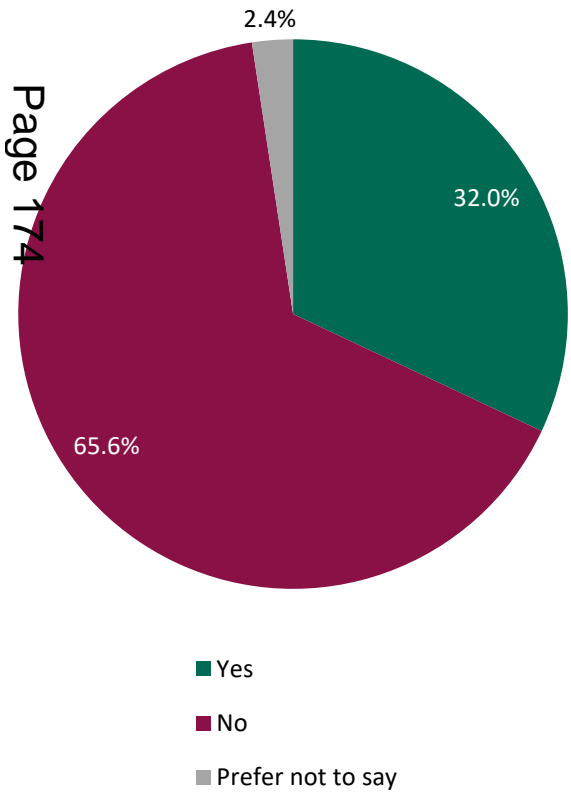


What is your ethnic group?

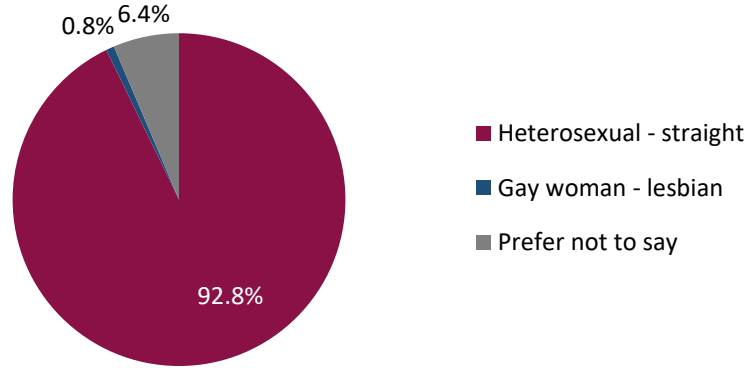


Demographics

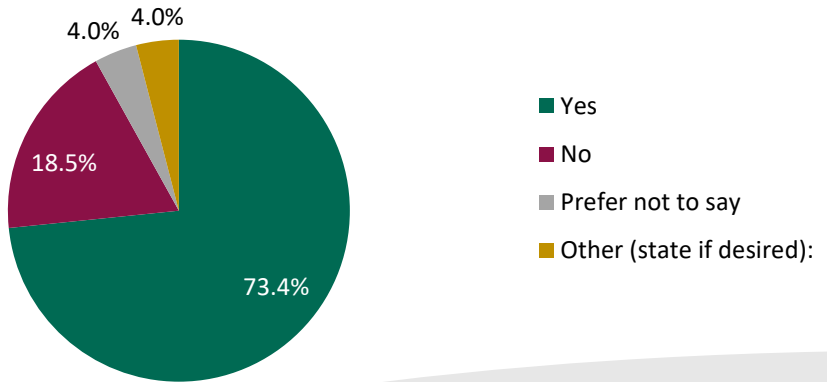
Do you look after or give help or support to family members, friends, neighbours or others because of either: long term physical or mental ill-health/impairment; or problems related to old age?



Sexual Orientation



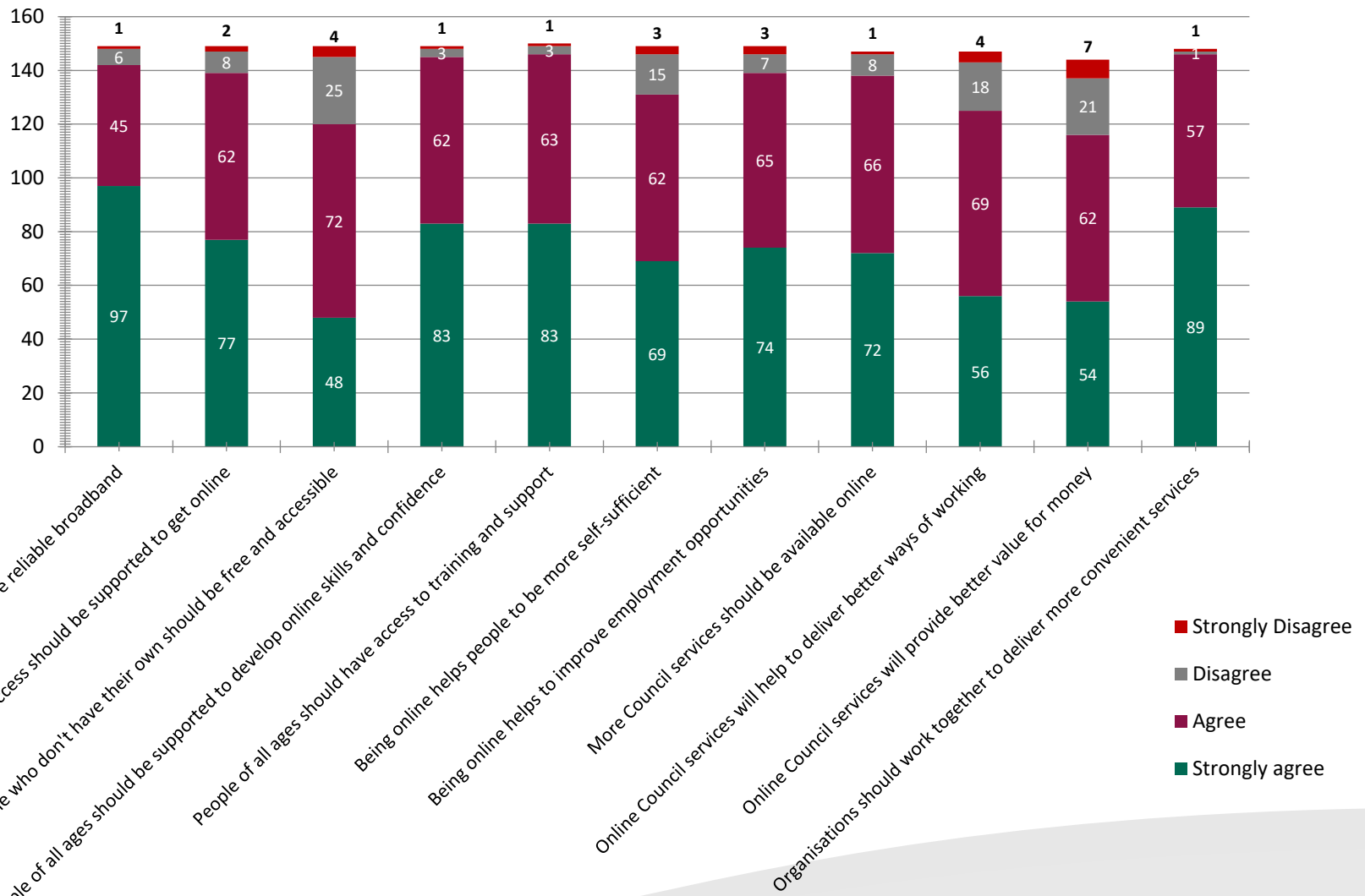
Are you married or in a civil partnership?



Aims

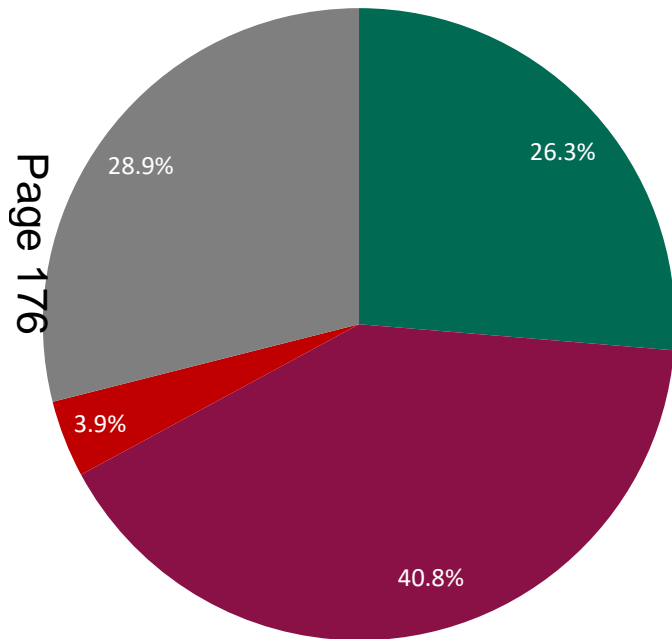
To what extent do you agree with the statements below ... ?

Page 175



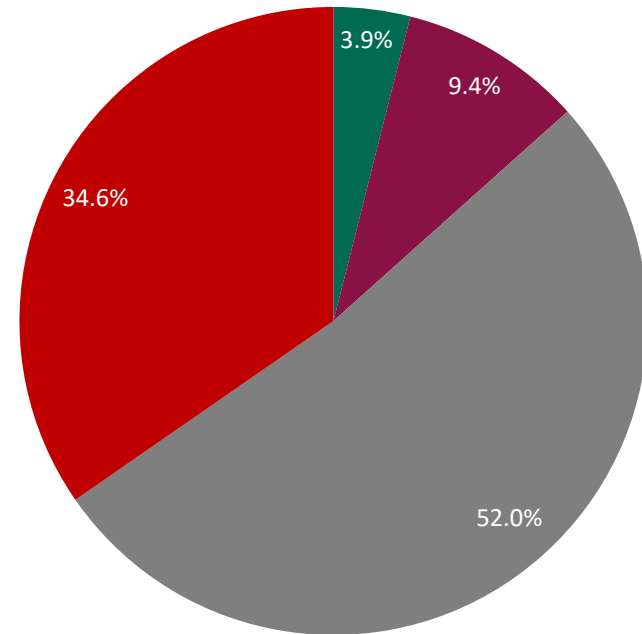
Welsh Language

In your opinion, how do you think this plan will impact the Welsh Language?



- Positive impact
- No impact
- Negative impact
- I don't know

How would you describe your Welsh Language skills?

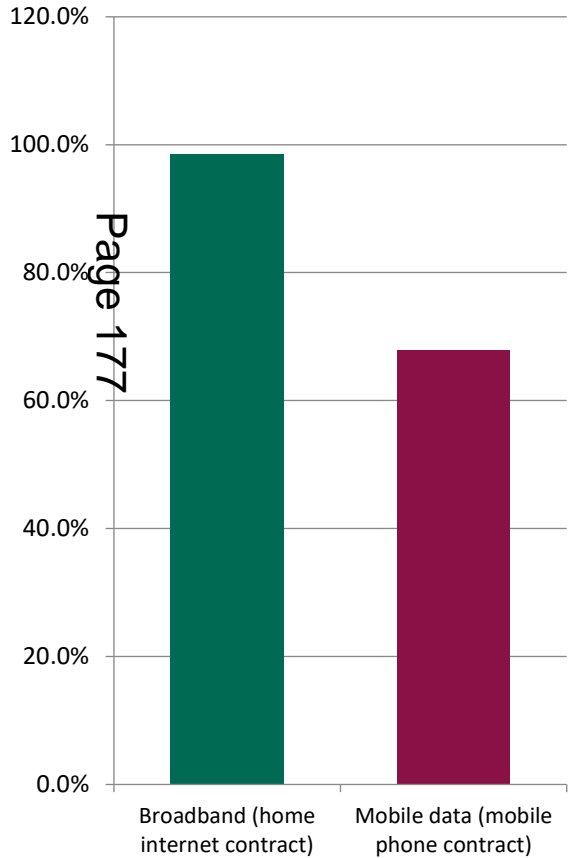


- Fluent
- Moderate
- Basic
- None

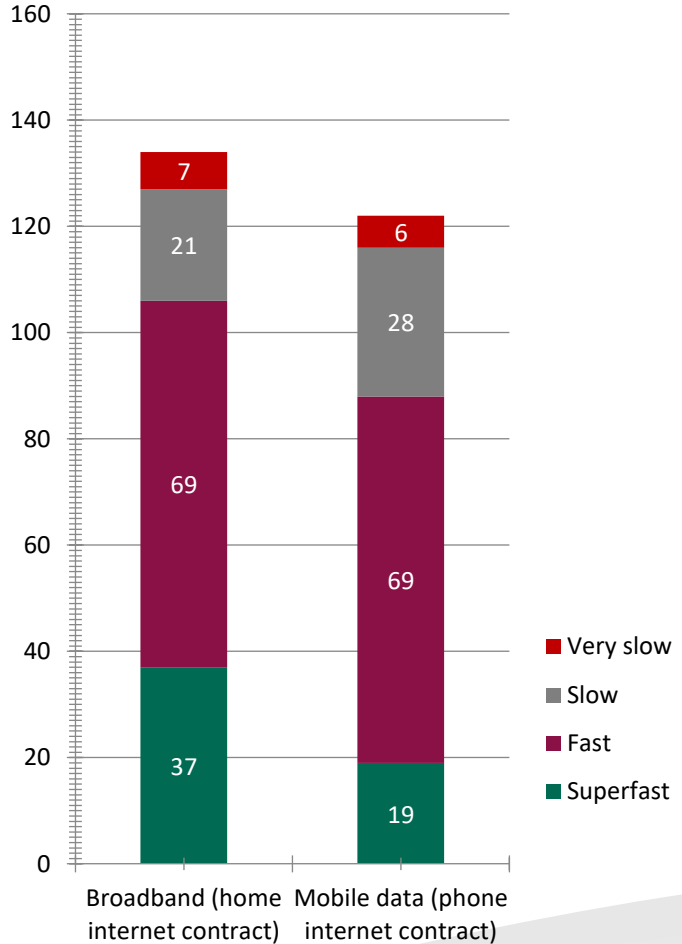
Page 176

Connectivity

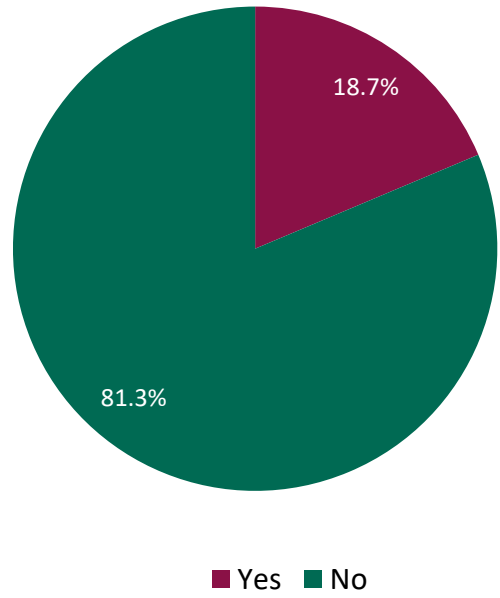
Please identify what internet connections you have at home? Please tick all that apply.



How fast are your internet connections at home?

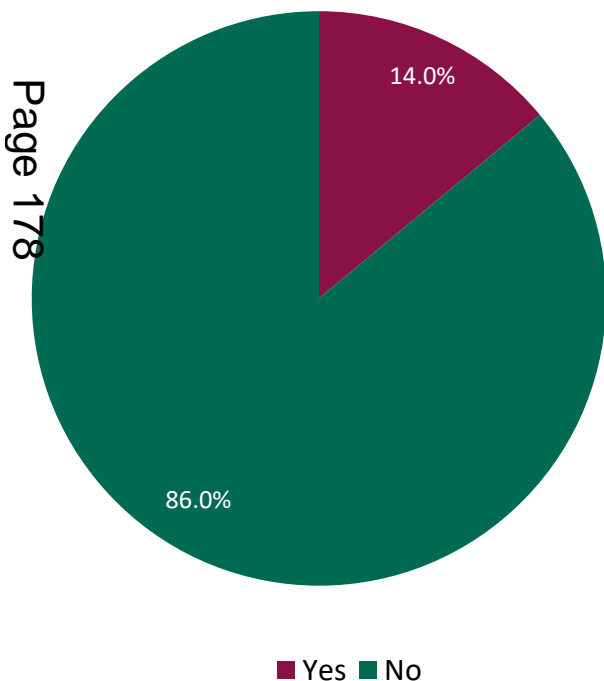


Are you aware of any local schemes to improve internet access in your area?

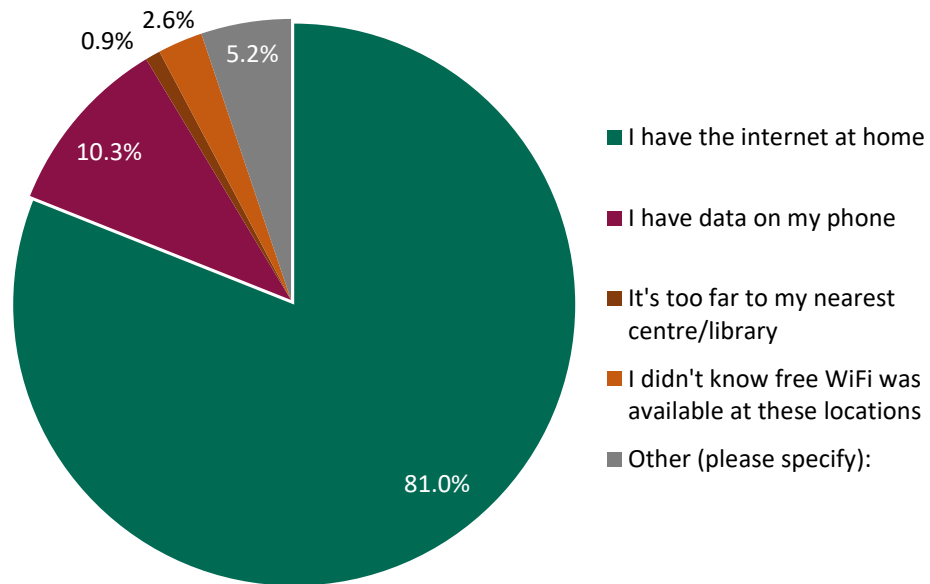


Connects - WiFi

Have you ever visited an Aura Library or Connects Centre to use the free WiFi?

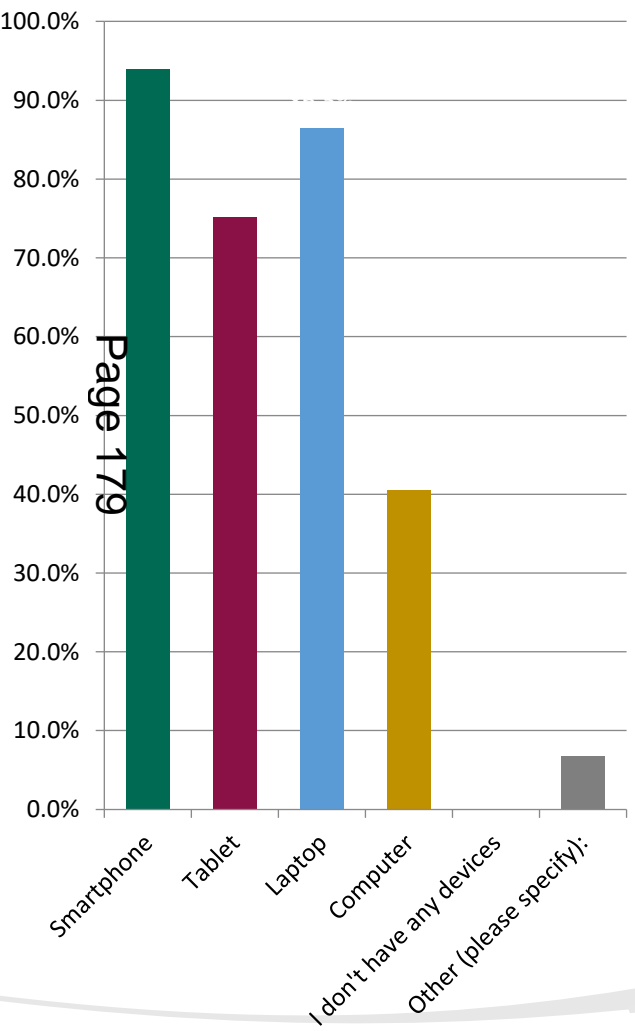


Please tell us why you've never visited a Connects Centre or Aura Library to use the free WiFi?



Devices

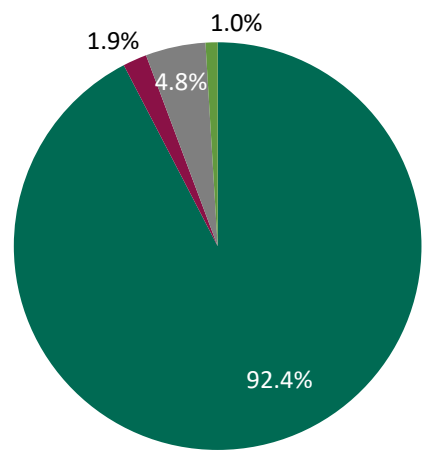
Please identify what devices you have in your home?.



Have you ever visited a Connects Centre or Aura Library to use the computers?



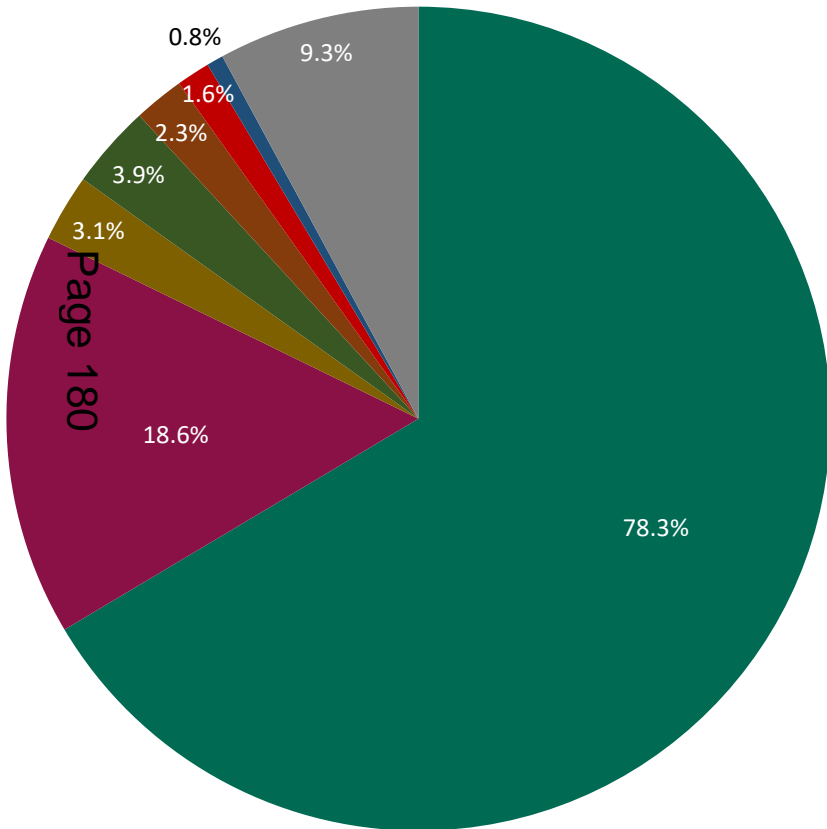
Please tell us why you've never visited a Connects Centre or Aura Library to use the computers?



- I have a device at home
- It's too far to my nearest centre/library
- I didn't know this service was available
- Other (please specify):

Barriers

What things, if any, make it difficult for you to access the internet?



- I have no difficulty accessing the internet
- The internet speed is very slow where I live
- I can't afford internet at home
- I can only afford standard internet
- I have limited data on my phone contract
- Nowhere to access free public internet close to my home (e.g. WiFi)
- Nowhere to access free public devices close to my home (e.g. computers, laptops)
- I have a disability which makes it hard for me to use digital devices
- Please tell us about anything else which makes it difficult

Page 180

Mitigations

What would make it easier for you to access the internet?

Better website content

Better online services

Cheaper access

Training/skills

Better connectivity - mobile

Free parking - access

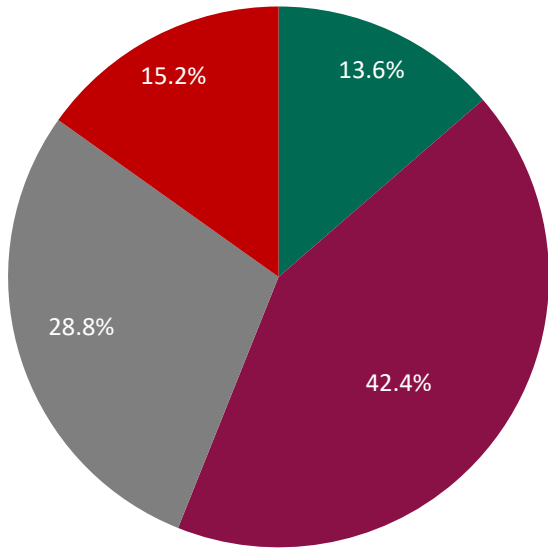
Better connectivity - landline

Better devices

Information Management

How confident do you feel sharing your personal information online?

Page 182



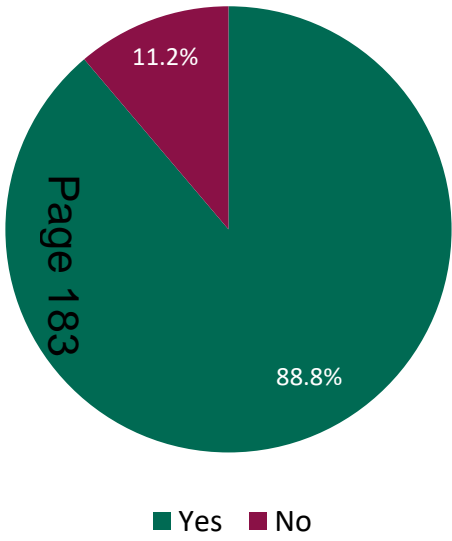
- Very confident
- Confident
- Not that confident
- Not confident at all

What would help to make you more confident?

- Nothing
- Better security and robust policies
- Less cyber crime
- Unified, global approach to security
- Better education into risks

Council Services

Do you - or have you - used any online Council services?



Please tell us why you've never accessed Council services online

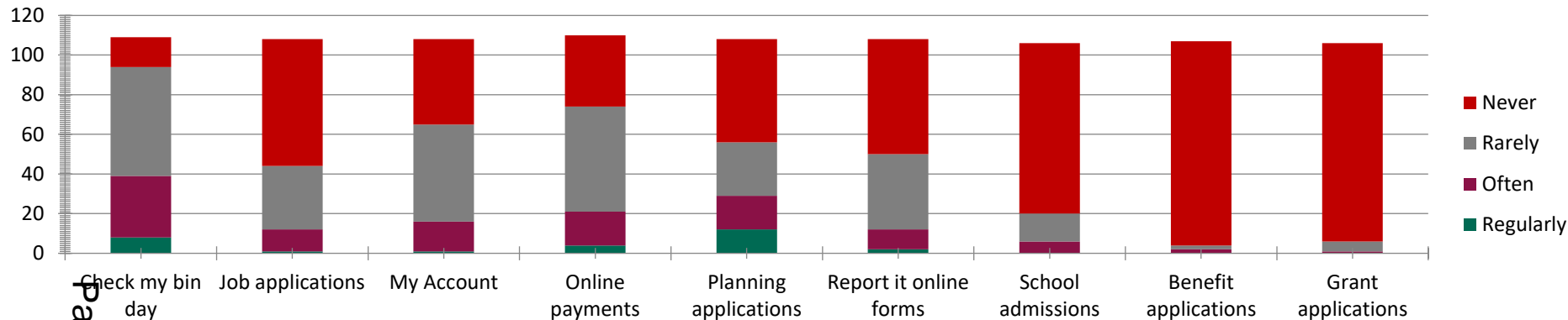
- Hard to find
- Frustrating experience
- Not aware of online services
- Unable to do what I want to
- Never needed to

What other council services would you like to be able to access online?

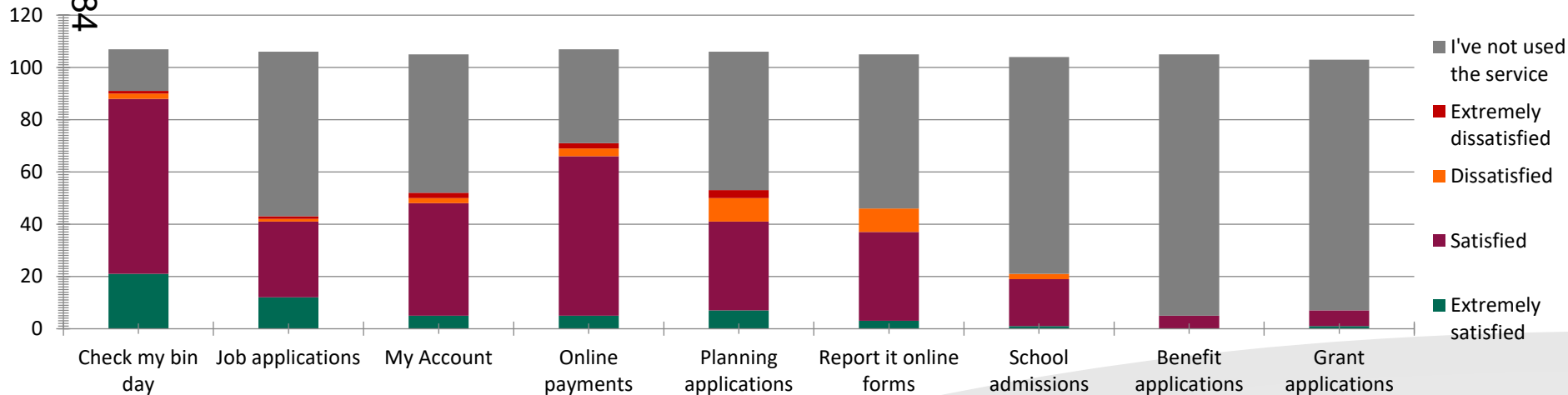
- Budget information – targets and spend transparency
- More information on waste/recycling
- Public Rights of Way
- Pot holes
- Rent payments and payment history
- Able to search for information – results and content poor
- Council meetings
- Fly-tipping

Council Services

Please tell us how often you have used the online Council services listed below?

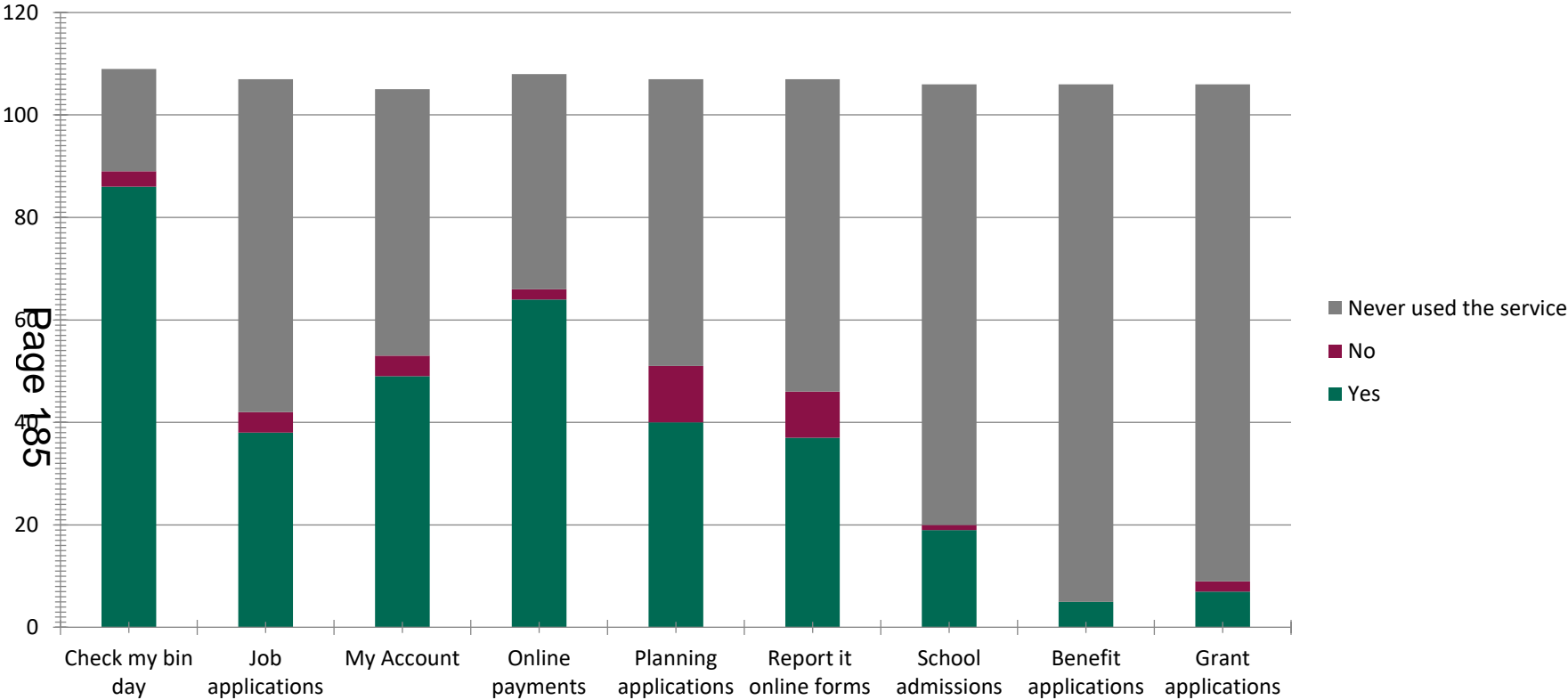


Please tell us how satisfied you are with the online Council services you use?



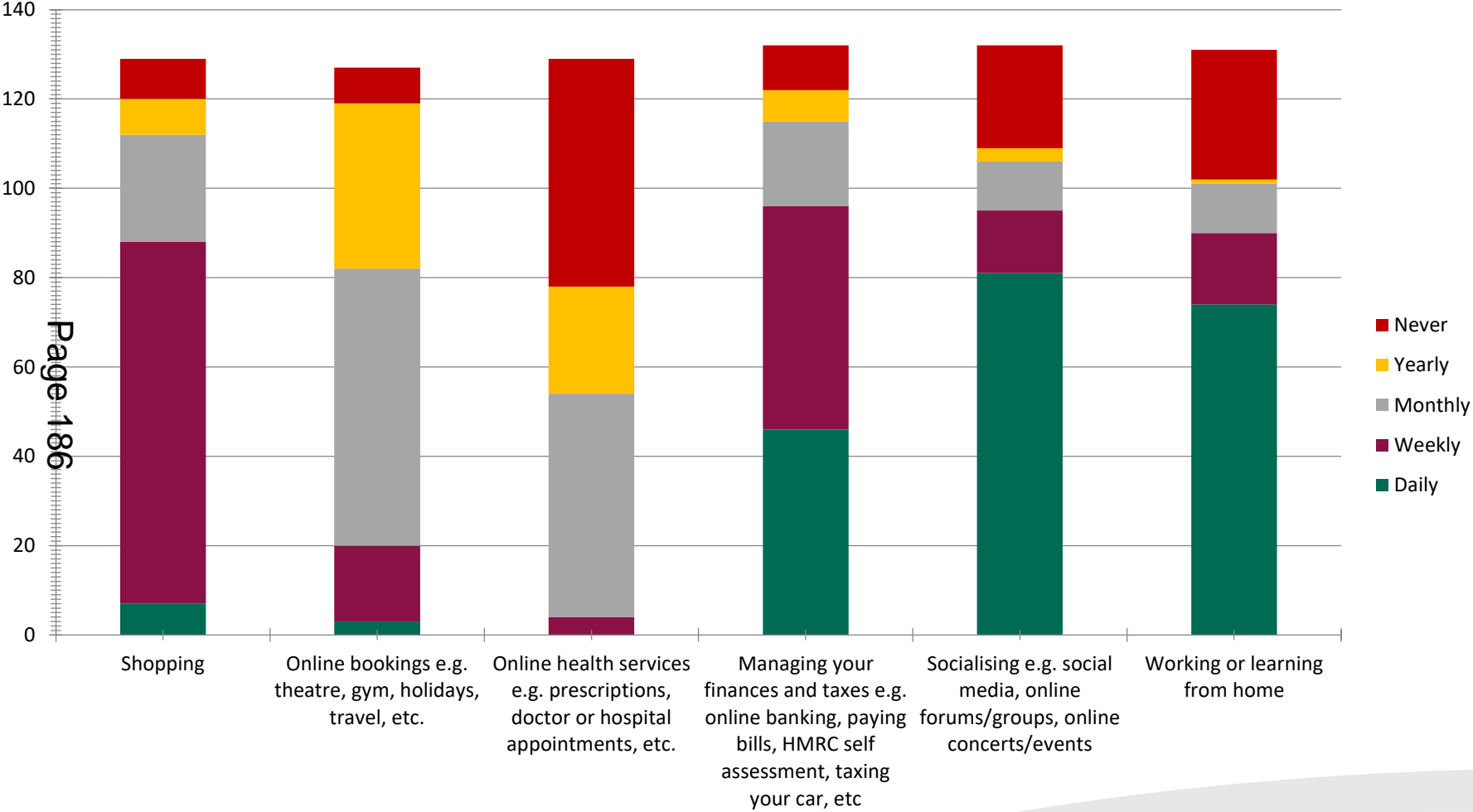
Council Services

When using online Council services were you able to do everything you needed to do?



Online Behaviour

How often do you do the following online?



Page 186

Online Behaviour

Entertainment – music, TV, streaming

Education – parent apps

Health and wellbeing apps

Smart home features – TV, heating, lighting

Gambling

Communication

Genealogy services

Mapping services

Adult learning

Gaming

Activities management

Information – libraries, look ups, news

Voluntary work

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Additional Text – Digital Strategy

Link to Digital Learning and Culture

In partnership with schools, the Council provides a range of services in relation to EdTech (Education Technology) via four primary teams: Communications and Networking, Servers and Storage, Management Information and Business Support.

These services include:

- Strategic advice, guidance, support, and training
- High level technical support, including:
 - management and support of secure electronic communication and networking infrastructure;
 - connectivity to PSBA (Public Sector Broadband Aggregation), the Internet and Hwb
- Provision of training, support and problem solving in the use of hardware and software
- Provision of skills transfer/mentoring for schools' technical staff to enable them to manage school networks and devices. This can be on site, via remote connection or technical documentation
- Business support functions including facilitating strategic development, signposting resources, procurement, including managing framework contracts for outsourced services, plus monitoring and review of service provision against an agreed set of performance targets

Council support and advice is identified in the following documents which are regularly reviewed with schools:

- Guidance for Strategic and Operational Use of Digital Technologies within Schools
- Strategy for Implementing and Supporting use of Digital Technologies within Schools

Governance arrangements:

- The Council will publish a roadmap for the Digital Strategy, updating this periodically as instructed by Theme Leads to reflect progress and achievements against its' aims
- The Digital Flintshire pages of the website and the [Council's Digital Blog](#) will be used to help inform and update on projects and initiatives after each Board Meeting

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Digital Flintshire Consultation – Results Summary

Participation and Aims

Results are in for the consultation on our proposed Digital Strategy and we'd like to thank the 179 people who participated.

The Digital Strategy sets out how the Council will embrace the opportunities that digital technologies, innovation and information offer to ensure the effective delivery of modern, efficient public services by adopting the following principles:

- Using technology to offer customers increased flexibility in when and how they access our services
- Ensuring our customers have the access, skills and confidence to engage with an increasingly digital world, based on their needs - no one is left behind
- Providing and promoting accessible and inclusive digital services that are simple, secure and convenient, enabling people to use the Welsh Language on a day-to-day basis
- Creation of a workforce which is efficient, informed, and able to interact confidently and effectively in a digital world
- Demonstrating digital leadership, creating conditions for genuine organisational transformation to take place and challenging those we work with to embrace this culture
- Working with and supporting our businesses to maximise and exploit opportunities that digital technology and innovation offers
- Using digital technology to work and collaborate with our partners efficiently and securely, including the effective sharing and use of data
- Ensuring that we treat Information as a key corporate asset ensuring it is compliant, accurate, relevant and secure so that we can use it to design and deliver more effective and efficient services
- Delivering a secure, reliable, resilient and cost effective digital infrastructure that is responsive to the needs of the Council and its customers

Digital Flintshire Consultation – Results Summary

Results Summary - Aims

The majority of respondents agree or strongly agree with aims of the Digital Strategy which will see Flintshire County Council continue to improve online services in the digital age.

Respondents also agree that being online helps people to be more self-sufficient and can help improve work opportunities.

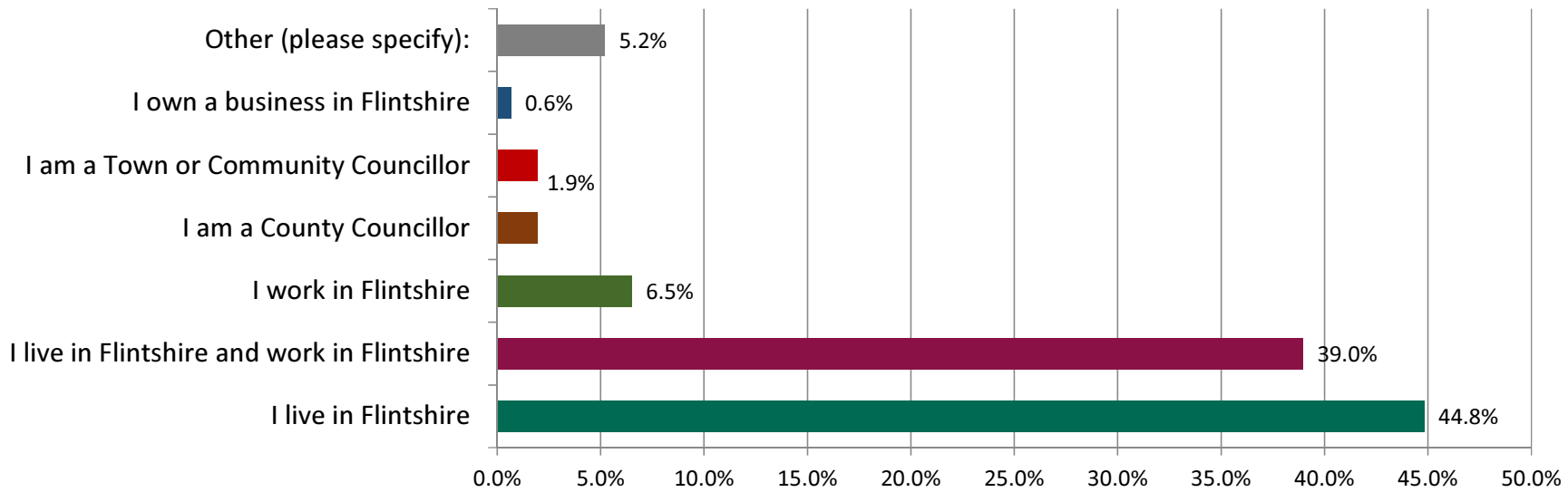
We are working towards and will continue to work towards:

1. Faster, more reliable broadband and mobile connectivity for Flintshire
2. Supporting people without internet access to get online
3. Free access to devices for people who don't have their own
4. Supporting people of all ages to develop online skills and confidence
5. Ensuring people of all ages have access to training and support
6. Working together with partners to deliver more convenient services
7. Increasing the number of Council services available online. which will help to deliver better ways of working and increased value for money

Digital Flintshire Consultation – Results Summary

Respondents Summary

- Total Responses – 179
- Number of responses with a full Flintshire postcode – 109
- 60.4% respondents do not work for Flintshire County Council
- 83.8% respondents live, or live and work, in Flintshire



Digital Flintshire Consultation – Results Summary

Results Summary - Access to the Internet and Devices

All of the respondents have internet access at home:

- 98.5% respondents with access to broadband
- 67.9% respondents with access to mobile internet

All of the respondents have access to a device:

- 94% respondents have a smartphone
- 86.5% respondents have a laptops
- 75.2% respondents have a tablet
- 40.6% respondents have a P.C.

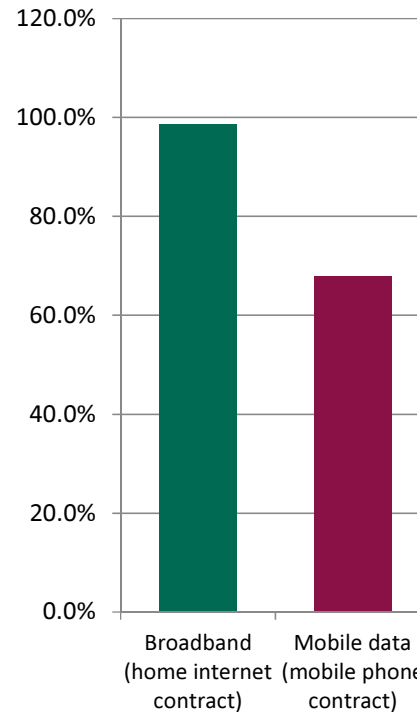
Results Summary - Online Behaviour

- Most (61.4%) respondents socialise online daily
- Most (56.5%) respondents work or study from home daily
- Most (62.8%) respondents shop online weekly
- Most (37.9%) respondents manage finances online weekly
- Most (39.5%) respondents never use online health services
- 38.8% respondents access online health services monthly

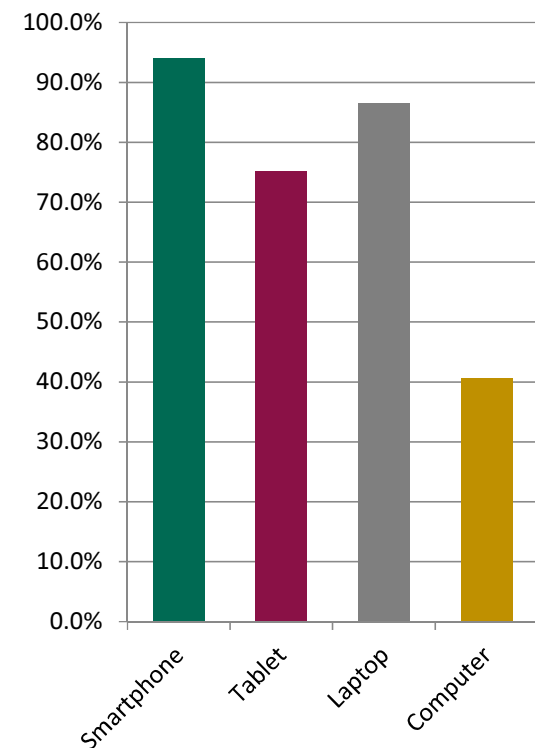
Results Summary - Connectivity

While 78.3% of respondents reported no difficulty in accessing the internet, the biggest barrier was the speed of the connection (18.6%)

Internet Connections



Devices



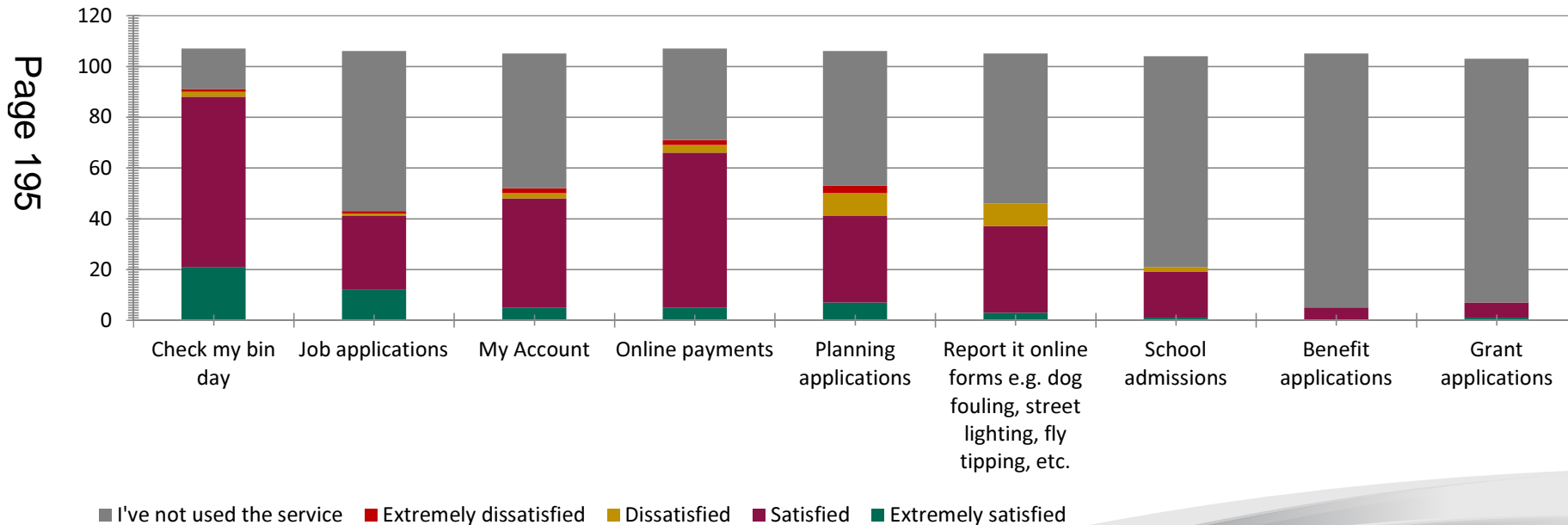
Digital Flintshire Consultation – Results Summary

Results Summary – Online Council Services

The majority of respondents:

- have used online council services (88.8%)
- are extremely satisfied or satisfied with online council services they have used
- have been able to do what they need to do via the current online services

Please tell us how satisfied you are with the online Council services you use?



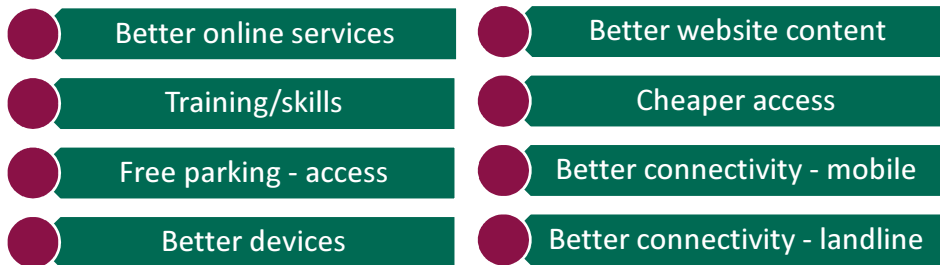
Digital Flintshire Consultation – Results Summary

Current Council Services - Pain Points Summary

- 35 respondents stated that something was missing from online service they used
 - 37.1% report it online
 - 31.4% planning applications
 - 22.9% online payments
 - 22.9% check my bin day
- Website search poor and difficult to navigate – unable to find information required
- Ease of use of forms and site
- Information not up-to-date, limited content or missing information
- Limited feedback or response from online services
- Mobile device compatibility

All of these issues are being addressed as we continue to streamline and update the website, improving search functionality and ensuring it accessible via a variety of different devices.

What would make it easier for you to access the internet?



We will continue to work our partners to improve connectivity within the region via our Local Full Fibre Network (LFFN) project and the North Wales Growth Deal where digital infrastructure is an agreed priority.

Digital Flintshire Consultation – Results Summary

Respondents Views on “Digital Flintshire”- Summary

We asked respondents to share their views on our plans to deliver Digital Flintshire. Results can be categorised and summarised into the sections below which we will continue to focus on as part of our Digital Strategy:

1. Planning and Information

- Visibility of a roadmap and timescales for implementation
- Transparency around costs and impact on services

2. Inclusion and Accessibility

- Inclusion, exclusion and accessibility – consider people who cannot access services online or would prefer to access services offline
 - Training, skills and confidence building
 - Alternatives to digital provision
 - Accessible sites
 - Community engagement

3. Connectivity

- Better connectivity in the county

4. Website and Service Provision

- Better designed online services – as easy as picking up the phone
- Up-to-date, easily accessible and relevant website content
- Services designed and based on customer/resident needs

Digital Flintshire Consultation – Our Response

We have collated and summarised the feedback we received during the consultation period

Feedback received	Our response
No clear roadmap, milestones, targets set for implementation, ways to measure success etc.	
Where will costs be coming from? Where is the money coming from to pay for this? I am sure you will be increasing next years Council Tax and some of the services you provide are already under funded. Maybe its a question of sorting out today before investing in tomorrow. When the services you already provide are funded and working properly, then is the time to invest in the future.	
No details of how the aims and objectives will be met and how this will impact residents	
Does this mean that fewer services will be available in real life and will this affect jobs?	
How secure is “the cloud” and what sort of information will be stored there? How will information be backed-up?	
Where can I find examples of the Council’s progress?	
The way services are accessed online shouldn’t be more difficult than traditional methods	
The use of data is very important to ensure a continuous improvement approach to the services provided.	

Page 198

Digital Flintshire Consultation – Our Response

We have collated and summarised the feedback we received during the consultation period

Feedback received	Our response
Council services, information and advice should be equitable and able to be accessed offline as well as online	
What about people who are not able to access digital or online services?	
How will people with limited skills be supported to access digital services and will training be provided?	
Some issues, questions and concerns are personal and complex – an online platform may not be able to address these or be the right approach. Residents still need to be able to access knowledgeable staff	
Digital contact can be efficient , but can also effectively isolate if the e forms have a built in dead end ; ie if the reasons for contact are not included or covered sufficiently and there is not a clear alternative route . Frustration in this respect can lead to feelings of isolation from services or help.	
would like to see information on current interruptions to local services e.g. non-collection of bins, and perhaps even road closures and (serious) congestion on the A.55. [as Dwr Cymru does for water supply interruptions] Will the web site be updated at times of need(out of hours) i.e. when unusual events occur. e.g. snow fall - is school open? Bins not emptied , how do I know when binmen coming? When a phone call is more useful.	

Digital Flintshire Consultation – Our Response

We have collated and summarised the feedback we received during the consultation period

Feedback received	Our response
A strong emphasis on customer first is needed	
Digital services should be secure, easy to access and easy to use	
I feel you should ensure that local "council contact hubs" are a permanent fixture for those people who cannot afford to purchase computers and pay for broadband services, and those who prefer to have a minimal internet footprint.	
What happens if the IT or systems fail? Need robust system and back up plan so that downtime - whatever the reason - will not adversely impact residents or staff	
Great to see this happening but the infrastructure in terms of bandwidth and reliability of ISP's must be available as a priority	Digital connectivity is the responsibility of the UK Government and the private sector. The Council will continue, with every opportunity that arises, to make use of resources to accelerate or complement improvements to connectivity to a position above the baseline these bodies have planned. The Council has recently completed a programme of investment through the Local Full Fibre Programme and plans further investment through the North Wales Growth Deal funding and through the UK Government Shared Prosperity Fund.
'Communities to become digitally aware and self-sufficient.' Can you explain what you mean by this phrase?	
Welsh should be used as much as English	

Page 200

Digital Flintshire Consultation – Our Response

We have collated and summarised the feedback we received during the consultation period

Feedback received	Our response
<p>The plan is absolutely vital - not only for service users, but for retaining employees in the new WFH era and ensuring our LA is not left behind. The pandemic has enormously accelerated the need and motivation for this infrastructure development.</p>	<p>Digital connectivity is the responsibility of the UK Government and the private sector. The Council will continue, with every opportunity that arises, to make use of resources to accelerate or complement improvements to connectivity to a position above the baseline these bodies have planned. The Council has recently completed a programme of investment through the Local Full Fibre Programme and plans further investment through the North Wales Growth Deal funding and through the UK Government Shared Prosperity Fund.</p>
<p>An enhanced digital offer in Flintshire is critical for residents to access the services that can support them</p>	
<p>Please remember the elderly residents like my mother who is 90 years old. She does not own a mobile phone or any digital device. She has no wish to own either or learn how to use them. (I have tried unsuccessfully for 10 years to encourage her.) She likes to have paper copies of her accounts and likes to be able to post a cheque for payments. She is house bound and cannot travel to a bank or Connects Centre. This is important to her and helps her feel in control of her financial affairs. Remember that this is what matters to her and needs to be respected and catered for.</p>	
<p>I think everyone should have access to digital services (ipads, phones etc) but not necessarily free. How can you determine who is more worthy than the other to get such free services. Even people with jobs and what would seem to be a good salary are struggling nowadays.</p>	

Digital Flintshire Consultation – Our Response

We have collated and summarised the feedback we received during the consultation period

Feedback received	Our response
<p>Schools should provide all children with a tablet/laptop for homeworking , not just the families who are on credit support etc . With home schooling parents had to buy tablets, printers etc. in order to do the school work. Some schools still are doing this for homework. its not on that the parents have to pay for what the school should be providing for the children.</p>	
<p>when it comes to active engagement with our communities. I feel we need a robust engagement strategy and policies to support the use of digital methods alongside face to face</p>	
<p>Accessible training is key for those already being left behind. Should be mandatory training for all staff who work with and provide care/support/assistance to people</p>	

Page 202



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 7 th July, 2022
Report Subject	End of Year Performance Monitoring Report
Cabinet Member	Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan 2021/22 was adopted by the Council in June 2021. This report presents the annual out-turn of progress against the Council Plan priorities identified for 2021/22.

The Committee has both areas of corporate performance within its terms of reference, and this report presents the annual out-turn of performance against those measures identified for 2021/22 relevant to the Corporate Resources Overview & Scrutiny Committee. As the Overview & Scrutiny Committee with overall responsibility for performance, the complete outturn report for all portfolios is attached at Appendix 1.

This out-turn report for the 2021/22 Council Plan shows 73% of activities are making good progress with 74% likely to achieve their planned outcomes. 73% of the performance indicators have met or exceeded their targets, 9% are being closely monitored and 18% are currently not meeting target.

This report is an exception-based report and concentrates on those areas of performance which are not currently achieving their target.

Recommendations

1.	To support levels of progress and confidence in the achievement of priorities within 2021/22 Council Plan
2.	To support overall performance against 2021/22 Council Plan performance indicators

3.	To be assured by explanations given for those areas of underperformance.
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REPORT DETAILS

1.00	EXPLAINING THE PERFORMANCE AT YEAR END 2021/2022
1.01	The Council Plan performance report provides an explanation of the progress made towards the delivery of the priorities set out in the 2021/22 Council Plan. The narrative is supported by information on performance indicators and/or milestones.
1.02	This report is an exception-based report and concentrates on those areas of performance which are not currently achieving their target.
1.03	<p>Monitoring our Performance</p> <p>Analysis of performance against the performance indicators is undertaken using the RAG status. This is defined as:</p> <ul style="list-style-type: none"> • RED - under-performance against target. • AMBER - where improvement may have been made but performance has missed the target. • GREEN - positive performance against target.
1.04	<p>Analysis of current levels of performance against target shows the following:</p> <ul style="list-style-type: none"> • 44 (73%) have achieved a green RAG status • 5 (9%) have an amber RAG status • 11 (18%) have a red RAG status
1.05	There are no performance indicators (PIs) which show a red RAG status relevant to the Corporate Resources Overview & Scrutiny Committee.

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

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT					
3.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="4">Throughout all the End of Year Monitoring Report there are demonstrable actions and activities which relate to all the Sustainable Development Principles. Specific case</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> </table>	Long-term	Throughout all the End of Year Monitoring Report there are demonstrable actions and activities which relate to all the Sustainable Development Principles. Specific case	Prevention	Integration	Collaboration
Long-term	Throughout all the End of Year Monitoring Report there are demonstrable actions and activities which relate to all the Sustainable Development Principles. Specific case					
Prevention						
Integration						
Collaboration						

Involvement	studies will be included in the Annual Performance Report for 2021/22.
Well-being Goals Impact	
Prosperous Wales	Throughout the End of Year Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.
Resilient Wales	
Healthier Wales	
More equal Wales	
Cohesive Wales	
Vibrant Wales	
Globally responsible Wales	
Council's Well-being Objectives	
The Council undertook a review of its Well-being Objectives during the development of the 2021/22 Council Plan. The updated set of Well-being Objectives are a more focused set of six. The Well-being Objectives identified have associated themes for which they resonate. See the full list below.	
Theme	Well-being Objective
Poverty	Protecting people from poverty by supporting them to meet their basic needs
Affordable and Accessible Housing	Housing in Flintshire meeting the needs of our residents and supporting safer communities
Green Society and Environment	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
Economy	Enabling a sustainable economic recovery
Personal and Community Well-being	Supporting people in need to live as well as they can
Education and Skills	Enabling and Supporting Learning Communities

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	The Reporting Measures are monitored by the respective Overview and Scrutiny Committees according to the priority area of interest.
4.02	Chief Officers and Senior Managers have contributed towards reporting of relevant information.

5.00	APPENDICES
5.01	Appendix 1: End of Year Performance Monitoring Report 2020-21.

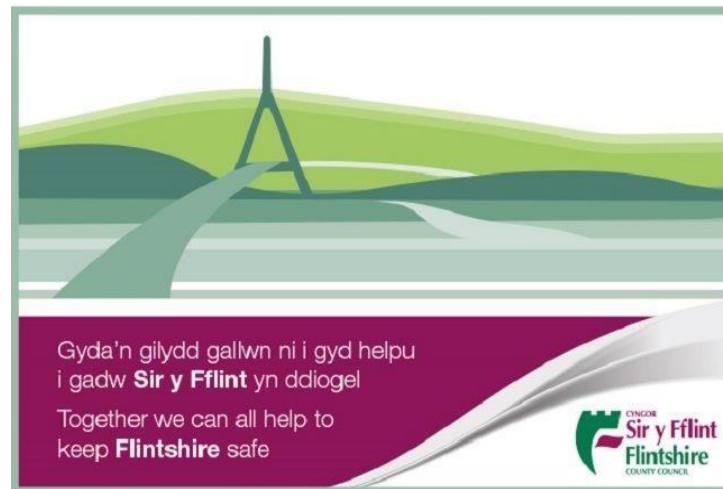
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Plan 2021/22.

6.00	CONTACT OFFICER DETAILS
6.01	<p>Contact Officer: Steven Goodrum Telephone: 01352 702320 Email: steven.goodrum@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government and Elections (Wales) Act 2021 for organisations to ‘set out any actions to increase the extent to which the council is meeting the performance requirements.’ Plans for organisations should be robust; be clear on where it wants to go; and how it will get there.</p> <p>An explanation of the report headings</p> <p>Measures (Key Performance Indicators - KPIs)</p> <p>Actual (YTD) – the year-to-date performance identified i.e., by numbers, percentages, etc</p> <p>Target (YTD) – The target for the year to date which is set at the beginning of the year.</p> <p>Current RAG Rating – This measures performance for the year against the target. It is automatically generated according to the data.</p> <ul style="list-style-type: none"> • Red = a position of under performance against target • Amber = a mid-position where improvement may have been made but performance has missed the target; and • Green = a position of positive performance against the target.

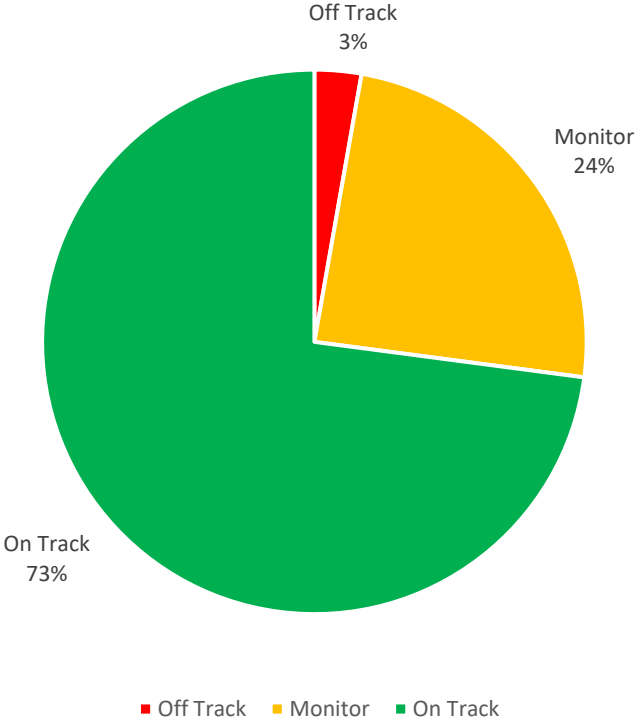
Council Plan End of Year Performance Monitoring Report 2021/22

Page 207

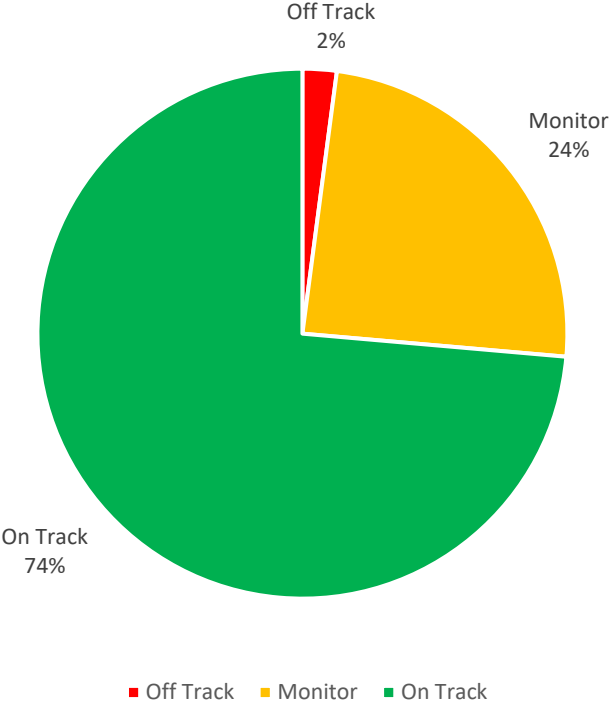


Analysis

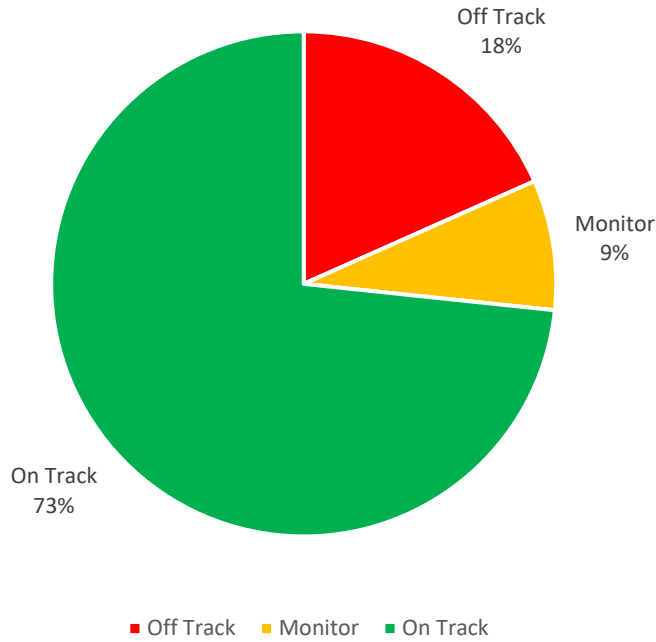
Council Plan Action RAG Status



Council Plan Outcome RAG Status



Council Plan Performance Measures



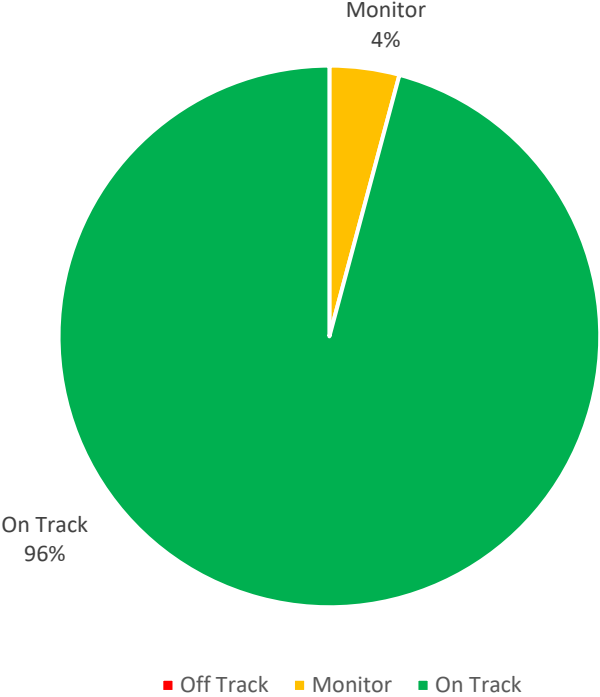
Measures Off Track

Area	Title	RAG
Social Housing	Number of Affordable Homes under construction via NEW Homes	▲
	Number of Council Homes completed	▲
Fleet Strategy	Introduce electric vehicles into the recycling fleet	▲
Active and Sustainable Travel Options	Develop multi-modal transport hub at Garden City	▲
	Introduce Electric Charging points at key locations across the County	▲
Active and Sustainable Travel Options	Number of bus quality partnerships on the core network	▲
Transport and Digital Infrastructure		▲
Circular Economy	Percentage of waste reused, recycled or composted	▲
Business	Number of local businesses supported to reduce their carbon footprint and become more resource efficient	▲
Reducing Worklessness	Number of individuals entering employment, learning and volunteering	▲
	Number of individuals receiving support	▲
A Well-connected, Safe and Clean Local Environment	Progress actions to avoid non-payment of all Fixed Penalty Notice (FPN) / Penalty Charge Notice (PCN)	▲

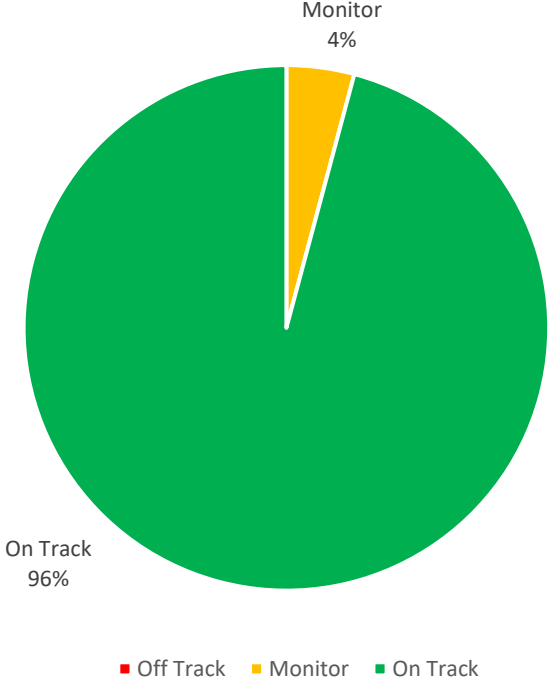
Poverty

Poverty Overall Performance

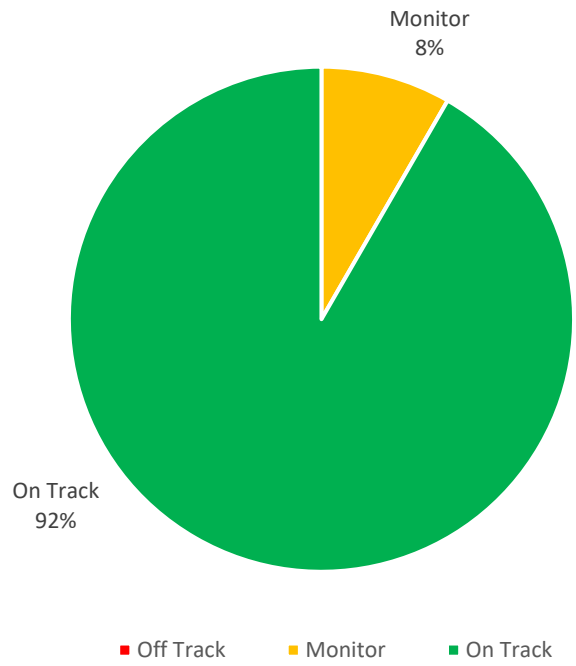
Poverty Action RAG Status



Poverty Outcome RAG Status



Poverty Performance Measures



Measures Off Track

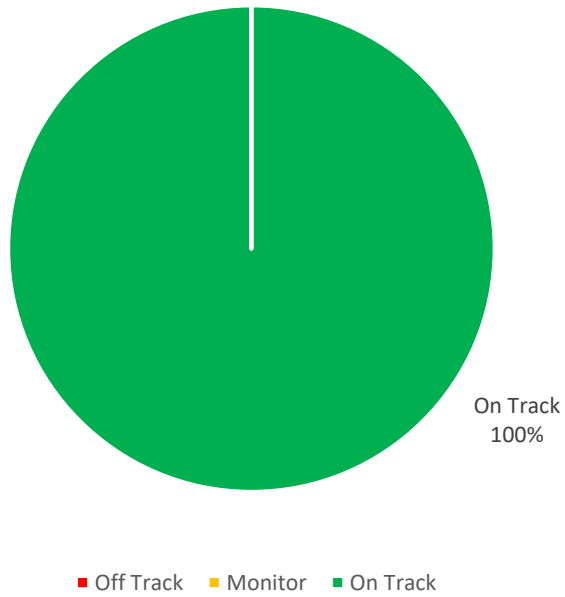
Area	Title	RAG
Poverty	There are no measures off track for this section	

Income Poverty Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Continuing to offer our community hub (Contact Centres) approach giving access to a range of programmes, services and agencies together in one place	100%	★	★	We have received funding from Betsi Cadwaladr University Health Board to enable the community support hub to remain open for a further 12 months, 1 April 2022 to 31 March 2023. Residents are able to call in Monday, Wednesday and Friday, 9:00am-12:30pm where they can receive support from a number of agencies and organisations, on hand to offer advice and support on areas such as mental health, finance, household fuel, food, digital and employment. We want the hub to grow so we can continually enhance the support offered as well as holding events such as cookery classes and wellness sessions.
Ensuring that take-up to benefit entitlements is maximised in a timely way by processing claims efficiently	100%	★	★	We are encouraging take-up of all benefits and grants the services offer. The Winter Fuel Support Scheme was launched on 13 December 2021. This was a one-off scheme from Welsh Government aiming to tackle fuel poverty. This has been promoted on social media, in the press and targeted invites have been issued to households which we identified could qualify. We received 8,672 applications in total, 8,665 applications have been processed and 6,672 households have received a payment. The scheme closed for applications on 28 February 2022 and all payments must be made by 30 April 2022. A uniform Grant take-up scheme is planned for April as the grant funding for this scheme closes on 30 June 2022.
Maximising take-up of the Discretionary Housing Payments scheme and other financial support	100%	★	★	Discretionary Housing Payments (DHP) expenditure has been fully utilised in supporting Flintshire residents as a result of continuing increases due to the additional financial pressures of rent and rising of fuel bills which impacts on tenants' ability to pay their rent. Welsh Government continually encourage Local Authorities to use DHP in the prevention of homelessness.
Maximising the number of people signposted for support to facilitate longer term behavioural change	90%	★	★	Impacts from the pandemic continue, referrals continue to be received and the ongoing advice and support forms part of the Discretionary Housing Payments (DHP) application process even if a DHP is unsuccessful. It is envisaged that figures will continue to rise with the increased energy bills and removal of the Universal Credit uplift.

Income Poverty Measures

Income Poverty Performance Measures



Measures

Area	Title	RAG
Income Poverty	Average number of calendar days to process change in circumstances for housing benefit and council tax reduction	★
	Average number of calendar days to process new claims for housing benefit and council tax reduction	★
	Total spend of Discretionary Housing Payments	★

Income Poverty Measures

Average number of calendar days to process change in circumstances for housing benefit and council tax reduction

CP/017M - HA/001M



Page 215

Actual (YTD)	Target (YTD)	Current RAG Rating
3.00	8.00	★

Comment
The average processing time for change of circumstances was three days. This is an improvement on last quarter and the performance target of eight days was achieved.

Income Poverty Measures

Average number of calendar days to process new claims for housing benefit and council tax reduction

CP/018M - HA/002M



Page 216

Actual (YTD)	Target (YTD)	Current RAG Rating
17.00	20.00	★

Comment

The average processing time for new claims was 17 days. This is an improvement on the last quarter and the performance target of 20 days was achieved.

Income Poverty Measures

Total spend of Discretionary Housing Payments

CP/019M - HA/003M



Page 217

Actual (YTD)	Target (YTD)	Current RAG Rating
130.00%	100.00%	★

Comment
Discretionary Housing Payments (DHP) expenditure is exceeding target values due to the increase in DHP applications and support required due to the financial impacts in households during the current pandemic.

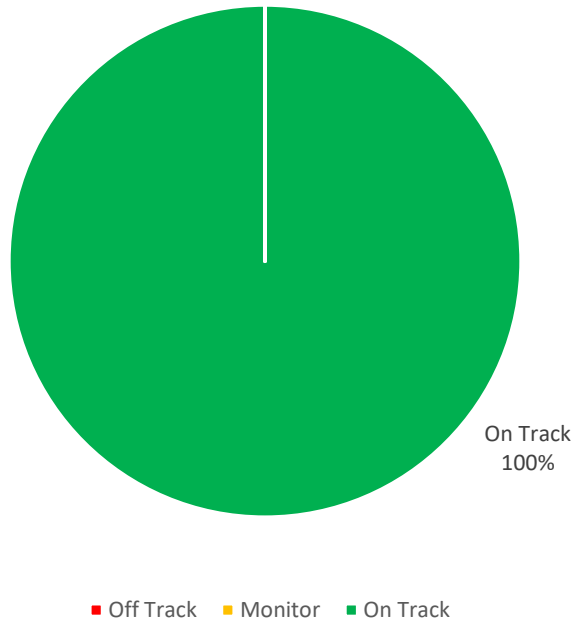
Child Poverty Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Encouraging take-up of the free school breakfast for year 7 pupils eligible for free school meals	75%	●	●	This initiative was more challenging to deliver during the pandemic due to changes to how secondary schools operated with Covid restrictions in place. Secondary schools worked closely with NEWydd to implement as far as possible and there are varying models of delivery currently with nine schools offering provision through this initiative. Two schools were already providing access to free breakfast for Free School Meals pupils. The main challenge currently is that a large percentage of the recording is needed to be done manually. Work will continue in supporting schools with this initiative, on encouraging further take-up and developing a more sustainable recording process through the cashless dining system.
Ensuring children have access to staffed open-access playwork projects in local communities	100%	★	★	The Play Development Team have been enabled to deliver much needed services to our most vulnerable groups of children and young people. Increased numbers of sessions have been delivered in both community and school settings during quarter four via funding from the Welsh Government Winter of Wellbeing grant, a Covid-19 recovery grant. e.g. Special schools Ysgol Maes Hyfryd; Ysgol Pen Coch; Plas Derwen PRU, The Holway and Central Park Connahs Quay (In partnership with Connahs Quay Town Council). Also, via extended funding received for the Riverside Gypsy Traveller Project in partnership with the Community Resilience Team Wrexham and Flintshire.
Ensuring children have access to well-maintained outdoor play areas which offer a varied and rich play environment	100%	★	★	Aura Leisure and Libraries in partnership with the Local Authority continue to inspect, maintain and repair all Council equipped place spaces.
Increasing usage of online resources for children and young people	100%	★	★	15,117 issues of children and young people's resources for 1 April 2021 - 31 March 2022.
Maintaining the network of seven libraries in partnership with Aura	100%	★	★	Deeside Library reopened October 2021.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Making the processes for claiming free school meals as simple and straightforward as possible to increase the percentage of take-up against entitlement	100%	★	★	Online form is regularly reviewed to ensure it is still current and take up is being encouraged. Promotional leaflets will be distributed with the annual Council Tax Bills and Benefit letters to ensure households not already known to us claim their entitlement.
Maximising the take-up of the school uniform grant	86%	★	★	Uniform Grant Funding from Welsh Government is £403,275.00 for July 2021 – June 2022. Expenditure at March 2022 is £350,375.00. This equates to 86% of the initial allocated funding spent so far. A further amount of funding (£158,750.00) was allocated in January 2022. A take-up campaign is planned for April 2022 to ensure take-up is promoted before the funding closes on 30 June 2022.

Child Poverty Measures

Child Poverty Performance Measures



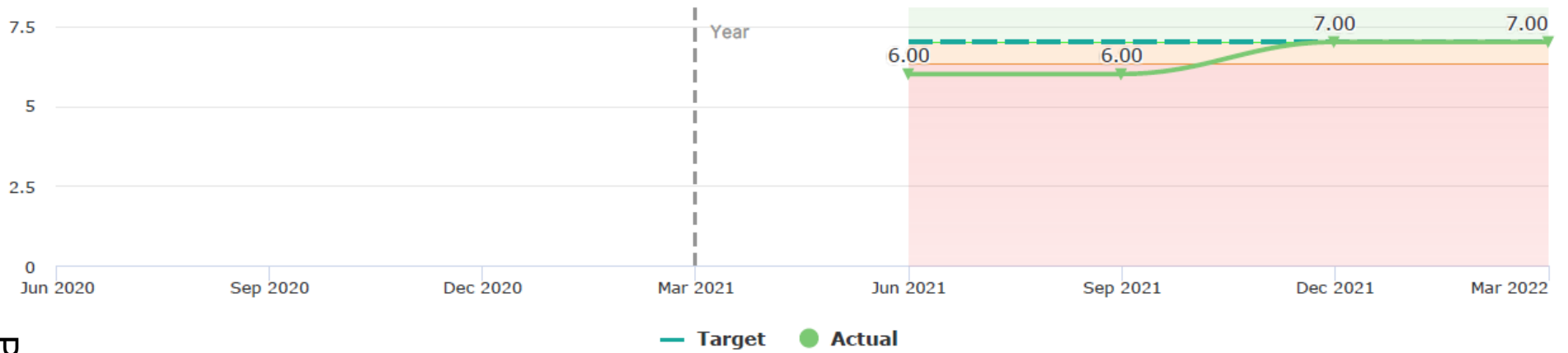
Measures

Area	Title	RAG
Child Poverty	Number of libraries open	★
	Percentage of secondary school offering the free breakfast to those eligible year 7 pupils	★
	Total number of children pre-registered for community and school play sessions/support	★
	Total number of children pre-registered for Summer Play Scheme	★
	Usage statistics of online resources for children and young people	N/A

Child Poverty Measures

Number of libraries open

CP/004M - AURA/001



Page 221

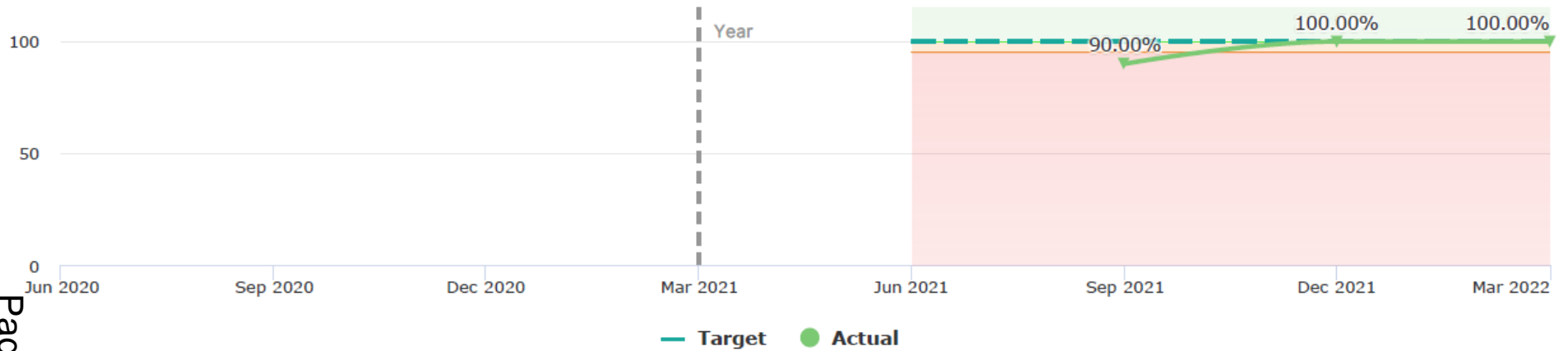
Actual (YTD)	Target (YTD)	Current RAG Rating
7.00	7.00	★

Comment
Deeside Library reopened October 2021.

Child Poverty Measures

Percentage of secondary school offering the free breakfast to those eligible year 7 pupils

CP/003M - HA/004M



Page 222

Actual (YTD)	Target (YTD)	Current RAG Rating
100.00%	100.00%	★

Comment

This initiative was more challenging to deliver during the pandemic due to changes to how secondary schools operated with Covid restrictions in place. Secondary schools worked closely with NEWydd to implement as far as possible and there are varying models of delivery currently with nine schools offering provision through this initiative. Two schools were already providing access to free breakfast for Free School Meals pupils. The main challenge currently is that a large percentage of the recording is needed to be done manually. Work will continue in supporting schools with this initiative, on encouraging further take-up and developing a more sustainable recording process through the cashless dining system.

Child Poverty Measures

Total number of children pre-registered for community and school play sessions/support

CP/001M - EY/011M



Page 223

Actual (YTD)	Target (YTD)	Current RAG Rating
349.00	180.00	★

Comment
The Play Development team continued to deliver sessions for quarter four via funding received from Welsh Government All Wales Play Opportunities Grant; Connah's Quay Town Council and Wrexham/Flintshire Resilience Team. The delivery of sessions was continued from quarter three at the two special schools Ysgol Maes Hyfryd and Ysgol Pen Coch and the Pupil Referral Unit, Ysgol Plas Derwen. Play sessions were continued with Riverside Gypsy Traveller community, Central Park, Connah's Quay and The Holway, Holywell. 19 new registrations of young people were achieved in quarter four.

Child Poverty Measures

Total number of children pre-registered for Summer Play Scheme

CP/002M - EY/012M



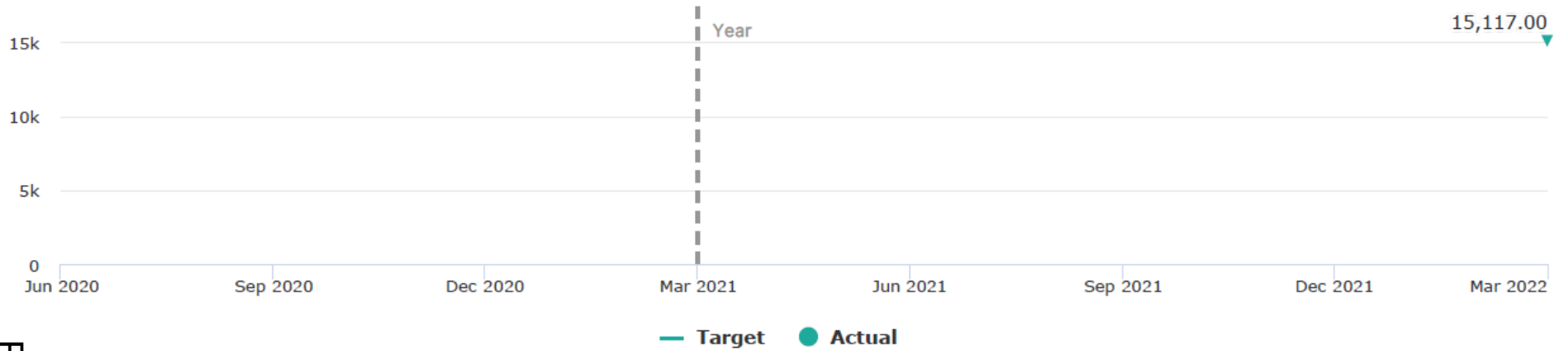
Actual (YTD)	Target (YTD)	Current RAG Rating
2,712.00	1,650.00	★

Comment
There are no new registrations for Summer play. Registration period for Summer playschemes ended on 31 August 2021.

Child Poverty Measures

Usage statistics of online resources for children and young people

CP/005M - AURA/002M



Page 225

Actual (YTD)	Target (YTD)	Current RAG Rating
15,117.00		N/A

Comment
Final figure for year.

Food Poverty Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
The development and delivery of a "Hospital to Home" meals service	100%	★	★	The hospital to home service is going well, helping to support residents to eat well when arriving home from one of the two cottage hospitals in Flintshire.
The development of a "Well Fed at Home service"	100%	★	★	We will continue to increase awareness and promote the meals on wheels service to our residents, providing support with their meal orders.
The introduction of a transported and delivered food service "Mobile Meals" to those who are vulnerable	100%	★	★	We will continue to increase awareness and promote the meals on wheels service to our residents, providing support with their meal orders.

Food Poverty Measures

Number of residents supported by the "Hospital to Home" meals service

CP/014M - HA/005M



Page 227

Actual (YTD)	Target (YTD)	Current RAG Rating
66.00		N/A

Comment
The hospital to home service is going well, helping to support residents to eat well when arriving home from one of the two cottage hospitals in Flintshire.

Food Poverty Measures

Numbers of residents enrolled in the "Mobile Meals" service

CP/015M - HA/006M



Page 228

Actual (YTD)	Target (YTD)	Current RAG Rating
61.00		N/A

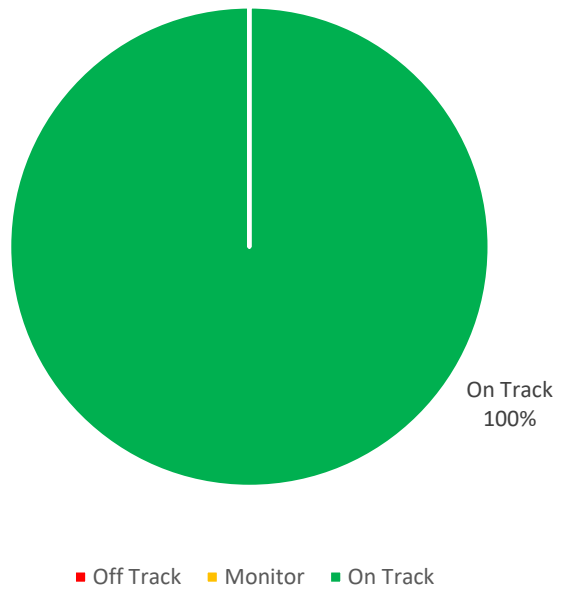
Comment
We will continue to increase awareness and promote the meals on wheels service to our residents, providing support with their meal orders.

Fuel Poverty Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes	100%	★	★	In quarter four, there were 1,293 measures delivered against a target of 1,200.
Supporting and referring vulnerable households to reduce fuel poverty and improve health and wellbeing	100%	★	★	End of quarter four, 204 households have been supported of a target of 200.

Fuel Poverty Measures

Fuel Poverty Performance Measures



Measures

Area	Title	RAG
Fuel Poverty	Total number of households receiving energy efficiency support	★

Fuel Poverty Measures

Total number of households receiving energy efficiency support

CP/016M - PEE/012M



Page 231

Actual (YTD)	Target (YTD)	Current RAG Rating
1,293.00	1,200.00	★

Comment
<p>Delivered 1293 measures against a target of 1200. The measure is made up of various component parts delivered by the Domestic Energy Efficiency Project team.</p> <p>Included within the statistic are work carried out on private and public housing stock for renewable heating, gas central heating, loft and cavity insulation and solar photo voltaic installations.</p>

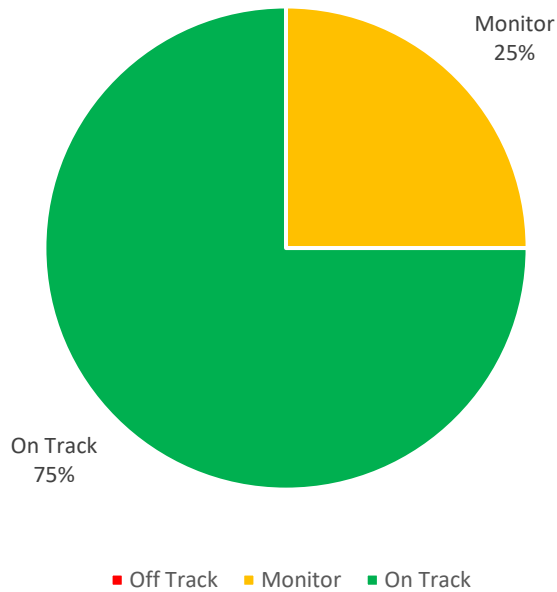
Digital Poverty Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Increasing access to information online to support people to retain their digital skills	100%	★	★	Online services are designed to be simple and easy to use. There are a wide range of online services for people to access on the Council's website to save them time contacting us in person, or by telephone. A variety of online services mean people can report, apply and pay for Council services at a time and place that is convenient to them, as well as providing opportunities to use their digital skills.
Increasing loans of devices through the Aura Digital Access Scheme	100%	★	★	The Aura Digital Access Scheme loaned out a total of 76 devices.
Increasing take-up of digital learning opportunities supported by Aura	100%	★	★	Digital learning supported a total of 69 learners and ran a total of 21 courses.
Promote the range of digital training and skill development provided by Coleg Cambria	100%	★	★	The Digital Flintshire Hub launched in August 2021 and can be accessed on Flintshire County Council's website. The Digital Hub promotes a range of tools to support people to develop their digital skills help getting online, staying safe online, free digital training, help and advice. The opportunities promoted on the Digital Hub are in partnership with local organisations including Coleg Cambria.
Promoting initiatives to help people to use digital technology	100%	★	★	The Digital Flintshire Hub promotes a range of initiatives to help people to use digital technology now and in the future. Since its launch in August 2021, the pages viewed have steadily increased and currently 7,300 pages have been viewed on the Hub. The Hub includes resources to keep people safe online, training, health and wellbeing resources, digital events and activities. The Hub also provides information about the Council's ambitious plans contained in the Digital Strategy.
Providing access to council services on the internet in a responsive way (information can be accessed using different devices)	100%	★	★	Online services provided by Flintshire County Council are designed to be responsive. This means digital services can be accessed on any device chosen by the customer. Online services are also designed to be compliant with the Web Content Accessibility Guidelines which means access to services to all people, regardless of disability type or severity of impairment. The Council has 145 online forms providing a range of opportunities for customer to interact with services digitally.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Providing free of charge public access to the internet at Connects Centres and Aura library services	100%	★	★	Flintshire Connects Centres and Aura library services provide free of charge public access to the internet through the use of PCs and tablets during normal office opening hours. Employees at all sites provide support and advice to customers who need support to navigate the internet and access digital services. Employees in Flintshire Connects Centres and Aura library services have received digital training to ensure a consistent approach to supporting customers to develop their digital skills.
Supporting people to use appropriate digital technology through the Digital Champions Scheme	100%	★	★	The Digital Flintshire Hub provides free digital learning to get people online and develop their digital skills. A range of learning materials is available on the Hub including signposting to partner organisations providing a Digital Champion Scheme. Learning & Development in partnership with Welsh Government Digital Communities Wales has launched workforce training that will develop employees, providing them with the tools and techniques to help customers get online. The next session is scheduled to take place in April 2022.

Digital Poverty Measures

Digital Poverty Performance Measures



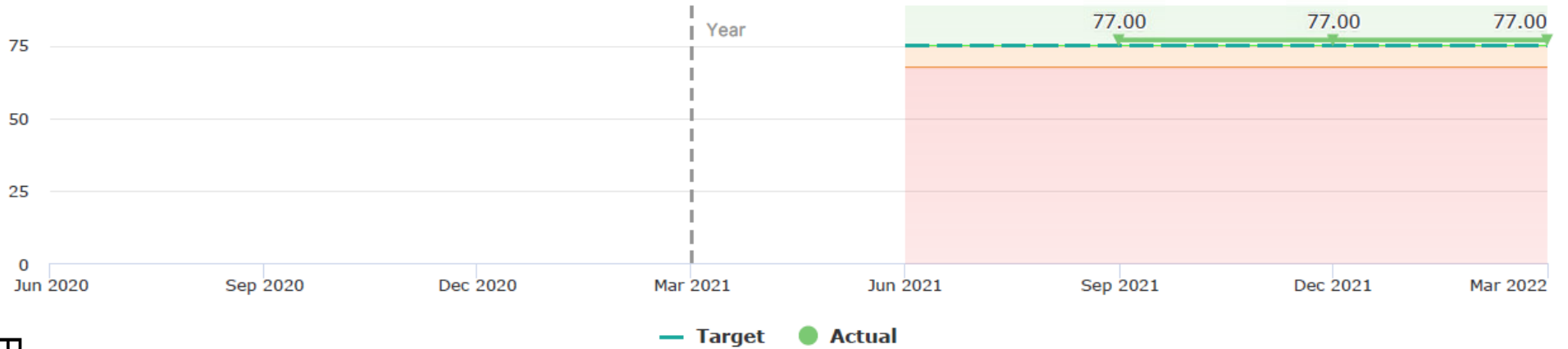
Measures

Area	Title	RAG
Digital Poverty	Number of devices available for loan	★
	Number of registered learners	N/A
	Number of sessions provided	N/A
	The number of online transactions across the Council	★
	Percentage of libraries providing free of charge internet access	★
	The number of people registered on the Digital Champions Scheme to ensure people are not excluded from a digital world	N/A
	The number of people subscribed to My Account	●
	Total loans of devices	N/A

Digital Poverty Measures

Number of devices available for loan

CP/009M - AURA/003M



Page 235

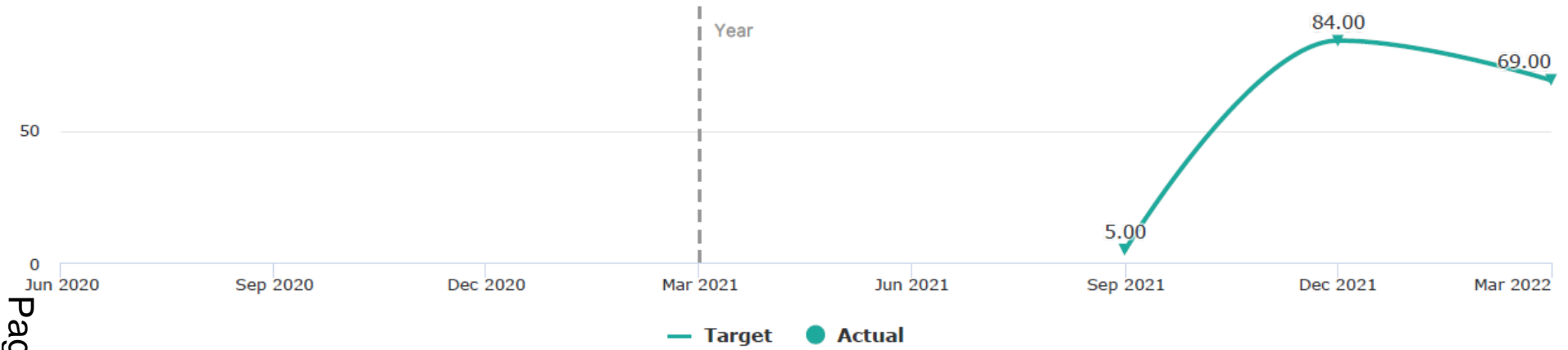
Actual (YTD)	Target (YTD)	Current RAG Rating
77.00	75.00	★

Comment
Aura has a total of 77 devices available for loan.

Digital Poverty Measures

Number of registered learners

CP/010M - AURA/004M



Page 236

Actual (YTD)	Target (YTD)	Current RAG Rating
69.00		N/A

Comment
Digital learning supported a total of 69 learners

Digital Poverty Measures

Number of sessions provided

CP/011M - AURA/005M



Page 237

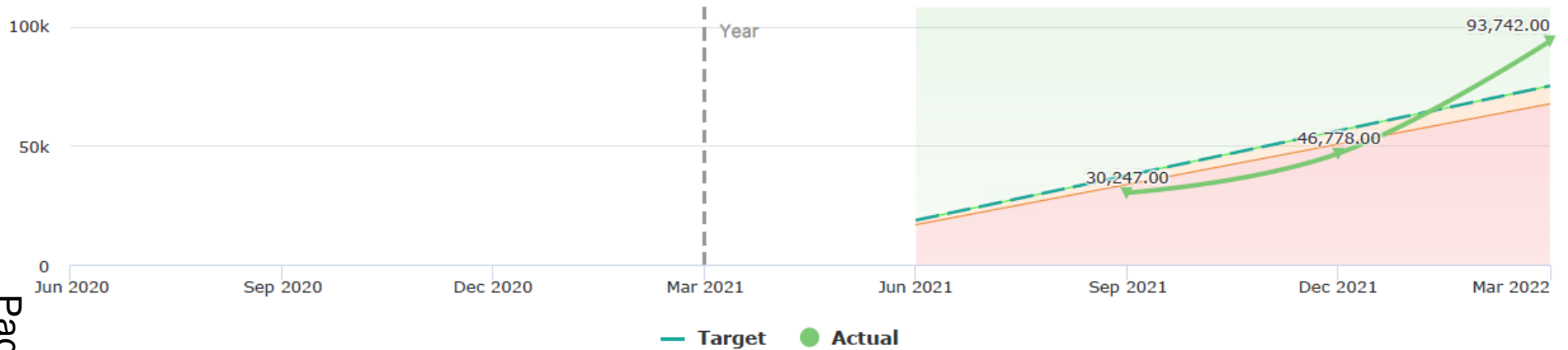
Actual (YTD)	Target (YTD)	Current RAG Rating
210.00		N/A

Comment
Digital learning ran a total of 21 courses with a total of 210 sessions held.

Digital Poverty Measures

The number of online transactions across the Council

CP/006M - GOV/001M



Page 238

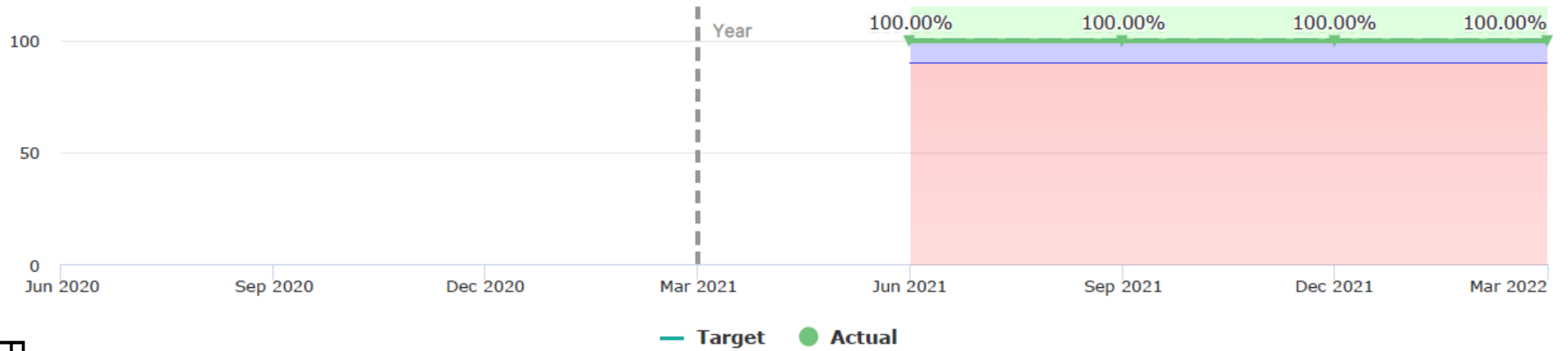
Actual (YTD)	Target (YTD)	Current RAG Rating
93,742.00	75,000.00	★

Comment
There is a wide range of online services for people to access on the Council's website to save them time contacting us in person, or by telephone. A variety of online services mean people can report, apply and pay for Council services at a time and place that is convenient to them, as well as providing opportunities to use their digital skills. In quarter four, 46,964 online transactions were received, with garden waste subscriptions and payments accounting for 43.88% of online transactions.

Digital Poverty Measures

Percentage of libraries providing free of charge internet access

CP/012M - AURA/006M



Page 239

Actual (YTD)	Target (YTD)	Current RAG Rating
100.00%	100.00%	★

Comment
All libraries provide free internet access.

Digital Poverty Measures

The number of people registered on the Digital Champions Scheme to ensure people are not excluded from a digital world

CP/007M - GOV/003M



Page 240

Actual (YTD)	Target (YTD)	Current RAG Rating
N/A		N/A

Comment
The Digital Flintshire Hub launched in August 2021 and promotes a range of initiatives to help people to use digital technology now and in the future. The Digital Hub promotes a range of tools to support people to develop their digital skills - help getting online, staying safe online, free digital training, help and advice. Digital Champion Scheme has been rebranded to "Digital Volunteers" and the Digital Hub signposts to partners including Digital Communities Wales, Digital Champions Network and Ability Net. During 2022/23 further opportunities to develop a digital workforce will also be explored.

Digital Poverty Measures

The number of people subscribed to My Account

CP/008M - GOV/004M



Page 241

Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
22,902.00	25,000.00		●

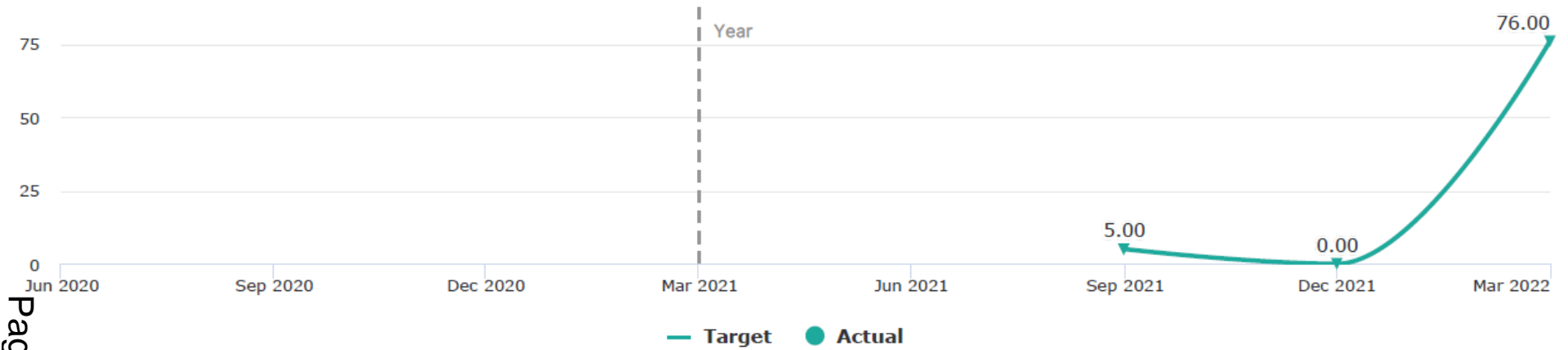
Comment

Whilst 25,000 is an ambitious target, having 22,902 people subscribed to My Account on the Council's website is a fantastic achievement. My Account allows customers to access a range of information including who their local Councillor is, Planning, Waste and Recycling, Revenues and Benefits. The intention is to increase subscribers further in 2022/23 as awareness of My Account increases.

Digital Poverty Measures

Total loans of devices

CP/013M - AURA/007M



Page 242

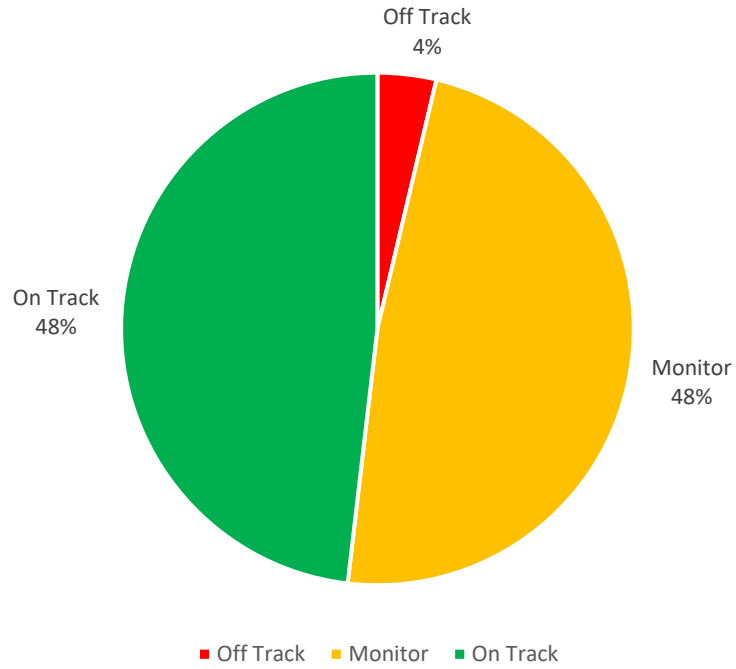
Actual (YTD)	Target (YTD)	Current RAG Rating
76.00		N/A

Comment
The Aura Digital Access Scheme loaned out a total of 76 devices.

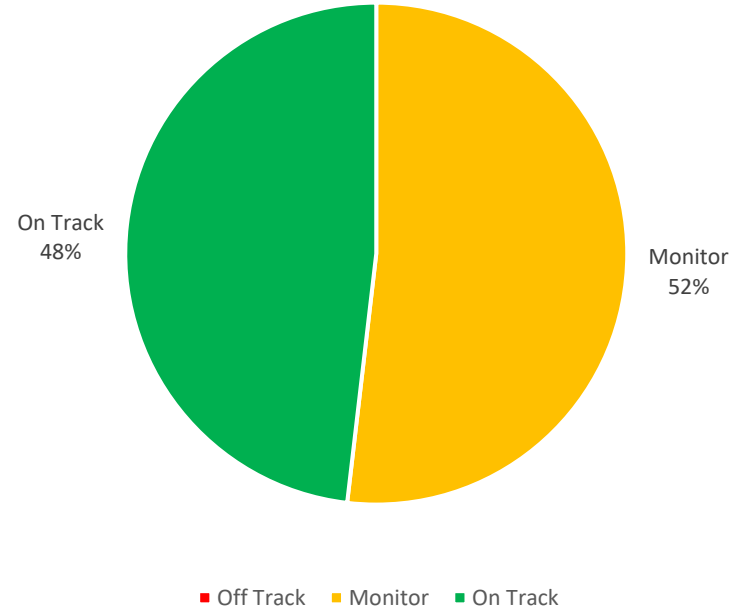
Affordable and Accessible Housing

Affordable and Accessible Housing Overall Performance

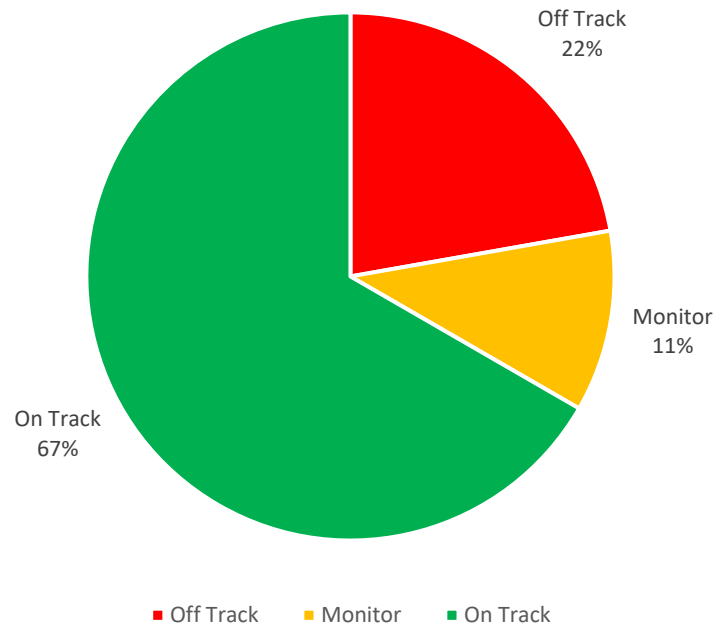
Affordable and Accessible Housing Action RAG Status



Affordable and Accessible Housing Outcome RAG Status



Affordable and Accessible Housing Performance Measures



Measures Off Track

Area	Title	RAG
Social Housing	Number of Affordable Homes under construction via NEW Homes	▲
	Number of Council Homes completed	▲

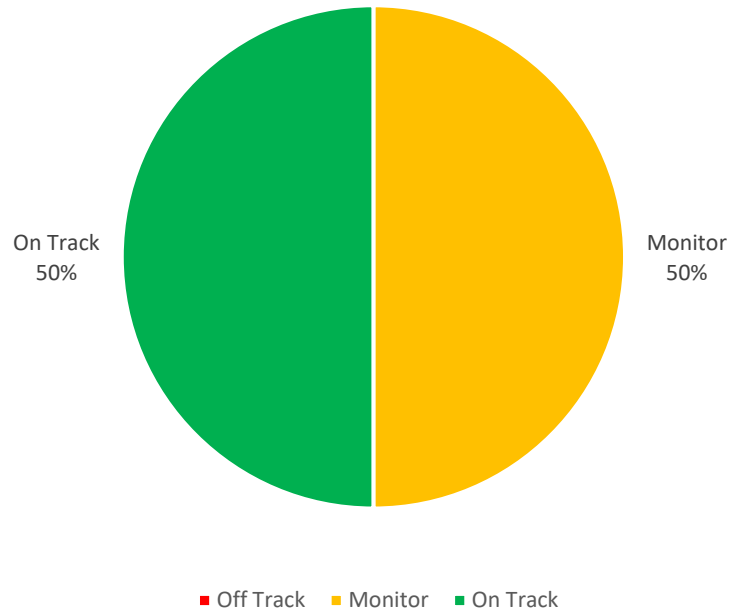
Housing Support and Homeless Prevention Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Commissioning a wide range of housing related support that meets the needs of the people of Flintshire	100%	★	★	Additional funding from Welsh Government has enable increased capacity within housing related support services through the enhanced Housing Support Grant award for 2021/22. Some services have not been progressed due to workforce issues as previously referenced at the half year point. Each year we review our demand and seek to commission additional services as required. An underspend for the year has been reported to Welsh Government due to delays in recruitment and commissioning of projects, but this is not of significant concern considering the large uplift in grant this year, full spend anticipated for future years.
Developing and extending our Housing First and Rapid Rehousing approaches for those who do experience homelessness	100%	★	★	In partnership with Conwy and Denbighshire colleagues, we are now successfully resourced to deliver significant support capacity for Housing First. This is funded through Housing Support Grant and is in keeping with Welsh Government expectation that Housing First becomes the default accommodation and support model for people who experience homelessness and have high level support needs. The service now has capacity to support approximately 20 clients and caseload allocation has been completed and allocated officers are now working with our Housing First cohort. Securing suitable independent accommodation post-pandemic will be a challenge but we continue to work with Housing Partners to source long-term settled housing for our most vulnerable people. We have identified and invested in an existing Flintshire County Council property to pilot a "shared house" for Housing First with two residents due to move in quarter one 2022/2023.
Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is "everyone's business"	100%	★	★	It is widely accepted that homelessness is not only a housing issue. A shared approach and multi-agency working has been a key part of the Covid response to the homeless crisis. The development of the Housing Support Programme Strategy, which was approved by Council in February 2022, outlines the vision for Flintshire in regards to tackling housing hardship, offering a wide range of person centred prevention activities and tackling homelessness in all its forms.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Ensuring when homelessness does occur it is rare, brief and non- recurring	100%	★	★	The challenge of managing homelessness continues post pandemic. There are high numbers of people in temporary homeless accommodation and limited move on opportunities. More people have been accommodated during the pandemic due to the "Everyone In" initiative and our focus is on helping people to exit homelessness as quickly as possible. We continue to utilise the 50% nominations process for Homeless Households in partnership with Common Housing Register partners which offers an additional avenue into social housing but the supply is limited. We also utilise opportunities to access Supported Housing, Private Rented Housing and opportunities for supporting people to safely return home where appropriate. As referenced in previous updates, the Rapid Rehousing Transition Plan will help inform future activity that focuses on ensuring homelessness is rare brief and unrepeated. This is due for completion and submission to Welsh Government by the end of June 2022.
Exploring opportunities to develop a young person's homeless hub offering accommodation and support services	20%	●	●	This is a long term action and is being absorbed into the Housing Support Programme Strategy which will provide the focus of all housing support and homelessness activity across Flintshire over the next four years. A Project Manager role is being explored to assist with delivering on this action. Housing Partners and Development colleagues are aware of our desire to develop a Young Persons Housing Hub and potential sites are actively being explored. No specific site identified at present, but efforts continue to identify a suitable location for this provision.
Promoting housing support and homeless prevention services with our residents and partners	100%	★	★	Efforts to promote services and generate opportunities for early intervention is a clear focus of the Housing Support Programme Strategy 2022-2026. Engagement with partners and internal services through training and profiling raising of our key services has been undertaken and a rolling programme of communication activities will continue year-on-year. Website content updated and continuing to be enhanced in partnership with colleagues in customer service to offer a better "user experience".
Remodelling the "emergency beds" Homeless Hub accommodation offer and service delivery	35%	●	●	This is a long term action. A target area of Deeside has been identified for the Homeless Hub v2.0. This location has a high level of local public sector infrastructure that many of our clients routinely access and a potential site is being explored. Housing Strategy Team are commissioning feasibility study and options assessment with a clear focus on adopting the "triage centre model" which is cited as good practice within the Welsh Government Rapid Rehousing Transition Plan Guidance. This facility would offer opportunity for a multi-agency service delivery model with intensive support on site. Housing Support Grant Funding already identified for future revenue spend to deliver this service and a clear commitment to a new model for the Homeless hub is stated within the Housing Support Programme Strategy 2022-2026, which was adopted by Council in February 2022.

Housing Support and Homeless Prevention Measures

Housing Support and Homeless Prevention Performance Measures



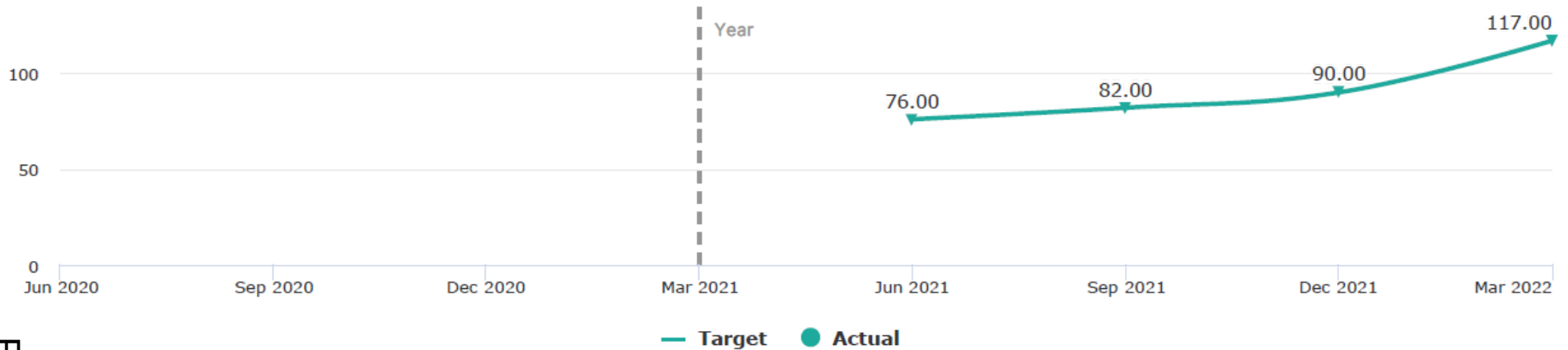
Measures

Area	Title	RAG
Housing Support and Homeless Prevention	Average length of stay for those households in interim homeless accommodation under Housing Wales Act 2014	N/A
	Number of households accommodated by the Council under Housing Wales act 2014 homeless duties	N/A
	Number of presentations to the homeless service	N/A
	Number of referrals received through the Housing Support Gateway	N/A
	Percentage of successful prevention outcomes for homelessness under Housing Wales Act 2014	●
	Percentage of successful relief outcomes for homelessness under Housing Wales Act 2014	★

Housing Support and Homeless Prevention Measures

Average length of stay for those households in interim homeless accommodation under Housing Wales Act 2014

HA/008M



Page 249

Actual (YTD)	Target (YTD)	Current RAG Rating
117.00		N/A

Comment
<p>The average length of stay in "interim housing" is as anticipated increasing. This is due to the significant barriers that homeless households face when seeking to move on, into long term settled housing. There remains a significant proportion of the homeless cohort who are single people with one bed needs. There are significant challenges with moving this particular cohort of people on and helping them to successfully exit homelessness due to a lack of one bed social housing and affordability issues within the private rented sector. This is not unique to Flintshire and the development of the Rapid Rehousing Transition Plan in 2022/23 will help focus our efforts on maximising opportunities for move on for all homeless households but will specifically shine a spotlight on the challenges relating to one bed need and the barriers single people face when experiencing homelessness.</p>

Housing Support and Homeless Prevention Measures

Number of households accommodated by the Council under Housing Wales act 2014 homeless duties

HA/018M



Page 250

Actual (YTD)	Target (YTD)	Current RAG Rating
101.00		N/A

Comment
The prolonged nature of the pandemic and the national commitment to offer interim housing to anyone who is facing homelessness at present is leading to a sustained demand for temporary and emergency housing. This is again not unique to Flintshire and is a Wales wide challenge. It is likely that numbers will continue to increase over the short to medium term due to the ongoing commitment to assist those people accommodated during the pandemic and as the fall out of the pandemic and as the current cost of living crisis develops over the coming months and years.

Housing Support and Homeless Prevention Measures

Number of presentations to the homeless service

HA/020M



Page 251

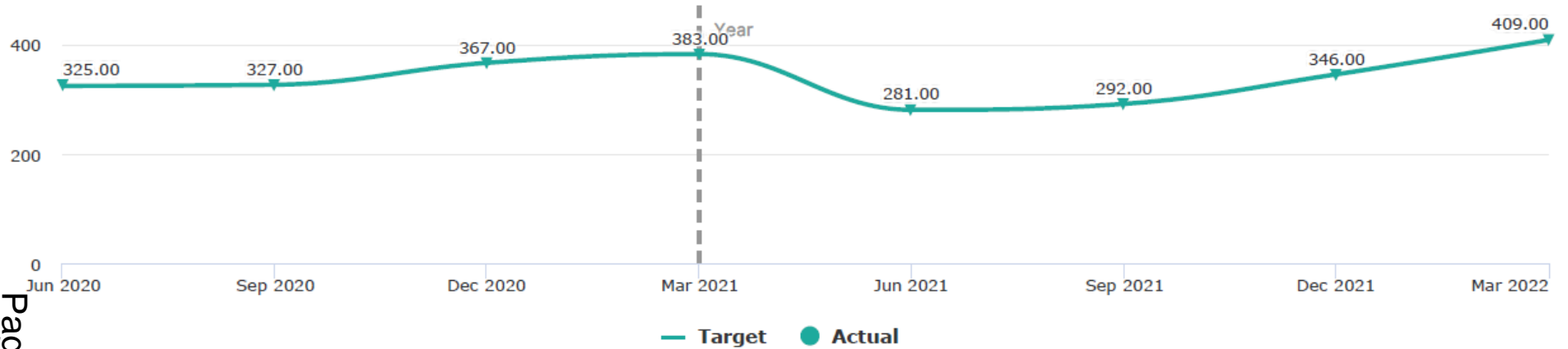
Actual (YTD)	Target (YTD)	Current RAG Rating
379.00		N/A

Comment
Homeless presentations continue to be high and demand is likely to continue as the cost of living crisis develops. In comparison to the previous quarter where 279 households presented as homeless, this quarter has seen an increase of 100 additional households presenting as either homeless or at significant risk of homelessness. Historic trend data supports a reduction in presentations in the quarter three period annually and an uplift in quarter four as seen again this year.

Housing Support and Homeless Prevention Measures

Number of referrals received through the Housing Support Gateway

HA/021M



Page 252

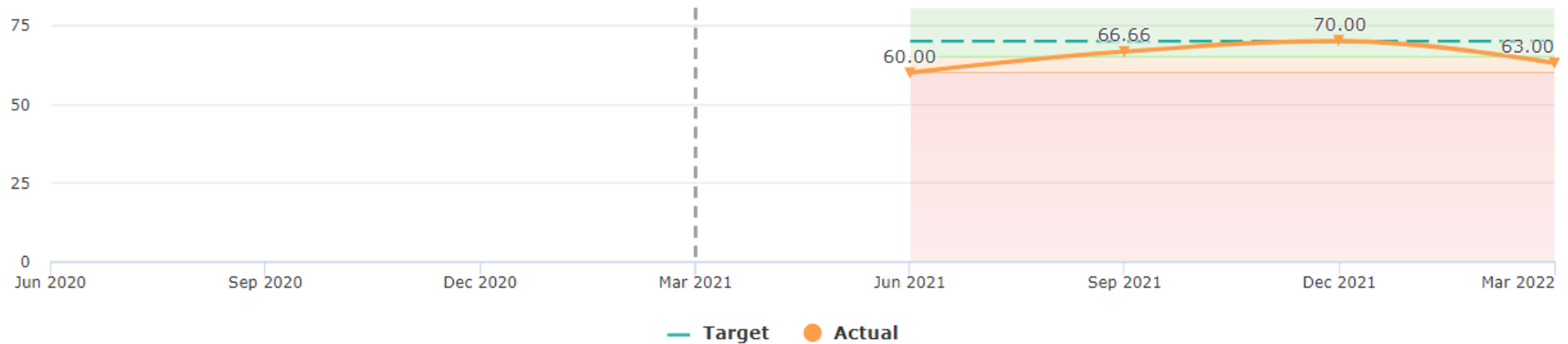
Actual (YTD)	Target (YTD)	Current RAG Rating
409.00		N/A

Comment
<p>In quarter four, we have seen an increase in referrals coming through for housing support. 409 referrals received in quarter four 2021/22 compared to 383 referrals received in quarter four 2020/21.</p> <p>New internal projects have been set up in recent months and we have not received their referral information yet so the figure for quarter four should be higher.</p>

Housing Support and Homeless Prevention Measures

Percentage of successful prevention outcomes for homelessness under Housing Wales Act 2014

HA/022M



Actual (YTD)	Target (YTD)	Current RAG Rating
63.00	70.00	●

Comment
Successful prevention of homelessness is reported as 63% within the quarter four period. This relates to a total of 51 reported outcomes of which 32 were positive prevention. This is good performance when considering the current challenges around housing and homelessness in the county and across Wales. Those 32 households who were assisted with positive outcomes, have not had to suffer the trauma of homelessness. Those 19 cases where homelessness did occur will continue to be supported by the Homeless Team and support services.

Housing Support and Homeless Prevention Measures

Percentage of successful relief outcomes for homelessness under Housing Wales Act 2014



Actual (YTD)	Target (YTD)	Current RAG Rating
57.00	45.00	★

Comment

Relief of homelessness is where the Council have assisted someone to exit homelessness. 57% is positive performance against the target and relates to a total of 67 outcomes of which 38 were positive. Positive outcomes can include successfully securing long term settled housing across the private rented sector and social housing, returning to family home, to name just a few examples. The homeless nominations process linked to the Common Housing Register helps greatly in the Council's efforts to help people to exit homelessness promptly, but due to the limited availability of one bed social housing, there remains a significant proportion of single people who remain homeless and assisted by the Homeless Team.

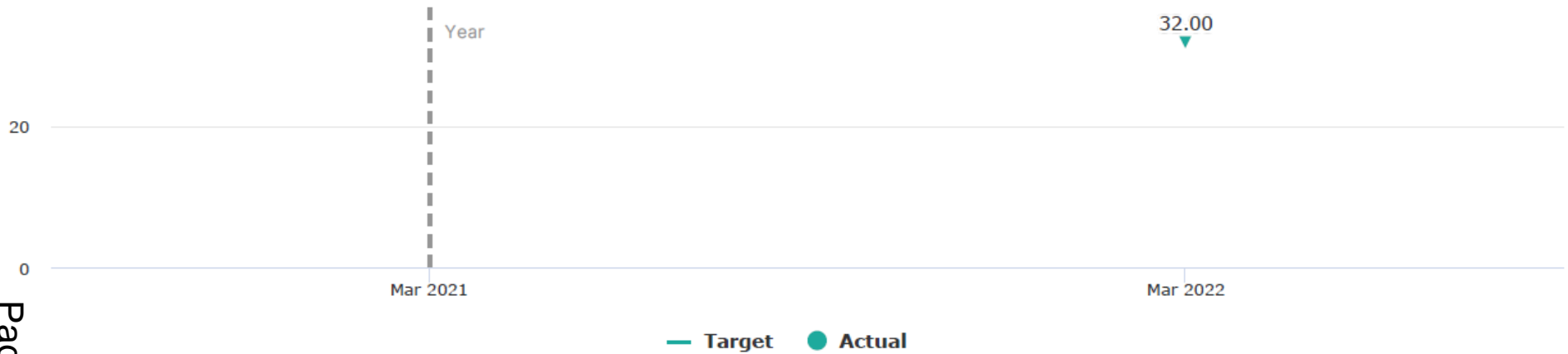
Housing Needs and Housing Options Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing self-service approaches that enable people to identify their own housing options through online support	80%	●	●	Website content being routinely refreshed and new services such as the Social Housing Waiting Time Calculator and Stock Profile Mapping features near completion. Longer term ambitions to develop an applicants portal with opportunity for people to upload their own information into the applications system and submit evidence as part of the verification process has been raised with IT and being explored through future forward work plan.
Piloting a risk assessment process to identify pre tenancy support needs to reduce risk of tenancy failure	25%	●	●	This is a long-term action and in line with the Housing Support Programme Strategy seeks to offer pro-active early intervention and support that will reduce risks of homelessness and enable people to start their new tenancies positively thus reducing stress, anxiety and housing hardship. Despite the delays to recruitment and workforce challenges, initial works to develop an approach of targeting pre-tenancy support has been developed. This approach focuses on targeted support and engagement with applicants who are Band 1 and long-standing Band 2 on the Common Housing Register. This cohort of applicants are most likely to come up for an offer of social housing. A dedicated Housing Support Worker has now been appointed to pilot this work in 2022/23.
Promoting the Single Access Route to Housing (SARTH), Common Housing Register, Affordable Housing Register and Housing Support Gateway within the community and with professionals	60%	●	●	A range of communication activities continue to be routinely delivered to promote our services and generate take up of services. Training for colleagues in other service areas have been delivered to promote the Common Housing Register and Support Gateway and further work to be completed by year on website content refresh for Common Housing Register and Homelessness services.
Reviewing our sheltered housing stock to ensure that it continues to meet the needs of current and prospective tenants	100%	★	★	We have finalised our methodology for scoring our sheltered schemes and have presented our report to the Housing Board. We are now in the process of completing further detailed option appraisals for each identified site. We will be completing further assessments in terms of condition and calculating the investment costs along with what measures will be required to be implemented to ensure compliance with the Welsh Housing Quality Standards, building safety compliance and energy efficiency. We have formed a new sub-review group who will complete the further detailed option appraisals and will report back to the main group with the findings and outcomes for each identified site which will allow the Council to progress to the next stage.

Housing Needs and Housing Options Measures

Customer satisfaction data for the Housing Register Service

HA/009M



Page 256

Actual (YTD)	Target (YTD)	Current RAG Rating
32.00		N/A

Comment
<p>An online customer survey was developed in order to seek the views of customers as to how well the current SARTH arrangements are meeting their needs. A total of 63 responses were received (25 responses for Denbighshire applicants, 38 responses for Flintshire applicants). Customers were asked how they would rate the service when they applied and 32% found the service very good. This questionnaire was important to understand what aspects of the service are going well and need maintaining and highlights opportunities for improvement. Work is ongoing to address any issues raised in the survey and this work continues in 2022/23 and this question also forms the baseline for this measure going forward.</p>

Housing Needs and Housing Options Measures

Number of applicants on the Common Housing Register

HA/012M



Page 257

Actual (YTD)	Target (YTD)	Current RAG Rating
2,401.00		N/A

Comment
Numbers of applicants for social housing continue to increase. This is a reflection of ongoing and increasing community and housing hardship post pandemic. This is not unique to Flintshire and is being monitored through both the Corporate Risk Register and the SARTH Partnership Steering Group, which is made up of Local Authorities and Housing Associations across Flintshire, Denbighshire and Conwy.

Housing Needs and Housing Options Measures

Number of applicants rehoused via SARTH by All Housing Partners



Page 258

Actual (YTD)	Target (YTD)	Current RAG Rating
619.00		N/A

Comment
Housing need is far greater than supply and this is why numbers on the Common Housing Register continue to increase. Lettings by Housing partners are as follows: Flintshire County Council 122. Clwyd Alyn 11. Wales & West Housing 15. Grwp Cynefin 1.

Housing Needs and Housing Options Measures

Number of applicants rehoused via SARTH by Flintshire County Council

HA/014M



Page 259

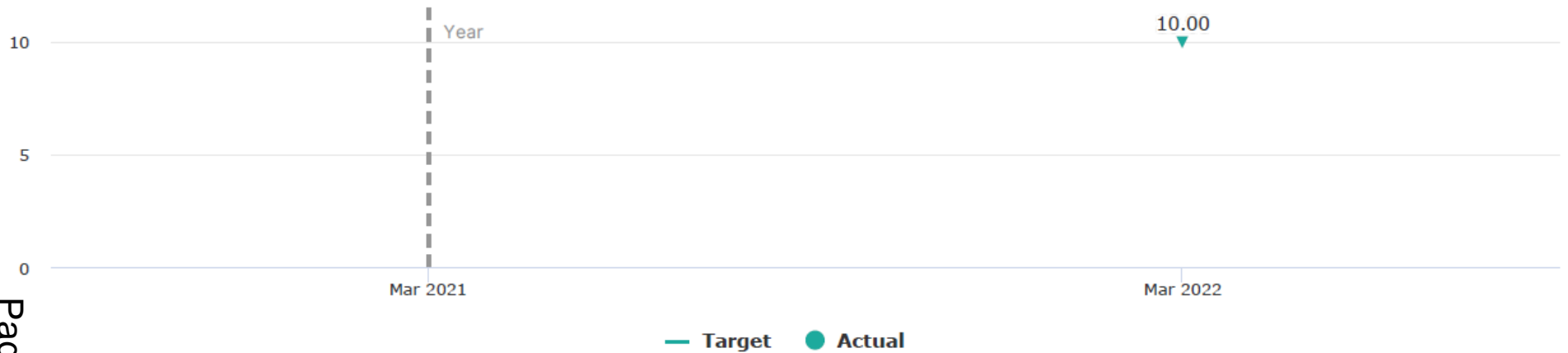
Actual (YTD)	Target (YTD)	Current RAG Rating
441.00		N/A

Comment
It is positive to see an increase in relets for Flintshire Council homes. Improving void turnaround and letting more properties is important to relieve some of the high numbers of housing applicants and meet local housing needs. It is noted that of the 122 new tenancies in the period, 42% were "sheltered" properties for over 55's and 58% for general needs applicants (singles/couples/families).

Housing Needs and Housing Options Measures

Number of households rehoused with significant adaptations requirements

HA/019M



Page 260

Actual (YTD)	Target (YTD)	Current RAG Rating
10.00		N/A

Comment

This measure seeks to highlight the work of the specialist housing panel and the rehousing of households with significant property adaptation requirements. Due to the complexity of some applicant's property need, the traditional route of the Common Housing Register and existing stock would not routinely meet the needs of this cohort of residents. The specialist housing panel therefore seeks to focus on those residents who without creative and innovative housing solutions, would fail to have their housing needs met. At the end of the reporting year, there are 43 live applicants being reviewed by the specialist housing panel and ten households have been successfully rehoused in the last 12 months. A further four households are under offer and awaiting works to complete.

Social Housing Actions

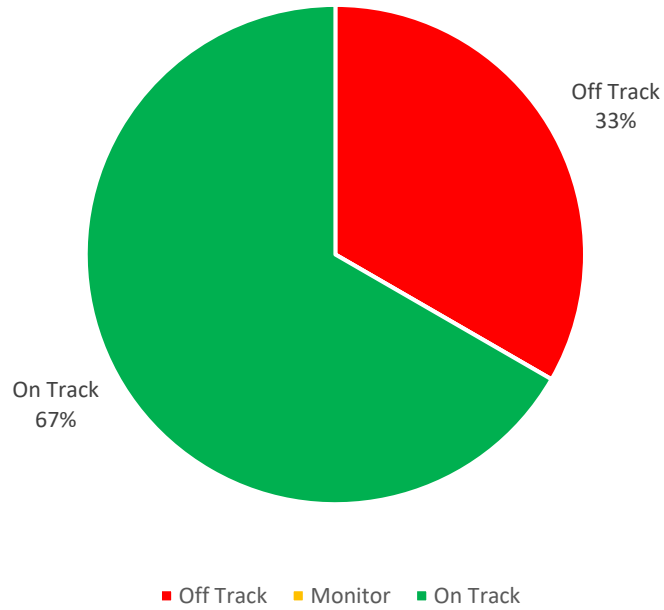
Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing plans for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised	100%	★	★	<p>We have completed the first draft of our decarbonisation strategy which is currently being reviewed.</p> <p>The Council were successful in securing grant funding towards a new stream of decarbonisation works which is scheduled to go live this financial year (2022/2023). From this, our draft strategy will be tested, updated and finalised in order to ensure the strategy captures our aims and objectives in assuring our plans for decarbonisation are robust and correct for the tenants of Flintshire.</p>
Ensuring that the Council's housing stock meets the Welsh Housing Quality Standard and achieves a minimum SAP energy efficiency rating of 65	100%	★	★	<p>The Council continue to target properties that do not meet the SAP 65 rating through various improvement works. Installation of efficient central heating systems, renewable technology (Solar Panels & Air Source Heating) and extensive external refurbishment contracts comprising of new windows, doors, loft insulation and roof coverings, the energy performance and thermal efficiency of our properties is addressed and improved.</p> <p>Our current average SAP rating for our entire stock is 68.9.</p> <p>All properties now comply with the SAP 65 rating and we are currently moving towards incorporating our decarbonisation measures into our investment programmes of refurbishment works to our tenanted homes.</p>

Action	Percentage Complete	RAG	Outcome RAG	Comment
Increasing the Council's housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes	50%	▲	●	<p>Potential opportunities with external development partners have been identified within the area and are being pursued as rapidly as possible. As previously indicated, the current market conditions of increased material costs, increased labour costs, decreased manpower availability and now inflation are creating a very challenging environment to remain competitive. However, there is some consideration that these circumstances are temporary and that there will be opportunities available for partnering and external development opportunities with local developers to progress and constantly improve the delivery of Housing accommodation. Planning discharge issues and planning issues at Mostyn have been resolved and we are on site for the 30 units to be completed by January 2023. At Gronant, 41 units will commence later in the year as planning discharge issues have been resolved. It was due to start in autumn 2021.</p> <p>However, given that the scheme had a hilly sandune type topography required levelling which would have meant an extensive "muckshift" and it was considered unwise to begin that in the middle of winter. The extremely wet autumn and winter has more than justified that decision. However, repricing issues and material availability (Timber from Russia) have further delayed a start on site in April. We hope to be on site in the summer. The six homeless temporary accommodation units at Holywell and Flint are on site from January/March 2022 with completion in May/July 2022.</p>
Listening to our tenants and working with them to improve our services, homes and communities	50%	●	●	Strategic Research Insight Ltd have been awarded contract to deliver STAR survey. All tenants have been sent questionnaire to complete (with online option). Closing date for survey 10 April 2022.
Supporting our tenants to access technology and create sustainable digital communities	25%	●	●	Awaiting results from STAR survey to inform priorities for Customer Involvement Strategy and developing more opportunities for tenants to be more digitally involved.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Working with housing association partners to build new social housing properties and additional affordable properties	50%	●	●	The Housing Prosectus newly required by Welsh Government setting out the delivery plan from Registered Social Landlords in the context of local housing need was produced and highly commended by Welsh Government. As is often the case, take-up of Social Housing Grant was concertinaed into the last quarter of the year. All the schemes anticipated to start on site or complete within the year were allocated as planned apart from the Clwyd Alyn/NEW Homes Airfields scheme. Planning permission was approved for this 101 unit scheme on 30 March but sadly the sale of land completion and building contract could not be completed by 31 March. This scheme will carry forward into 2022/23. Of the £10 million plus allocation of funds to Flintshire, almost £8 million was ultimately spent.
Working with residents to ensure our communities are well managed, safe, and sustainable places to live	50%	●	●	New working arrangements have been bedded in and Housing Officers are able to provide a better customer service with having smaller patch areas. This will ensure a more streamlined service is delivered with a focus of support and early intervention.

Social Housing Measures

Social Housing Performance Measures



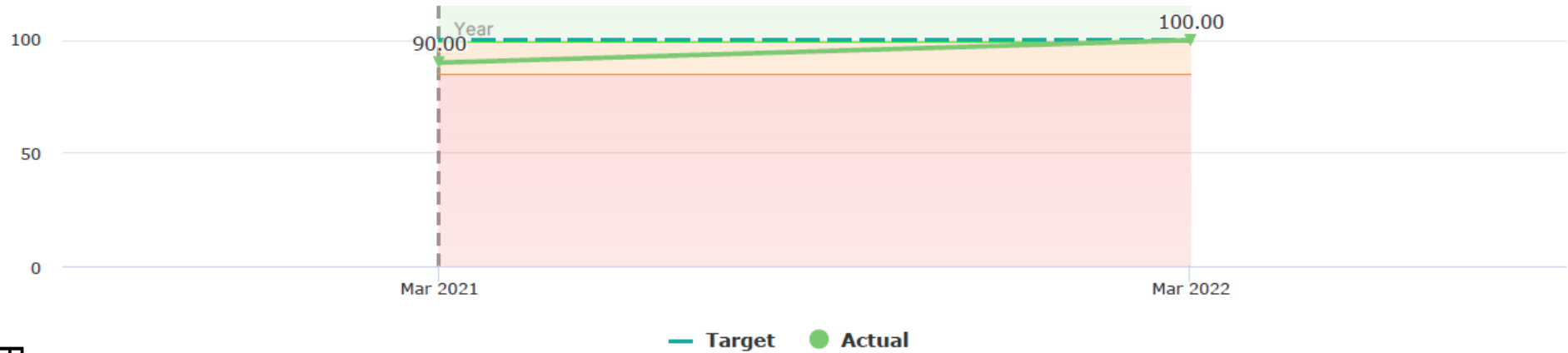
Measures

Area	Title	RAG
Social Housing	Achieving a SAP rating of 65	★
	Number of Affordable Homes completed via NEW Homes	★
	Number of Affordable Homes under construction via NEW Homes	▲
	Number of Council Homes completed	▲
	Number of Council Homes under construction	★
	To deliver the Welsh Housing Quality Standard to all Flintshire County Council stock by December 2021	★

Social Housing Measures

Achieving a SAP rating of 65

HA/007M



Page 265

Actual (YTD)	Target (YTD)	Current RAG Rating
100.00	100.00	★

Comment
<p>The Council continue to target properties that do not meet the SAP 65 rating through various improvement works. Installation of efficient central heating systems, renewable technology (Solar Panels & Air Source Heating) and extensive external refurbishment contracts comprising of new windows, doors, loft insulation and roof coverings, the energy performance and thermal efficiency of our properties is addressed and improved. Our current average SAP rating for our entire stock is 68.9. All properties now comply with the SAP 65 rating and we are currently moving towards incorporating our decarbonisation measures into our investment programmes of refurbishment works to our tenanted homes.</p>

Social Housing Measures

Number of Affordable Homes completed via NEW Homes

HA/011M



Actual (YTD)	Target (YTD)	Current RAG Rating
4.00	0.00	★

Comment

The expected four units were delivered early in the financial year as programmed. Currently the next batch of units is expected to be delivered within the 2022/23 financial year.

This hiatus in the programme is the result of challenging market forces making NEW homes residential purchases very challenging and unviable. Other procurement alternatives are being considered with potential options being worked through for presentation, if suitable, to the NEW Homes board.

Negotiations with Wates to acquire up to 10 three-bed houses at Meas Gwern are at an advanced stage.

Social Housing Measures

Number of Affordable Homes under construction via NEW Homes

HA/010M



Page 267

Actual (YTD)	Target (YTD)	Current RAG Rating
0.00	21.00	▲

Comment

The delivery of 21 units at the Airfields site with Clwyd Alyn who is our development partner has been subject to numerous delays whilst obtaining the required Statutory approvals. Planning approval for the whole site of 101 new homes was achieved on 30 March but too late to complete the land purchase/sign the build contract to access Social Housing Grant funding for 2021/22.

The current financial viability of the development is being reviewed due to some specification changes on the development and this revised review, once completed, will be presented to the NEW Homes Board for consideration.

Social Housing Measures

Number of Council Homes completed

HA/015M



Page 268

Actual (YTD)	Target (YTD)	Current RAG Rating
0.00	6.00	▲

Comment
Difficulties with the supply chain are still present, with a shortfall in labour with increased costs in materials and manpower effecting all developments. These impacting factors along with a sudden resurgence in overall activity and new policies from Natural Resource Wales relating to phosphates have delayed commencement on site due to increased requirement for supervision and remediation of contaminated land. This has resulted in Duke Street and Park Lane starting later than expected with completion dates now programmed for 2022/23 instead of 2021/22 unfortunately.

Social Housing Measures

Number of Council Homes under construction

HA/016M



Page 269

Actual (YTD)	Target (YTD)	Current RAG Rating
77.00	77.00	★

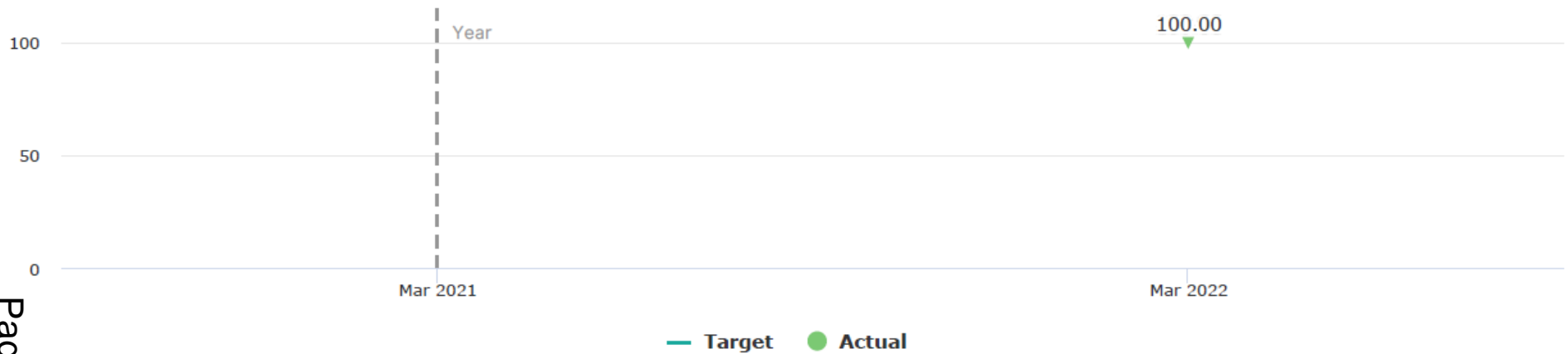
Comment

Housing accommodation has commenced in Mostyn at Fford Pandarus and Fford Hiraethog to deliver the programmed 30 residential units due for completion January 2023 and six units in Holywell and Flint due for completion in July/August 2023. The 41 units at Nant-y-Gros scheduled to commence in April 2022 may be delayed further due to repricing and material supply issues (Timber from Russia) as a result of the Ukraine crisis. A programme of schemes is currently being developed ready for Welsh Government technical approval, planning permission, SAB approval during 2022/23. Statutory Regulatory processes are taking significantly longer than expected and these other external influences are being monitored. It is unlikely there will be many starts on site in the first half of the year, but there is a good prospect some will be in construction in quarter four 2022/23. These should include Ffordd Llanarth (20 units), Ty Mair Mold (30+ units) and Harwarden (four units).

Social Housing Measures

To deliver the Welsh Housing Quality Standard to all Flintshire County Council stock by December 2021

HA/023M



Page 270

Actual (YTD)	Target (YTD)	Current RAG Rating
100.00	100.00	★

Comment

The Council successfully complied with the Welsh Housing Quality Standards to all housing stock on 31 December 2021. We have continued to maintain this standard to our tenanted homes and will now move into the maintenance phase of these standards. We are now working with Welsh Government and our supply partners in readiness for the new WHQS 2.0 standards that will be shared with the Council in 2023.

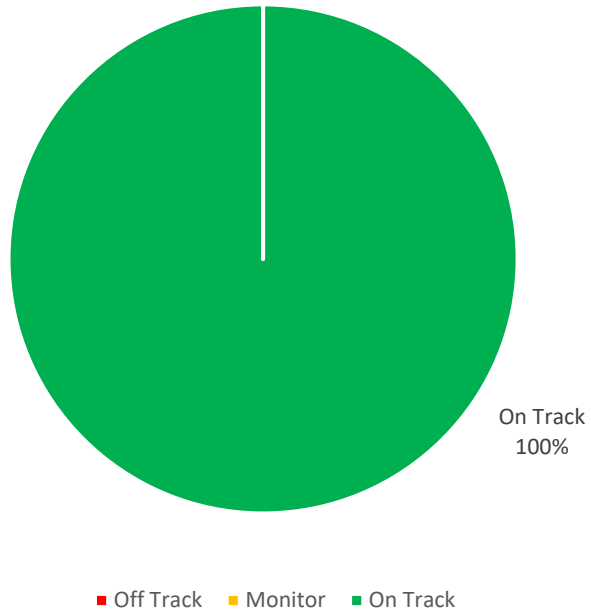
Private Rented Sector Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing a "landlord offer" that encourages landlords to work with the Council to raise standards of property management and condition of homes where needed	75%	●	●	Offers of support are available to landlords to help with the sustainment of their tenancies, with a clear focus on helping landlords and tenants maintain positive tenancies and reduce risks of homelessness and housing hardship. A recent engagement event with landlords via the Landlord Forum provided an opportunity to showcase the extent of the support offer available to landlords to help manage their tenancies and properties and further routine engagement will be ongoing.
Engaging with private sector tenants, giving them a voice and responding to their needs	75%	●	●	The creation of a specific Private Rented Sector Team is still intended but due to delays with recruitment and the restructure of the Housing & Prevention Service the posts will not go out to advert until quarter one 2022/23. Engagement with Private Sector Tenants remains an important task for the service in light of significant changes to housing Law in Wales with the introduction of the Renting Homes (Wales) Act 2016. Communications activities have commenced nationally through Welsh Government and will be targeted locally to raise awareness of the imminent changes which will commence 15 July 2022. This is a rolling action to be picked up each year.
Improving access to private sector properties for those who are homeless, at risk of homelessness and in housing need	75%	●	●	The housing market and landscape is increasingly difficult at present with rents increasing and a significant number of landlords considering sale of properties whilst the housing market for sale and property values is increasing. We continue to offer incentives to increase access to the private rented sector through Bond Scheme and other funding streams. Further communications work to be undertaken to attract landlords to work with the Council and our partners to help remove barriers to private renting. Affordability however continues to be a significant issue with many private rental properties unaffordable for those in receipt of benefits. Detailed housing options advice continues to be offered to anyone with a housing need through the Housing Helpline and Triage Service. The creation of a specific Private Sector Housing Support Team is being delivered and will be recruited to within the quarter one and quarter two period of 2022/23.
Mapping Houses of Multiple Occupation (HMO's) across Flintshire to ensure legal minimum housing standards are met and to improve residents' quality of life	60%	●	●	Progress has been delayed on the mapping programme due to the backlog of work accumulated during the period of the pandemic and significant vacancies within the Housing and Pollution Control Team. The focus has been on statutory work. With respect to HMO's, the team have focused on those properties that require mandatory licences or those properties that have been brought to our attention due to concerns around safety.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Working in partnership with landlords and private sector agents to better understand their needs	100%	★	★	A successful Landlord Forum was held in Flintshire in March 2022 with over 30 attendees made up of local lettings agents and landlords. The event was hosted online and delivered in partnership with the National Residential Landlords Association (NRLA). Positive feedback received about the event and an opportunity to promote our Housing Support Services and offers of help from Environmental Health and Public Protections Teams. Landlords and lettings agents have identified the Renting Homes Wales Act 2016 as a significant piece of work they would like further forums meetings to focus on.

Private Rented Sector Measures

Private Rented Sector Performance Measures



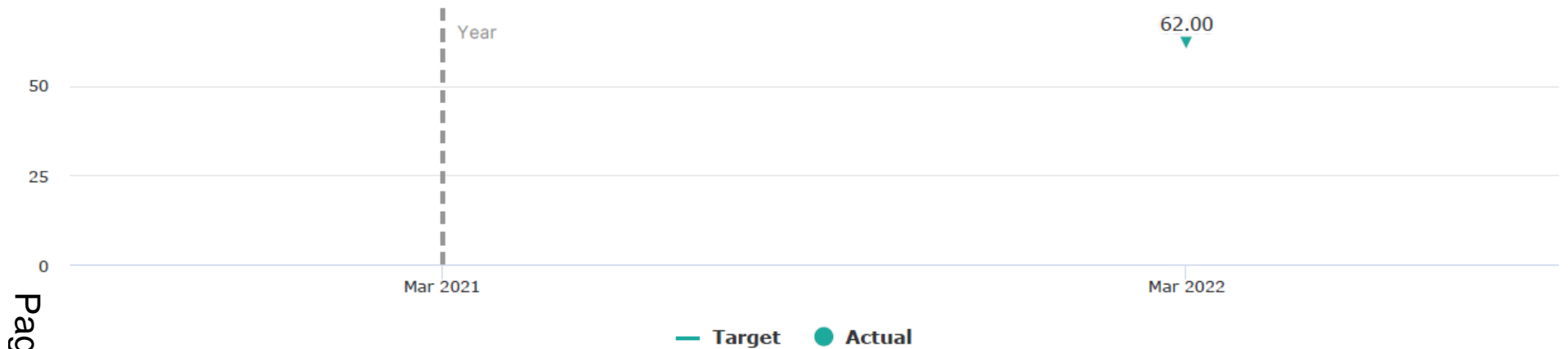
Measures

Area	Title	RAG
Private Rented Sector	Number of homeless households assisted under the Housing Wales Act 2014 to secure Private Sector Accommodation	N/A
	Number of inspections of HMOs	★

Private Rented Measures

Number of homeless households assisted under the Housing Wales Act 2014 to secure Private Sector Accommodation

HA/017M



Page 274

Actual (YTD)	Target (YTD)	Current RAG Rating
62.00		N/A

Comment

A total of 62 households have been supported to access Private Rented Sector whilst open to the homeless team this year. These outcomes are broken down as follows: 35 households moved into private rented accommodation before they became homeless so have been reported as "relief" outcomes; 27 households had been homeless and then exited homelessness by securing a long-term housing solution in the private rented sector. The landscape locally is increasingly challenging with regards to affordability and availability of private rented housing to assist with the homelessness challenge. This is not unique to Flintshire.

Private Rented Measures

Number of inspections of HMOs

PEE/005M



Page 275

Actual (YTD)	Target (YTD)	Current RAG Rating
18.00	10.00	★

Comment
<p>Progress has been delayed on the mapping programme due to the backlog of work accumulated during the period of the pandemic, and significant vacancies within the Housing and Pollution Control Team. The focus has been on statutory work. With respect to Houses of Multiple Occupation (HMO's), the team have focused on those properties that require mandatory licences or those properties that have been brought to our attention due to concerns around safety.</p> <p>During quarter four, two HMO's were inspected. The programme of inspections has been severely impacted by the number of vacancies in the team with only one Housing Environmental Health Officer available to support the programme. A successful recruitment campaign has seen the appointment of three new officers who started at the end of March 2022 and this will allow the programme of inspections to be reviewed and brought back in line with the planned programme.</p> <p>During 2021/22, a total of 18 inspections of HMOs were completed.</p>

Empty Properties Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Bringing empty homes back into use through the Empty Homes Loan Scheme (EHLS)	100%	★	★	This is ongoing and this financial year (2021/22) we have approved £424,101.00 in house into home loans.
Exploring opportunities to develop a project management service for non-commercial landlords to encourage take up of the Empty Home Loan Scheme	100%	★	★	This is ongoing and we are due to have a meeting with Legal services to decide whether the project management service is viable or not.
Exploring opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street	100%	★	★	The Council continues to work with property owners and potential investors to assist them to bring their proposals to fruition in the town centres.
Targeting 'problem' empty homes in our communities and using enforcement powers where appropriate to improve our communities and increase housing supply	100%	★	★	Enforcement powers have been used to successfully take two long-term empty properties through the enforced sale procedure and they are now back in use. Empty Homes is undertaking works in default on another two long-term empty properties ready to start the enforced sale procedure.

Empty Properties Measures

Percentage of empty private properties brought back into use

PEE/011M - PAM/013



Page 277

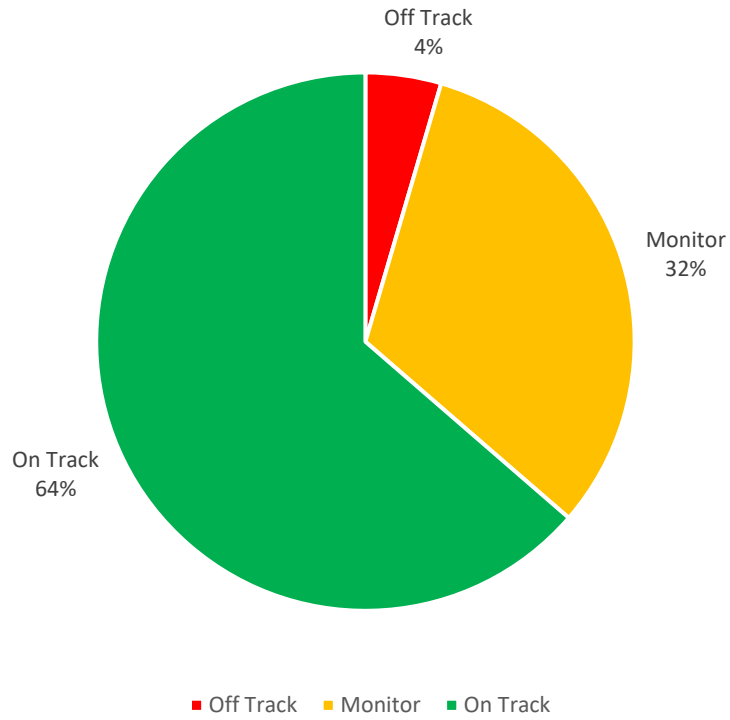
Actual (YTD)	Target (YTD)	Current RAG Rating
3.60		N/A

Comment
Based on Council Tax figures of 500 houses when the housing strategy plan was produced in 2019, we have brought 18 properties back into use with the assistance of loans, enforcement and encouragement which equates to 3.6% for the financial year 2021/22.

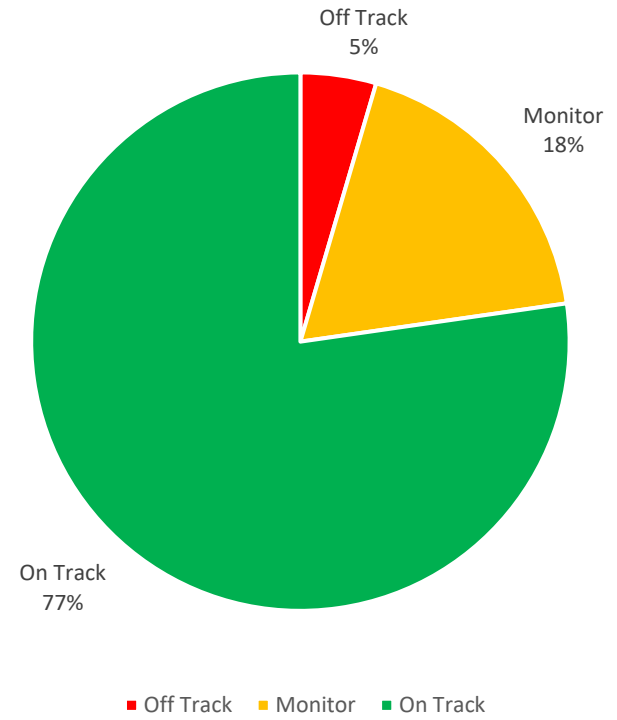
Green Society and Environment

Green Society and Environment Overall Performance

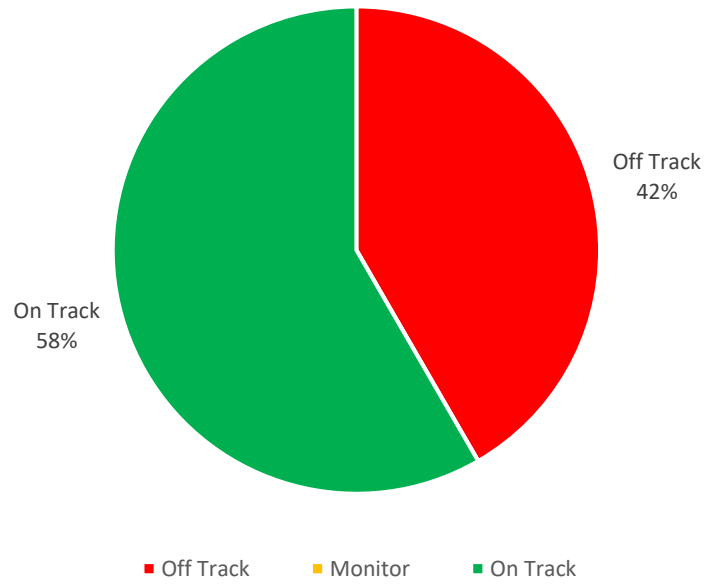
Green Society and Environment Action RAG Status



Green Society and Environment Outcome RAG Status



Green Society and Environment Performance Measures



Measures Off Track

Area	Title	RAG
Fleet Strategy	Introduce electric vehicles into the recycling fleet	▲
Active and Sustainable Travel Options	Develop multi-modal transport hub at Garden City	▲
	Introduce Electric Charging points at key locations across the County	▲
	Number of bus quality partnerships on the core network	▲
Circular Economy	Percentage of waste reused, recycled or composted	▲

Carbon Neutrality Actions

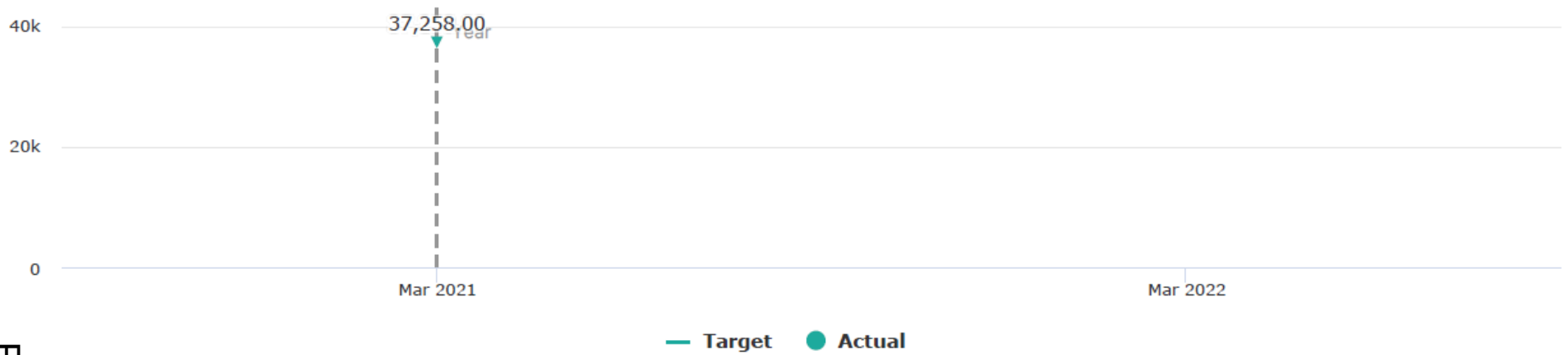
Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing a net carbon zero action plan and be approved	100%	★	★	The strategy was developed following external and internal engagement. The strategy sets out Council's current position and highlights actions to decarbonise the Council's assets and services through five key themes Buildings, Mobility & Transport, Land Use, Procurement & Behaviour. Biodiversity and carbon sequestration on agricultural estate has also been incorporated into this strategy. The strategy was endorsed by Environment & Economy Overview & Scrutiny Committee and Cabinet and was adopted by the Council in February 2022.
Developing a policy for sustainable and long term energy usage in capital projects where this can be achieved	100%	★	★	The requirement for a policy has been negated by the energy team and the Capital Assets team working together to include the energy team in the early design stages of Capital Projects to advise on sustainable energy usage and understand the long-term effects of energy usage.
Gathering information on annual Council greenhouse gas emissions to submit to Welsh Government and the Carbon Programme Board	100%	★	★	Data submission for 2020/21 carbon emissions was completed in October 2021 and sent to Welsh Government.
Putting a Governance structure (Carbon Programme Board) in place	100%	★	★	Member Programme Board in place June 2021. Meetings occur every two months. Officer Group to support Programme Board in place September 2021 with first meeting taking place in October. The governance structure includes Environment and Economy Scrutiny.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers	30%	●	★	<p>Resources have been strengthened in the joint Procurement service and a permanent team leader has been in post from quarter three.</p> <p>Work has commenced to review the procurement strategy in line with the Council's carbon ambitions to ensure specific measures around carbon and biodiversity are embedded in procurement process. We are still very much at the start of this work, but a joint meeting was held in quarter three to shape the new Procurement Strategy for 2022-2027 and to develop a toolkit to ensure all procurement exercises are awarded giving appropriate consideration to carbon reduction priorities and monitor contract against declared emissions.</p> <p>The new Procurement Strategy, to be implemented in 2022/23 will support measures for the management and reduction of carbon and we are supporting the introduction of new measures which are outlined in the Wales Procurement Policy Notice 12/21 'Decarbonisation Through Procurement.'</p>

Carbon Neutrality Measures

Council Greenhouse gas emissions

Council Greenhouse gas emissions



Page 283

Actual (YTD)	Target (YTD)	Current RAG Rating
N/A	35,450.00	N/A

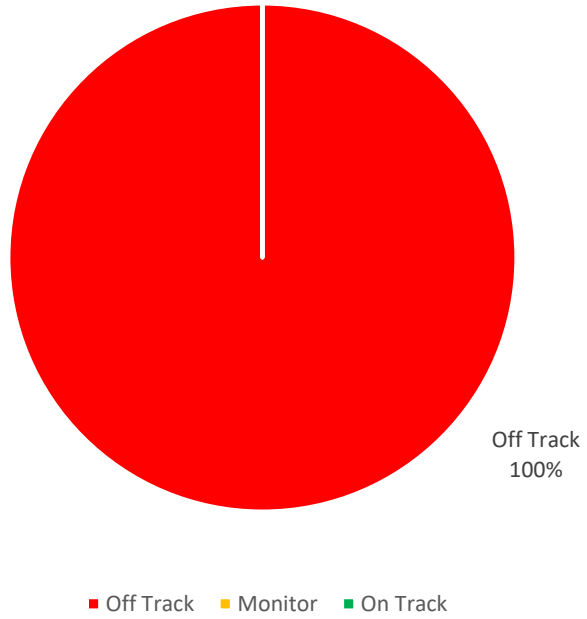
Comment
Data for 2020/21 carbon emissions was collated, submitted to Welsh Government and reported to the Climate Change Programme Board. 2021/22 carbon emissions will not be collated and reported until September 2022 and will therefore be rolled onto next year.

Fleet Strategy Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Converting the authority's fleet to electric and alternative fuels (hydrogen etc)	20%	★	★	The fleet team continues to work with its partners to introduce electric vehicles to services, despite supply chain delays affecting delivery dates. Infrastructure has been introduced to operational depots and county car parks and work has been undertaken to outline a transition to Ultra Low Emission Vehicles through the next procurement cycle. This is a long-term plan that requires departments across the council to review their operations for vehicle and charging infrastructure technologies to be readily available to facilitate the transition.

Fleet Strategy Measures

Fleet Strategy Performance Measures



Measures

Area	Title	RAG
Fleet Strategy	Introduce electric vehicles into the recycling fleet	▲

Fleet Strategy Measures

Introduce electric vehicles into the recycling fleet

SST/006M



Actual (YTD)	Target (YTD)	Current RAG Rating
0.00	3.00	▲

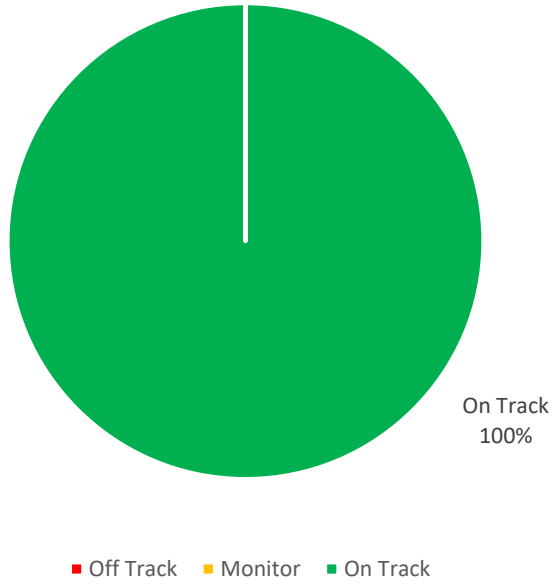
Comment
 We have been working with Welsh Government Energy Service and partner organisations to introduce Electric Vehicle Charging Infrastructure to Alltami Depot, however the delivery of Electric Vehicles has been delayed due to supply chain issues.

Green Environment Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan	100%	★	★	This tree planting programme has been completed with projects externally funded through Welsh Governments Local Places for Nature grant and challenge fund. Semi-mature standards have been planted across the urban communities of Flintshire in line with policy target to increase canopy cover. Also planting completed through the TWIG (Woodland Improvement grant) Notable planting was undertaken at Wepre Park to extend the woodland boundary and involved local schools.
Developing a strategy to improve biodiversity and carbon sequestration on the agricultural estate	100%	★	★	The strategy was developed following external and internal engagement. The strategy sets out Council's current position and highlights actions to decarbonise the Council's assets and services through five key themes Buildings, Mobility & Transport, Land Use, Procurement & Behaviour. Biodiversity and carbon sequestration on agricultural estate has also been incorporated into this strategy. The strategy was endorsed by Environment & Economy Overview & Scrutiny Committee and Cabinet and was adopted by the Council in February 2022.
Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty	100%	★	★	All planned 49 sites with biodiversity improvements have been completed. Also completed is the townscape trees project and wildflower areas. Other Section 6 duty programmed outputs for 2021/22 have also been completed.

Green Environment Measures

Green Environment Performance Measures



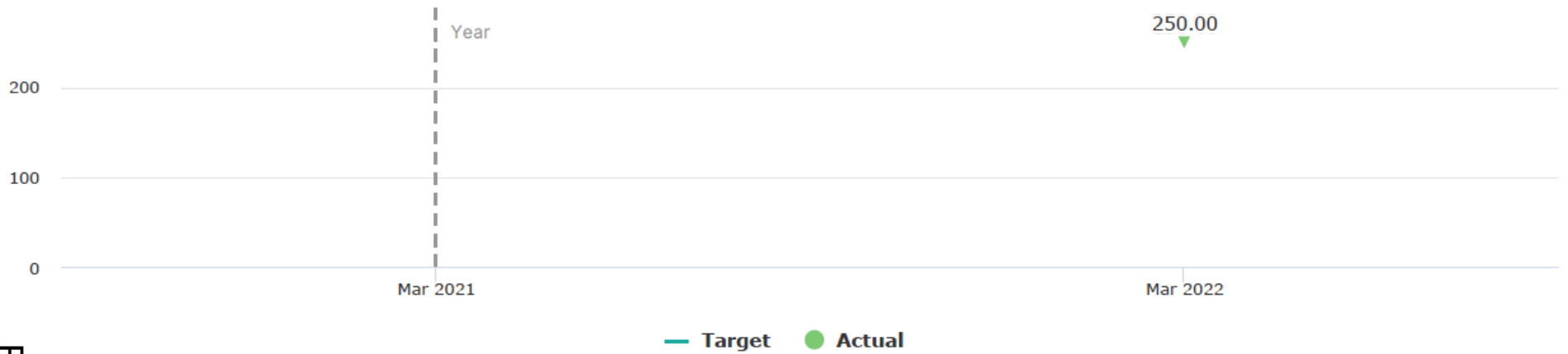
Measures

Area	Title	RAG
Green Environment	Number of Standard trees planted	★
	Number of Whips planted	★

Green Environment Measures

Number of Standard trees planted

PEE/009M



Page 289

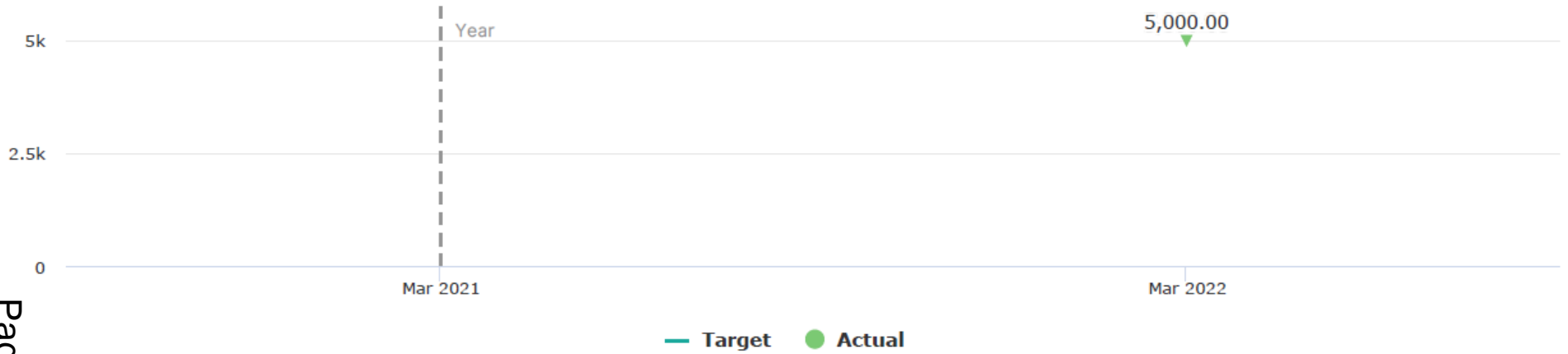
Actual (YTD)	Target (YTD)	Current RAG Rating
250.00	150.00	★

Comment
This tree planting programme has been complete with projects externally funded through Welsh Governments Local Places for Nature grant and challenge fund. Semi-mature standards have been planted across the urban communities of Flintshire in line with policy target to increase canopy cover.

Green Environment Measures

Number of Whips planted

PEE/010M



Page 290

Actual (YTD)	Target (YTD)	Current RAG Rating
5,000.00	4,000.00	★







Comment

This tree planting programme has been complete through the TWIG (Woodland Improvement grant) and challenge fund. Notable planting was undertaken at Wepre Park to extend the woodland boundary and involved local schools.

Renewable Energy Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Agreeing appropriate investment strategy for future renewable energy developments	20%	●	●	Capacity within the non-domestic energy unit has restricted further development of this action. Due to issues with existing installations and rectifying storm damage focus has been on getting these systems back into a functioning and effective state. Action to be carried into 2022/23 to ensure next stage schemes are considered and invested in where appropriate.
Assessing the feasibility of renewable energy and land assets and link to wider carbon ambitions	20%	●	●	Further feasibility needed for assessment of land assets for carbon sequestration opportunities and renewable energy schemes. Due to issues with current renewables installations taking resource capacity, further progression on new developments has been paused however this action is continuing into the 2022/23 plan to include feasible land assets for planting schemes.

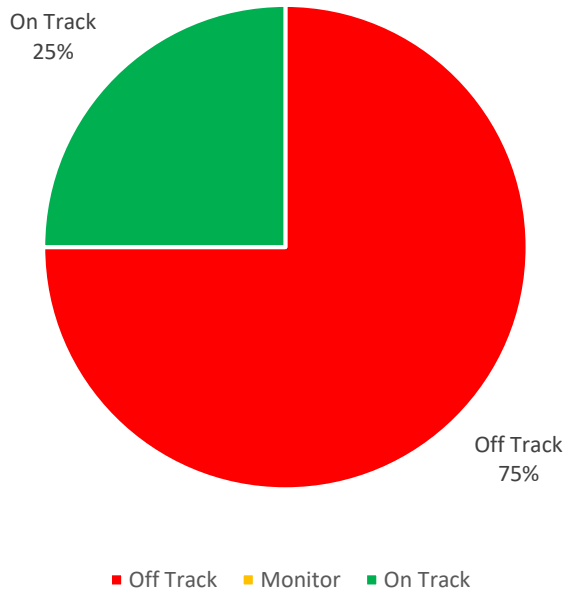
Active and Sustainable Travel Options Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing the County's electric car charging network	75%			A total of 17 publicly accessible charge-points are scheduled to be implemented within nine Flintshire car parks. Contract award has been hindered by availability of contractors as well as insufficient budget due to rising market costs. Additional funding has now been obtained and contract has now been awarded. Works scheduled to commence in July 2022. These works form part of a longer term strategy which aims to introduce public electric vehicle charging infrastructure at economically viable sites across the county.
Developing the County's walking and cycling network	75%			The statutory consultation of the Council's Integrated Network Map was completed in 2021 capturing the views and aspirations of the Flintshire public for the active travel network. Discussions with land owners have been ongoing. Cycle improvement schemes have been completed in Greenfield Valley (Phase 3), Hawarden cycle bridge upgrade, Mold town centre and Caerwys. A programme of dropped crossings has also been identified for progression across the county and work is underway. These works form part of a longer term strategy which aims to develop active travel infrastructure across the county.
Promoting active travel and further develop the Council's cycleway network	75%			The statutory consultation of the Council's Integrated Network Map was completed in 2021. Works to progress a number of in-year grant funded schemes have been hindered by land owner constraints which are currently in the process of being resolved with construction scheduled for 2022/23. In addition to the above, cycle improvement schemes have been completed in Greenfield Valley (Phase 3), Hawarden cycle bridge upgrade, Mold town centre and Caerwys. These works form part of a longer term strategy which aims to develop and promote active travel infrastructure across the county.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Promoting multi modal transport journeys and the development of strategic transport hubs	80%	●	★	Works to progress multi-modal transport projects have progressed throughout the year which incorporates a programme of active travel schemes as well as the delivery of the Park & Ride (P&R) facility on Zone 2 Deeside Industrial Park. We are awaiting the delivery of two electric bus vehicles which have been delayed as a result of supply chain issues. Work is underway to secure funding through the Levelling Up Fund (Round 2) for the construction of the Deeside Railway Station. Work is ongoing to finalise the purchase of land for the Garden City Bus Interchange with scheme implementation anticipated in 2022/23, subject to available funding. The locations of the strategic transport hubs will be reviewed as part the Council's review of the Integrated Transport Strategy and development of the Regional Joint Transport Plan through the CJs, which will also be informed by the ongoing Bus Network Review being led by Transport for Wales and the proposals by Welsh Government for new legislation for bus services. The development of strategic transport hubs forms part of a longer term holistic transport strategy which aims to develop and promote multi-modal travel journeys both within the county and cross border.

Active and Sustainable Travel Options Measures

Active and Sustainable Travel Options Performance Measures



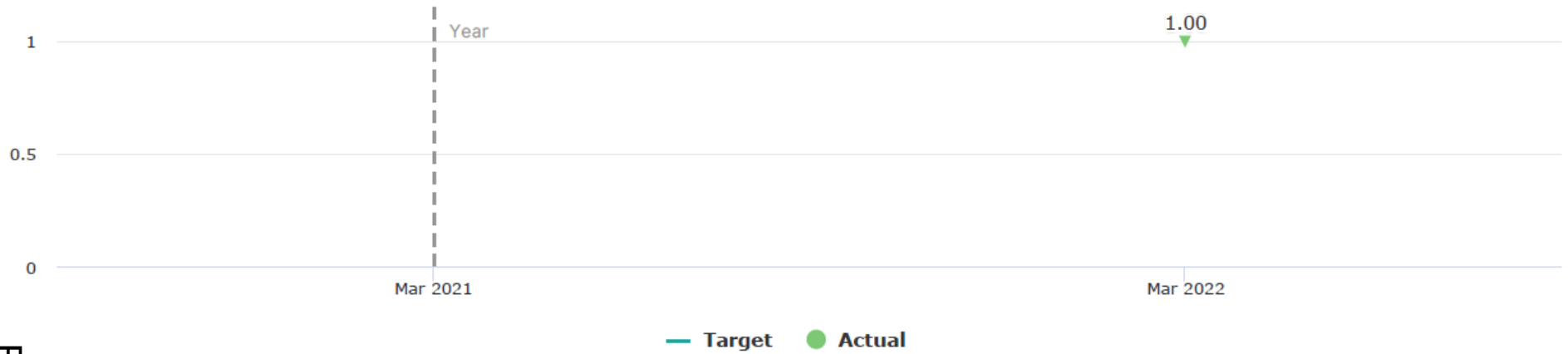
Measures

Area	Title	RAG
Active and Sustainable Travel Options	Complete consultation of the amended Integrated Active Travel Network Map	★
	Develop multi-modal transport hub at Garden City	▲
	Introduce Electric Charging points at key locations across the County	▲
	Number of bus quality partnerships on the core network	▲

Active and Sustainable Travel Options Measures

Complete consultation of the amended Integrated Active Travel Network Map

SST/003M



Page 295

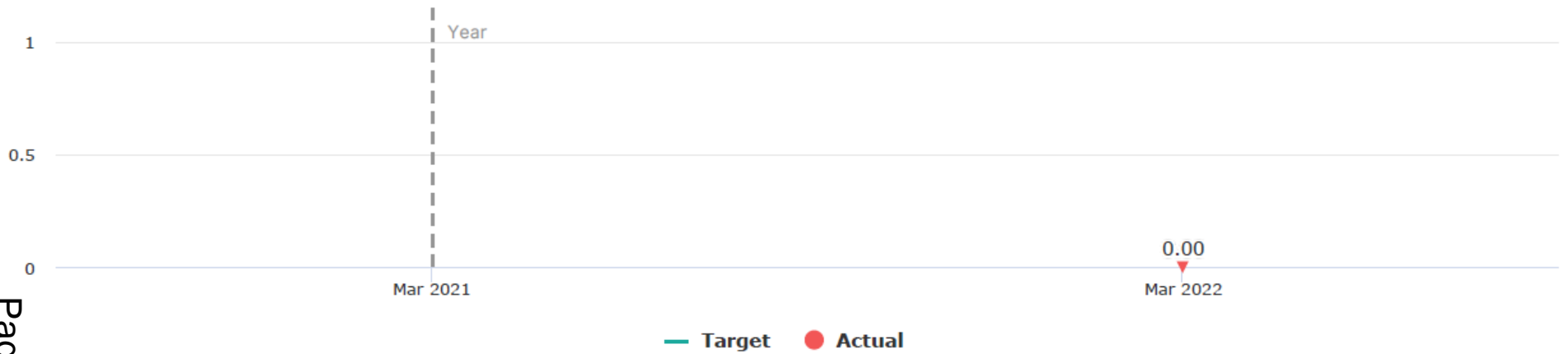
Actual (YTD)	Target (YTD)	Current RAG Rating
1.00	1.00	★

Comment
Statutory consultation exercise on the Council's Integrated Network Map completed in 2021. Auditing exercise undertaken by Welsh Government with feedback received. Work currently underway to address a number of matters to be submitted on 30 May 2022 for Welsh Government approval.

Active and Sustainable Travel Options Measures

Develop multi- modal transport hub at Garden City

SST/004M



Page 296

Actual (YTD)	Target (YTD)	Current RAG Rating
0.00	1.00	▲

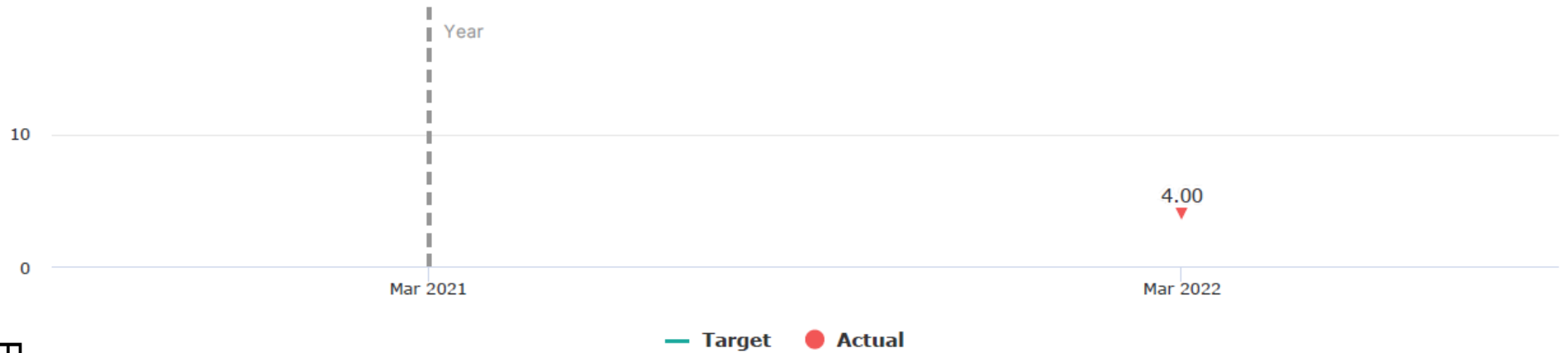
Comment

Progress has been hindered due to ongoing land negotiations. An application for funding to enable construction in 2022/23 financial year has been submitted to Welsh Government.

Active and Sustainable Travel Options Measures

Introduce Electric Charging points at key locations across the County

SST/005M



Page 297

Actual (YTD)	Target (YTD)	Current RAG Rating
4.00	17.00	▲

Comment
Four electric charging points have been installed on the recently constructed Park & Ride facility on Zone 2 Deeside Industrial Park. A further 17 charge-points are to be installed soon within Flintshire owned car parks.

Active and Sustainable Travel Options Measures

Number of bus quality partnerships on the core network

SST/007M



Page 298

Actual (YTD)	Target (YTD)	Current RAG Rating
0.00	1.00	▲

Comment

The development of the Quality Bus Partnership has been suspended due to national initiatives that will change the way bus services are managed and operated in the future. Transport for Wales (TfW) are undertaking a network review of bus services across north Wales and, whilst the initial report was expected in May 2021, this piece of work has been delayed due to the white paper consultation issues by Welsh Government on bus reform in Wales. This white paper sets out proposals for public transport bus services to better plan and grow the bus network. This will ensure it meets public needs, maximise the value we get for our investment in bus services and reduce reliance on private cars.

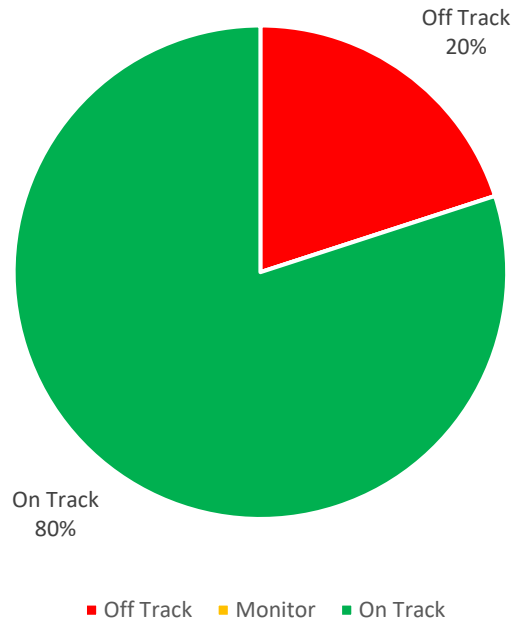
Circular Economy Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Achieving Welsh Government recycling targets	60%	●	●	Changes in lifestyle, with more people working from home and buying online has caused fluctuation to the materials streams, with an increase in residual waste affecting recycling rates. Total waste arising from composting decreased in quarter four as expected due to seasonal fluctuations (growing season and cessation of collections over the winter period). This has decreased the overall recycling performance which includes both recycling and composting data combined. As a result, the recycling percentage has decreased. Monitoring of the materials will continue and educational campaigns to increase awareness of recycling with events planned in spring/summer to help drive a reduction in residual waste and increase in recycling rates. Additionally, the reintroduction of side waste enforcement since September 2021 will continue to assist with ensuring that residual waste is minimised.
Developing and extending the Greenfield Composting Facility and Waste Transfer Station	95%	★	★	Scheme has been largely completed. Weighbridges are now installed and currently waiting for IT to install software which will complete the project.
Developing and extending the Standard Yard Waste & Recycling Transfer Station	50%	★	★	Standard Yard Project works is a long-term project and has experienced significant delays due to the global situation with delays to gaining regulatory consents such as planning, environmental permitting, Sustainable Urban Drainage systems. We have now successfully received planning and are currently working through the conditions to ensure compliance. The contract for the demolition of the old waste transfer station was awarded, work is now complete and we are working with the baler company to finalise the internal design following tendering. Work is underway to firm up the costings, design and works programme for the project.
Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities	60%	●	●	A funding bid to introduce a reuse initiative across all Household Recycling Centres was submitted to the Landfill Disposal Tax Communities Scheme in January 2022. It is anticipated that the outcome of that funding bid will be known in April 2022.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient	0%	▲	▲	Delivery of a further package of Welsh Government Covid response grants have further delayed implementation of this work area.
Supporting and promoting the development of a Re-Use and Repair Café within the County	100%	★	★	The Repair and Reuse Centre, with café, was successfully opened in June 2021. Since that time the café has become well established with customer throughput increasing. A small number of repair/reuse workshops have taken place so far but progress with a formal programme has been delayed due recruitment and social distancing restriction.
Working in partnership, actively support and engage with community led groups by developing environmental and recycling initiatives	100%	★	★	An appointment has been made to the role of Environmental Improvement Coordinator. This role will drive community engagement, develop education and engagement campaigns and identify known areas of poor Environmental Quality to drive improvement.

Circular Economy Measures

Circular Economy Performance Measures



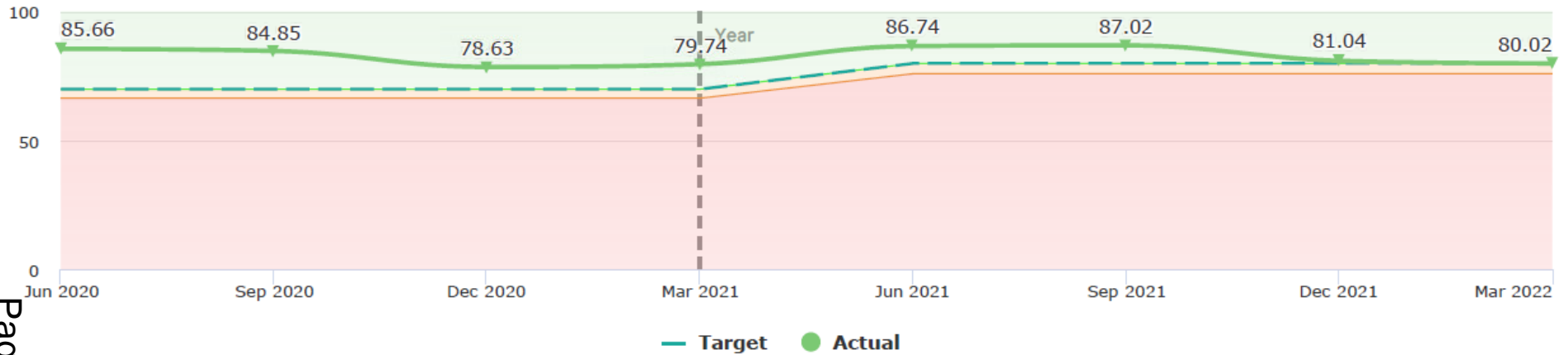
Measures

Area	Title	RAG
Circular Economy	Average Recycling rate across Household Recycling Centres (HRCs)	★
	Number of Repair and Reuse Centres	★
	Percentage of remodeling work at Greenfield completed	★
	Percentage of remodeling work at Standard Yard completed	★
	Percentage of waste reused, recycled or composted	▲

Circular Economy Measures

Average Recycling rate across Household Recycling Centres (HRCs)

SST/002M



Page 302

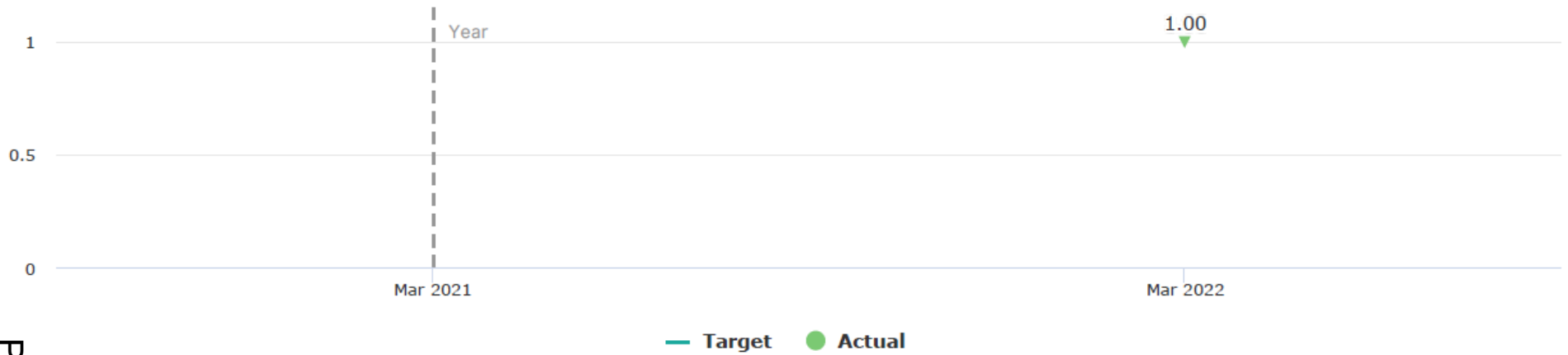
Actual (YTD)	Target (YTD)	Current RAG Rating
80.02	80.00	★

Comment
Household Recycling Centres remained open with appropriate control measures in place including residential checks to ensure only Flintshire residents are using the sites. Tonnages have steadily increased, over the winter months, resulting in an increase of materials brought to site and separated for recycling rather than sent for disposal. Changes to the vehicle permit policy will improve the sites ensuring only Flintshire Household waste is accepted on site, not neighbouring local authorities or trade waste.

Circular Economy Measures

Number of Repair and Reuse Centres

SST/009M



Page 303

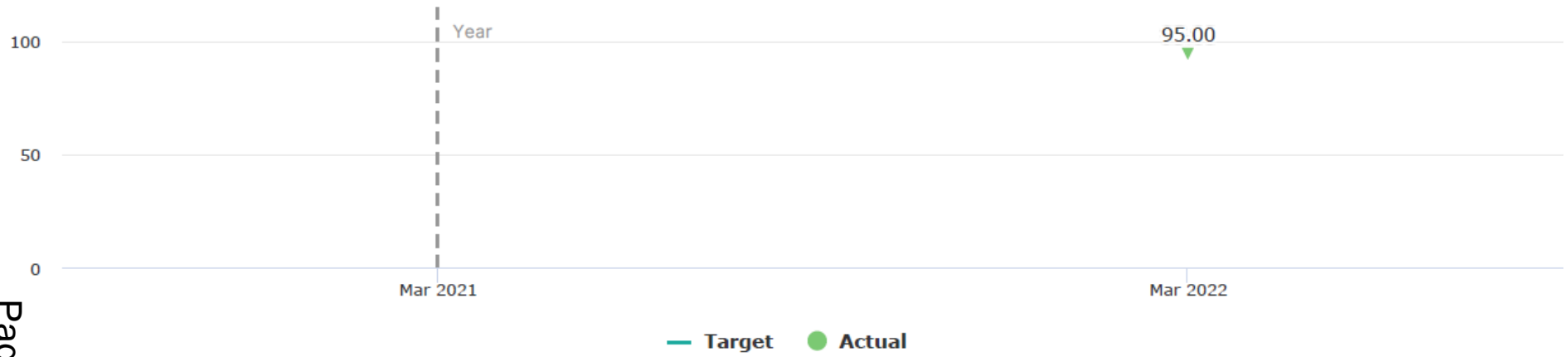
Actual (YTD)	Target (YTD)	Current RAG Rating
1.00	1.00	★

Comment
The repair and reuse centre was opened in Buckley in June 2021. Since that time a number of workshops and repair sessions have been held and a programme is being further developed for the coming year.

Circular Economy Measures

Percentage of remodeling work at Greenfield completed

SST/011M



Page 304

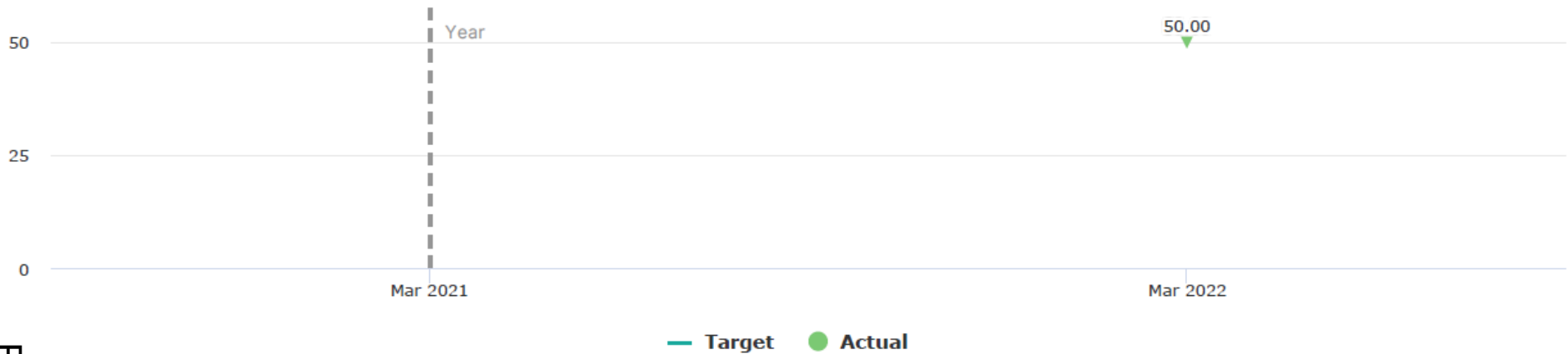
Actual (YTD)	Target (YTD)	Current RAG Rating
95.00	100.00	★

Comment
All civil works are complete. Awaiting IT to connect software and computers around the site to complete the project.

Circular Economy Measures

Percentage of remodeling work at Standard Yard completed

SST/012M



Page 305

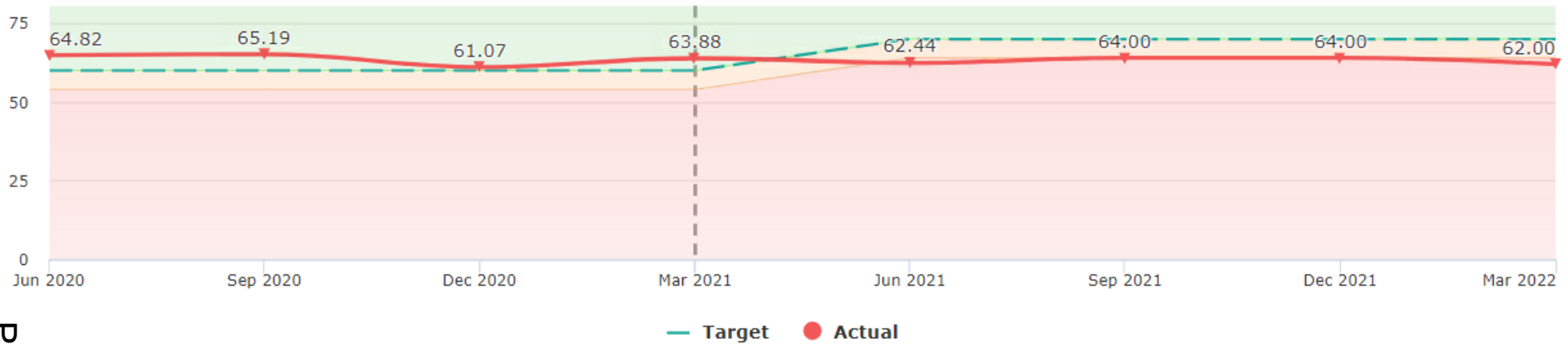
Actual (YTD)	Target (YTD)	Current RAG Rating
50.00	50.00	★

Comment
Standard Yard Project works are progressing on target. We have now successfully received planning and are currently working through the conditions to ensure compliance. To date, two tenders have been sent out and awarded. The tenders are for a new baler/eddy current and the demolition of the existing waste transfer station. The demolition of the waste transfer is now complete and we are working with the baler company to finalise the internal design. We have also instructed Kier Construction to work alongside Mott MacDonald to firm up the costings, design and works programme for the Standard project.

Circular Economy Measures

Percentage of waste reused, recycled or composted

SST/013M



Page 306

Actual (YTD)	Target (YTD)	Current RAG Rating
62.00	70.00	▲

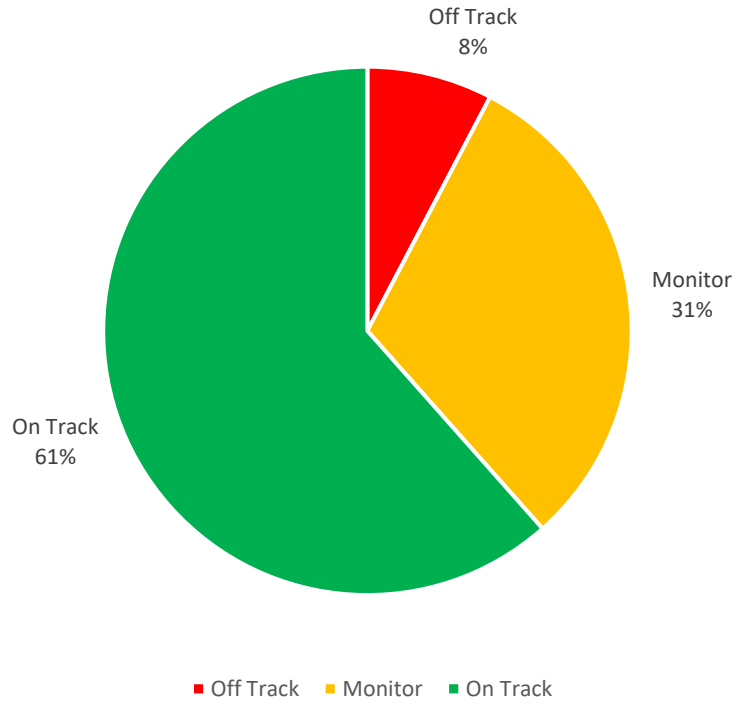
Comment

Total waste arising has started to decrease in this quarter, which includes both residual and recycling. Seasonal fluctuations have affected the winter months due to composting decrease. The recycling collected amounts have started to stabilise, however, there was a reduction in some materials as people returned back to the workplace rather than work from home. The amount of residual (non-recyclable) waste has also started to decrease from last year. This is due to the reintroduction of side waste from September 2021, and further effort to promote recycling. These measures will help reduce residual waste, and increase recycling. Data is still being finalised for WasteDataFlow reporting and will be updated once the audit process has been completed, as there is a difference in the deadline for the reporting systems.

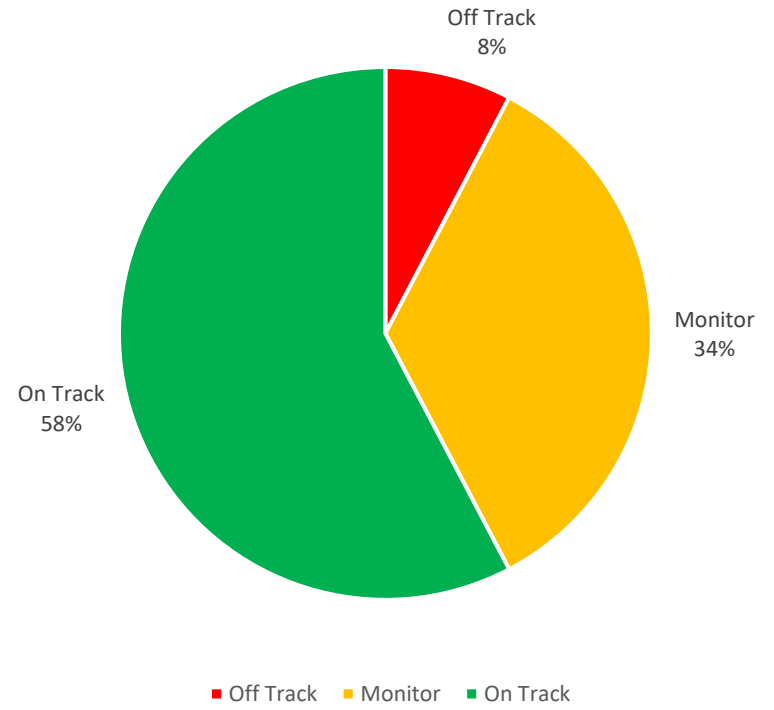
Economy

Economy Overall Performance

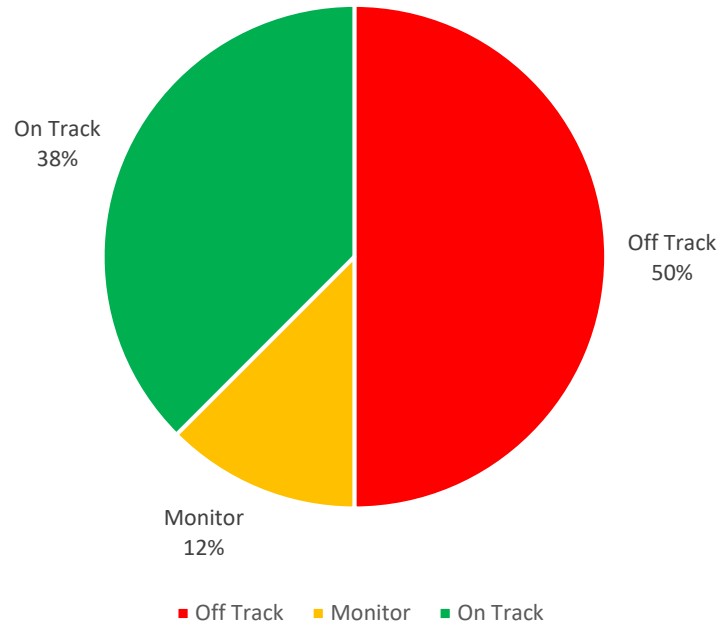
Economy Action RAG Status



Economy Outcome RAG Status



Economy Performance Measures



Measures Off Track

Area	Title	RAG
Business	Number of local businesses supported to reduce their carbon footprint and become more resource efficient	▲
Transport and Digital Infrastructure	Number of bus quality partnerships on the core network	▲
Reducing Worklessness	Number of individuals entering employment, learning and volunteering	▲
	Number of individuals receiving support	▲

Town Centre Regeneration Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Encouraging and support investment in town centre properties especially to facilitate more sustainable uses	75%	●	●	The Council continues to support a number of potential investors to access funding (both grant and loan) for town centre properties. Two projects which were due to be complete in 2021/22 have been delayed and will be delivered early in 2022/23.
Improving the environment in town centres	75%	★	●	A design firm has been appointed to undertake the public realm improvement proposals in Buckley with consultation recently undertaken and more planned later in the year. Implementation of green infrastructure improvements in Shotton have been delayed by the wider redesign of public realm works in the town and are now due to be implemented in 2022/23. Green infrastructure works in Flint are due on site imminently. A package of improvements to the dock areas in Flint and Shotton are currently being scoped.
Monitoring the health and vitality of town centres to support effective management and business investment decisions	100%	★	★	Digital footfall monitoring equipment has now been installed in Mold with installation in other towns due in the first quarter of 2022/23.
Promoting town centre, hospitality and tourism businesses to help with their post-Covid recovery	100%	★	★	Finalised 'Shop Local' feature film and branding. Agreed a communications plan for sharing these assets with town centres. The regional autumn/winter digital campaign has been completed. An evaluation of this campaign is underway and performance data should be available in April 2022 and will be uploaded to quarter one update (2022/23). Supporting the Mold Food and Drink Festival organising group with arrangements for a return of the event in 2022 by being the main Council contact who will liaise with the relevant services at the Local Authority. Internal working group setup to coordinate activities across the Council. A dedicated webpage has been created on the Council website which provides information that event organisers will need to consider if they are planning an event to celebrate the Queen's Platinum Jubilee. Setup an 'events calendar' which has been shared with tourism networks and partners with an invitation for them to add details of 'events' they are aware will be happening this year so that we can promote them on our various platforms.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Supporting the growth of community enterprises in town centre locations	65%	★	★	<p>Over the course of the reporting period, 29 social enterprise support sessions were provided to members of the public wanting to explore social enterprise as an intervention to address social issues across the county.</p> <p>These meetings were distributed among some 15 social entrepreneurs/organisations across Flintshire.</p> <p>In the main, during this reporting period, this support was limited to online support due to the restrictions associated with the pandemic.</p> <p>The support provided included but was not limited to; identification and adoption of appropriate business structures, company registrations, business planning & cash flow forecasting, market research, policy and procedure development, policy and procedure development, preparing for investment, funding applications and preparation of business award entries.</p>

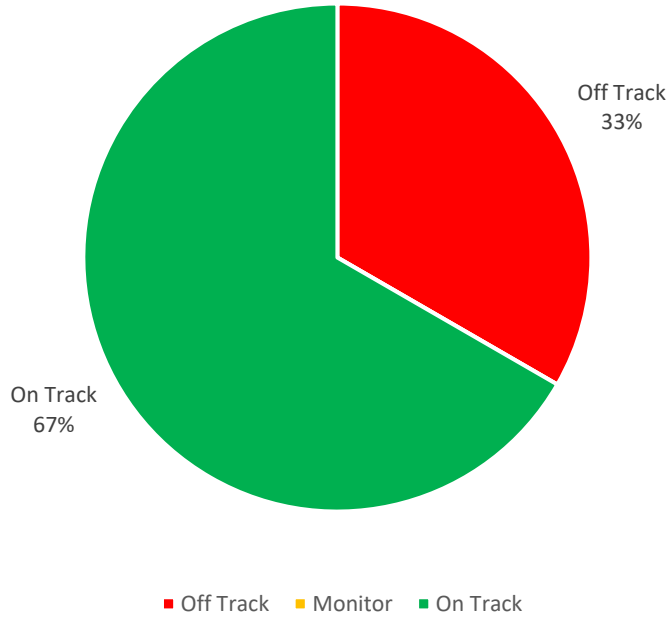
Business Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Engaging small businesses and improve support packages available to them	100%	★	★	The Council now has an officer to engage town centre businesses and to link them to mainstream support provision. Early engagement work has started. It is still early in the process which will continue through 2022/23.
Increasing the scale and impact of the social business sector	100%	★	●	The face-to-face meetings are gradually resuming, in line with social distancing, the Social Enterprise Officer has begun to provide face-to-face business support, advice and guidance to existing and new start social enterprises throughout the reporting period. During this period, 33 business support sessions were delivered to 14 social across Flintshire. The Social Enterprise Officer also worked online with a stakeholder group of Flintshire Social Enterprise on a Social Impact toolkit which will allow both Flintshire County Council and the social enterprise sector empirical evidence of the value of the social initiatives carried out by social enterprises within Flintshire.
Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects	100%	★	★	The North East Wales Food and Drink (Action, Collaboration and Enterprise) project continues to explore and introduce new ways of supporting food and drink producers in North East Wales. The Council has committed match funding to support this project with a second year of activities. Year one targets have been met and will be reported in quarter one (2022/23).
Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient	100%	●	●	Progress on this work area has been delayed this year due to capacity being diverted to the delivery of Welsh Government Covid grants to businesses. The Council has now established a new decarbonisation forum for Deeside Industrial Park to support businesses and pilot wider approaches.
Supporting post-Covid recovery of the County's street and indoor markets	100%	★	●	The street and indoor markets have faced challenging conditions through the pandemic with only essential goods stalls able to trade at periods. Trader numbers remain buoyant (Mold indoor market 100% occupied, Mold street market averaging 85 stalls and Holywell six) with new traders replacing those that have left.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry	100%	★	★	Flintshire Ambassador programme. Three modules written (Heritage & Culture / Sustainable Tourism / Walking & Great Outdoors). Final three modules are being drafted and will be ready in quarter one 2022. Commissioned a bedstock survey so we can have an up-to-date picture on the availability of visitor accommodation and bed spaces in Flintshire. Delivered a familiarisation visit for North East Wales tourism/hospitality businesses, the theme was 'heritage and culture'. 30 businesses attended with further visits being planned in 2022. Ongoing promotion of the Enterprise Renewal Fund which is available for businesses from all sectors to support post-Covid activities. A council representative is a member on the evaluation panel for this fund.

Business Measures

Business Performance Measures



Measures

Area	Title	RAG
Business	Number of local businesses supported to reduce their carbon footprint and become more resource efficient	▲
	Number of small or micro businesses receiving support	★
	Number of social enterprises receiving support	★

Business Measures

Number of local businesses supported to reduce their carbon footprint and become more resource efficient

PEE/006M



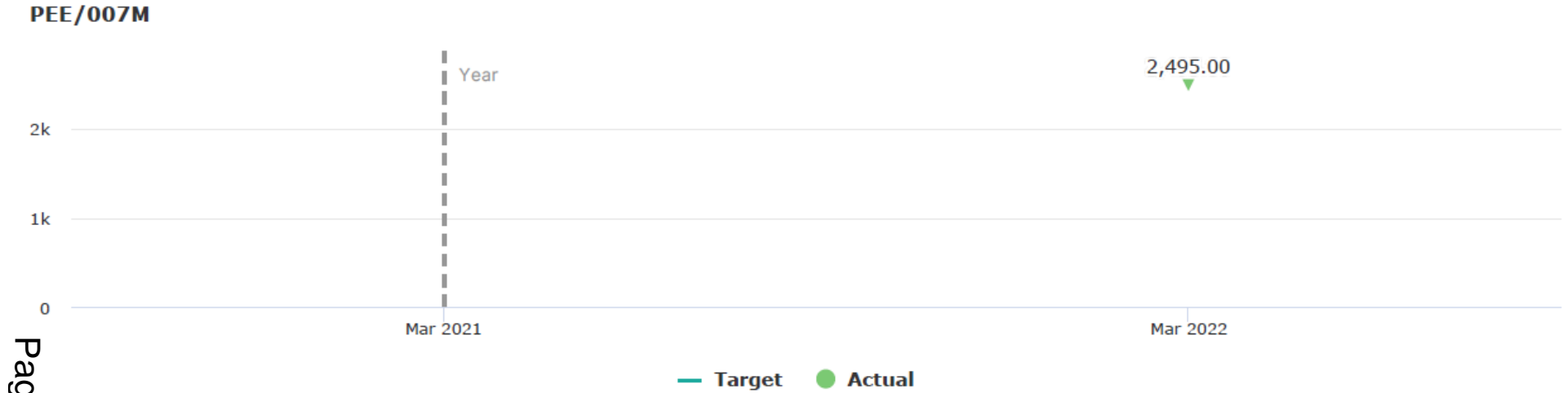
Page 315

Actual (YTD)	Target (YTD)	Current RAG Rating
10.00	30.00	▲

Comment
Progress on this work area has been delayed this year due to capacity being diverted to the delivery of Welsh Government Covid grants to businesses. The Council has now established a new decarbonisation forum for Deeside Industrial Park to support businesses and pilot wider approaches.

Business Measures

Number of small or micro businesses receiving support



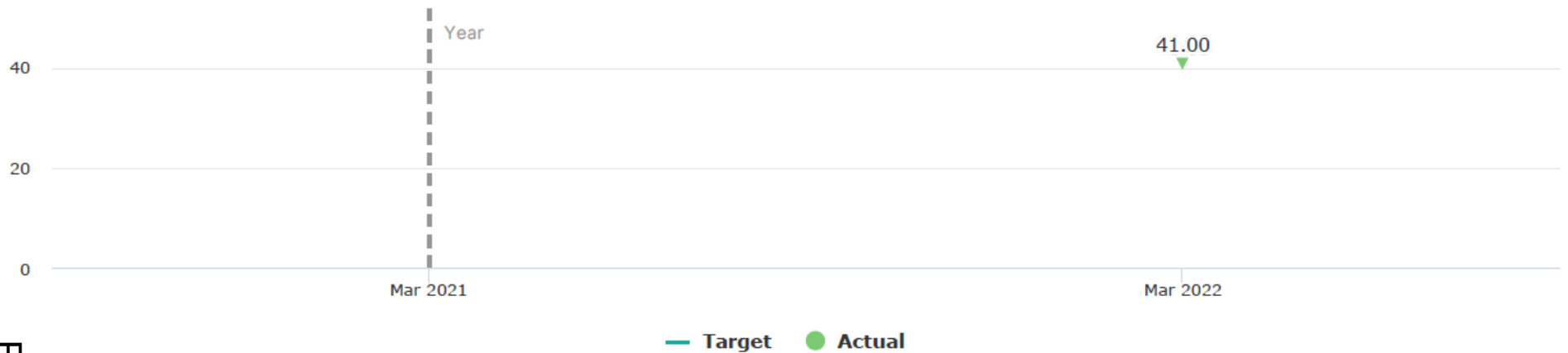
Actual (YTD)	Target (YTD)	Current RAG Rating
2,495.00	300.00	★

Comment
Support to small businesses this year has included: delivering Flintshire in Business events; supporting investment enquiries; providing coaching and mentoring; issuing grants; and day-to-day requests for support.

Business Measures

Number of social enterprises receiving support

PEE/008M



Page 317

Actual (YTD)	Target (YTD)	Current RAG Rating
41.00	45.00	★

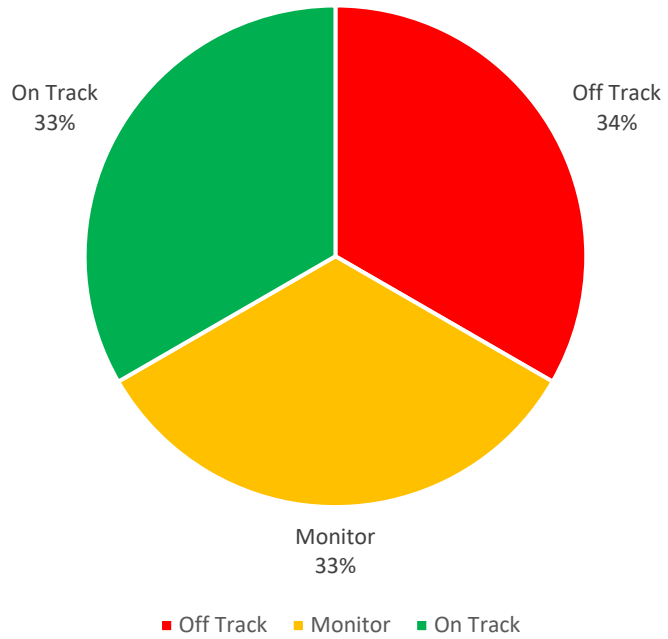
Comment
<p>Over the course of the year, 139 social enterprise support sessions were provided to members of the public wanting to explore social enterprise as an intervention to address social issues across the county. These sessions were delivered to some 41 social entrepreneurs/organisations across Flintshire. Sessions were held remotely during the lockdowns associated with the Covid pandemic. This impacted negatively on the amount of time it took to complete sessions often due to lack of IT skills of participating members of the public.</p>

Transport and Digital Infrastructure Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Completing the connection of all eligible public buildings through the Local Full Fibre Network Project	100%	★	★	The Local Full Fibre Project is now complete. The overwhelming majority of buildings originally identified for connection will have been completed. A small number of buildings will be removed from scope due to technical constraints or because other programmes will enable their connection.
Connecting further rural communities to improved digital infrastructure	100%	●	★	The funding for the Rural Broadband Officer has been confirmed for another two years however the officer shared between Wrexham and Flintshire has secured alternative employment. Recruitment into the role will take place early in 2022. Eligibility for Community Fibre Partnership projects is under review as UK Government and BT Openreach plan further commercial fibre programmes.
Developing and delivering transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy	45%	●	★	Progression of the North Wales Metro and in-year transport schemes have been restricted due to ongoing land negotiations and supplier availability, however, the Park & Ride facility on Zone 2 Deeside Industrial Park has now been completed.
Ensuring Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development	50%	★	★	This is a longer term action. Following the publishing of Welsh Government's (WG) New Wales Transport Plan, we are in the process of reviewing our own Integrated Transport Strategy. Once complete, this will form the basis of Flintshire's forthcoming Regional Transport plan submission. An all-members workshop is scheduled in 2022 to kick start this review.
Starting delivery of the local plans within the North Wales Growth Deal for digital infrastructure	100%	★	★	The Council continues to be represented on the key programme and project boards for the delivery of Growth Deal projects.

Transport and Digital Infrastructure Measures

Transport and Digital Infrastructure Performance Measures



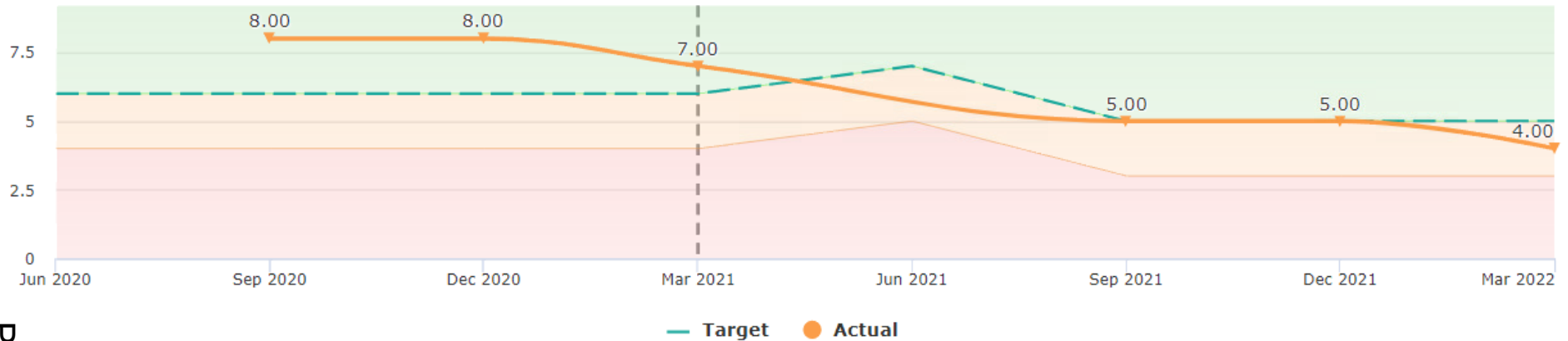
Measures

Area	Title	RAG
Transport and Digital Infrastructure	Number of Local Travel Arrangements (LTAs) in geographical areas of the County	●
	Number of bus quality partnerships on the core network	▲
	Number of households supported to improve connectivity	N/A
	Number of schemes delivered through the Welsh Government Active Travel Fund	★

Transport and Digital Infrastructure Measures

Number of Local Travel Arrangements (LTAs) in geographical areas of the County

Number of Local Travel Arrangements (LTAs) in geographical areas of the County



Page 320

Actual (YTD)	Target (YTD)	Current RAG Rating
4.00	5.00	●

Comment

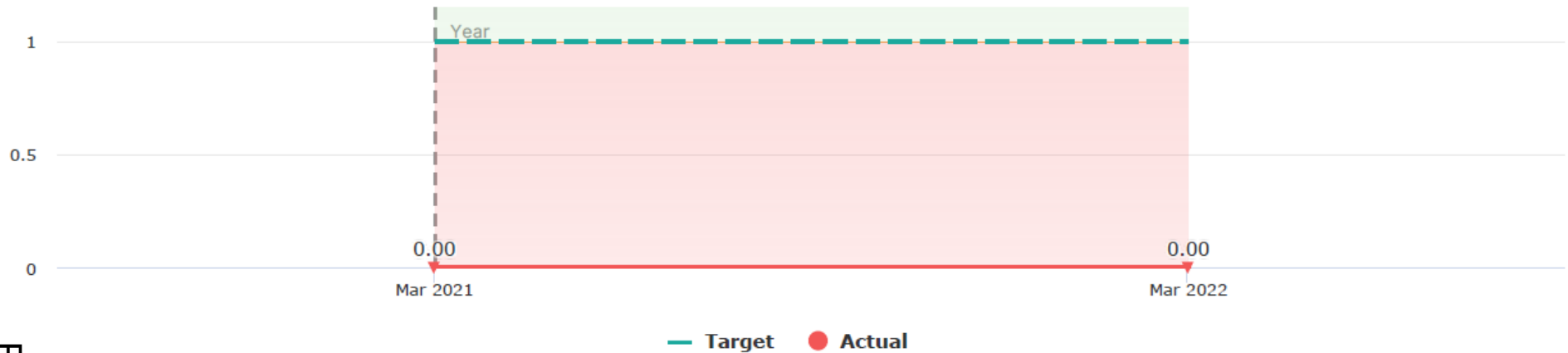
There are currently three Local Travel arrangements in place, the LT4, LT7 & LT8. The LT1,2 & 3 were replaced with the Holywell Fflecsi Service. The Holywell Fflecsi service has proven extremely successful with increased passenger numbers. More importantly, 45% of the passengers are new to the service and from areas where there were no previous bus services available, working towards the service delivery aim of reducing Flintshire residents isolation in our more rural communities.

Following the successful introduction of the Fflecsi service in Holywell, work is progressing to review the current local travel arrangement in Buckley (LT4) with the view to replace the current local travel arrangement with a Fflecsi service in June 2022. Work is still being progressed with the current Fflecsi service in Holywell to extend the service area map to increase patronage further.

Transport and Digital Infrastructure Measures

Number of bus quality partnerships on the core network

SST/007M



Page 321

Actual (YTD)	Target (YTD)	Current RAG Rating
0.00	1.00	▲

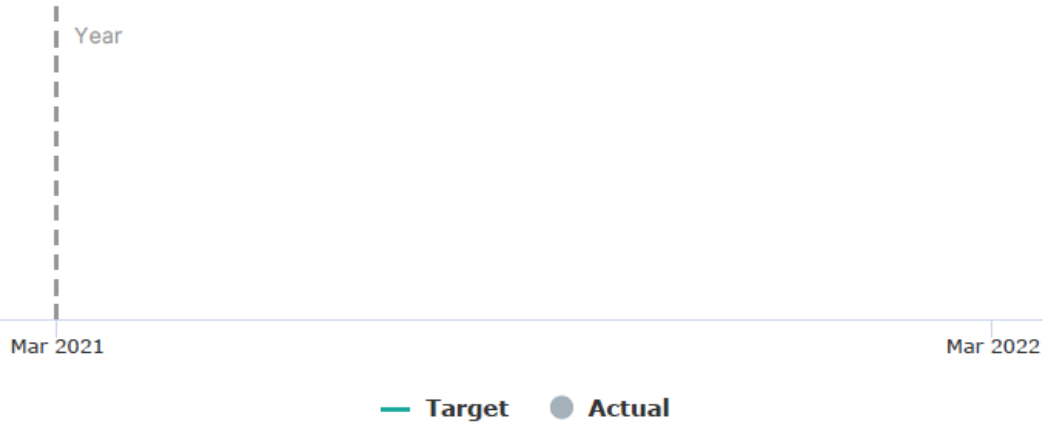
Comment

The development of the Quality Bus Partnership has been suspended due to national initiatives that will change the way bus services are managed and operated in the future. Transport for Wales (TfW) are undertaking a network review of bus services across north Wales and, whilst the initial report was expected in May 2021, this piece of work has been delayed due to the white paper consultation issues by Welsh Government on bus reform in Wales. This white paper sets out proposals for public transport bus services to better plan and grow the bus network. This will ensure it meets public needs, maximise the value we get for our investment in bus services and reduce reliance on private cars.

Transport and Digital Infrastructure Measures

Number of households supported to improve connectivity

PEE/002M



Page 322

Actual (YTD)	Target (YTD)	Current RAG Rating
N/A		N/A

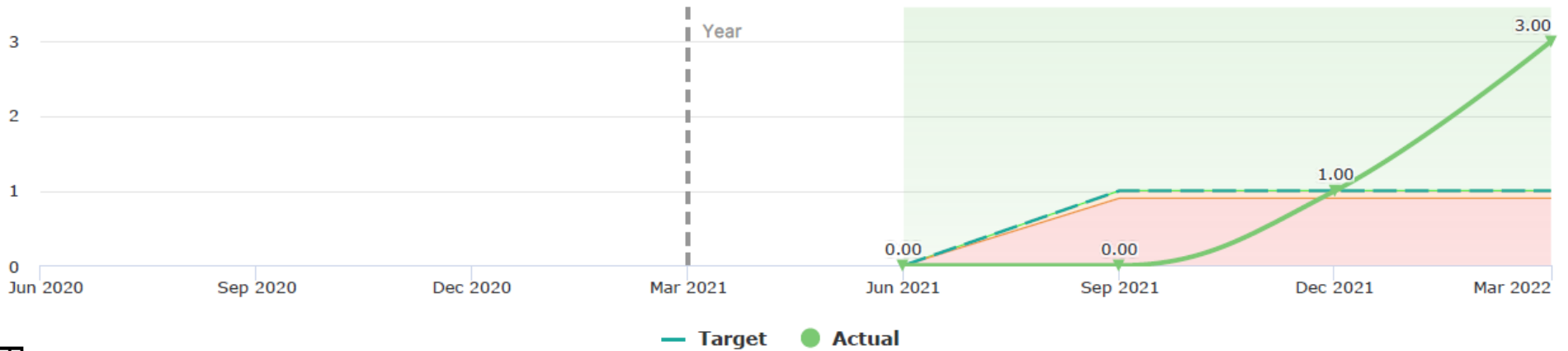
Comment

The Council has undertaken a programme of work to support households to improve their digital connectivity. On a community basis, support has been given to a number of groups to develop their proposals for Community Fibre Partnerships. One of these reached fruition (Halkyn) while the others are awaiting clarification from UK Government and BT Openreach following changes to the funding regime. On an individual basis, the project officer reached out to households across the County who were struggling with connectivity and provided one to one advice to them to help them to identify options to improve their connectivity. Unfortunately, the officer who was employed by Wrexham CBC, has left their employment and numerical data for the programme is unavailable.

Transport and Digital Infrastructure Measures

Number of schemes delivered through the Welsh Government Active Travel Fund

Number of schemes delivered through the Welsh Government Active Travel Fund



Page 323

Actual (YTD)	Target (YTD)	Current RAG Rating
3.00	1.00	★

Comment
Of the three initial active travel schemes being implemented through the Active Travel Fund, Greenfield Valley (Phase 3) and Hawarden Cycle Bridge upgrade has been completed. A third scheme (Airbus to Saltney Ferry link) has been rolled forward into the next financial year in agreement with Welsh Government. In addition, Active Travel slippage funding has been obtained in year for the completion of rural Active Travel improvements in Caerwys.

Local Development Plan (LDP) Targets Actions

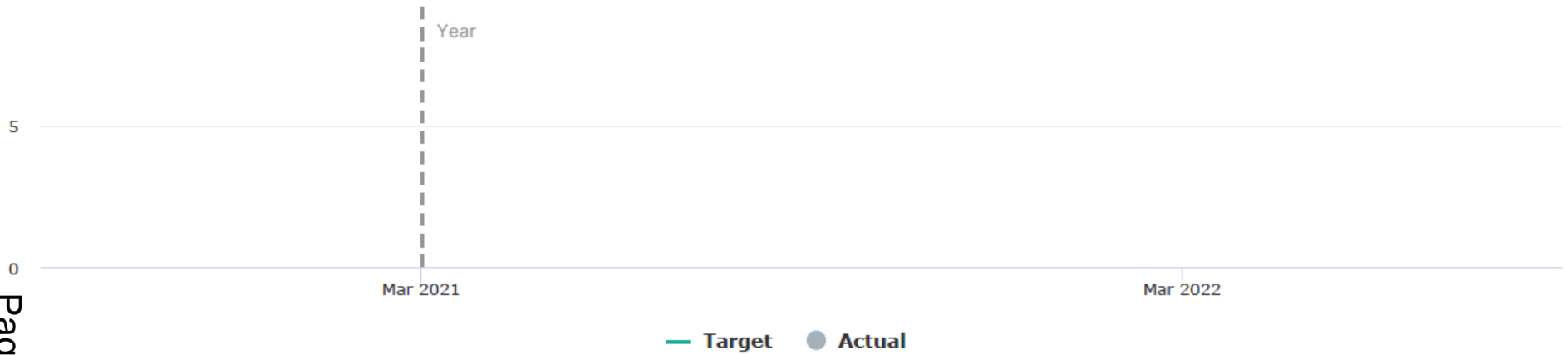
Action	Percentage Complete	RAG	Outcome RAG	Comment
Ensuring timely adoption of the Local Development Plan once Inspector's Report received	75%	●	●	Local Development Plan (LDP) submitted for Examination November 2020 in line with Delivery Agreement. Commencement of Examination of LDP delayed several times by Inspectors and progress delayed further by the need to address the 'phosphates' issue raised by Natural Resources Wales. Examination Hearing Sessions now finished but Inspector raised further concerns relating to phosphates which required a comprehensive response by the Council. The Inspectors finally agreed to the Council's approach regarding phosphates and to give the go ahead for Council to consult on the Matters Arising Changes (MACs) on 25 January 2022. This did not give sufficient time to secure Cabinet approval for the MACs to go out to public consultation without the six week consultation period encroaching into the pre-election period for the May local government elections. This will result in a delay of several months in receiving the Inspectors binding Report. It must be stressed that the Examination phase of the LDP preparation process is the remit of the Inspectors and outside of the direct control of the Council.
Maintaining and update the Local Development Plan housing trajectory in line with planning decisions made	75%	●	●	The Council cannot formally update the housing trajectory until the Local Development Plan (LDP) has been adopted. However, the Council has produced a housing trajectory for April 2020 which has been agreed by the Inspectors as part of the Matters Arising Changes. Officers are continuing to undertake annual housing land monitoring each April in order to inform future updates of the housing trajectory as part of the plans monitoring arrangements, once the LDP is adopted.
Making decisions at Planning Committee in line with the adopted Local Development Plan	0%	▲	▲	The Local Development Plan (LDP) cannot form the statutory development plan for making either decisions at Planning Committee or delegated decisions until it is adopted by the Council. The adoption of the LDP will be delayed by several months as the Matters Arising Changes, arising from the Examination Hearing Sessions, have been unable to be consulted upon ahead of the May local government elections.
Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government	75%	●	●	The Local Development Plan (LDP) cannot be monitored on an annual basis until it has been adopted. The monitoring chapter within the LDP has been the subject of discussion at an Examination Hearing Session and minor amendments agreed with the Inspector. These amendments will be consulted upon as part of the Matters Arising Changes (MACs), ahead of the Inspector issuing their Report on the Examination. Consultation on the MACs has been delayed by several months as consultation could not be commenced until after the May local government elections. The Council will though have in place the monitoring arrangements as part of the adopted LDP, to ensure effective annual monitoring.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Referencing the Local Development Plan growth strategy in early work on a North Wales Strategic Development Plan (SDP)	0%	▲	▲	Work has not yet commenced on a North Wales Strategic Development Plan (SDP). It is not anticipated that the Corporate Joint Committees (CJC) will be set up until spring 2022.

Local Development Plan (LDP) Targets Measures

Number of calendar weeks for the adoption of the Local Development Plan following receipt of the Inspector's report

PEE/001M



Page 326

Actual (YTD)	Target (YTD)	Current RAG Rating
N/A	8.00	N/A

Comment

The Council must adopt its Local Development Plan within 8 weeks of receipt of the Inspector's Report. Because of inspector delays and the Elections as reported in updates for other measures, we cannot say when we will receive the Inspector's report as yet.

Spending Money for the Benefit of Flintshire Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Encouraging and supporting commissioners and suppliers to generate additional well-being outcomes	50%	★	★	<p>The previous social value performance update was presented to Chief Officer Teams in October 2021, therefore the current data available within the system remains up to date and relevant. A further social value update was provided to Chief Officer Teams, Corporate Resources Overview and Scrutiny Committee and Cabinet in February 2022. The report highlighted the key performance indicators achieved between January and September 2021 as disclosed within the previous performance data report, the challenges felt by the programme and the further opportunities to enhance the programme in order to further maximise the generation of social value across the Council, its services and expenditure.</p> <p>As part of the report, a proposal to scale back performance reporting was proposed in order to secure an achievable social value work programme for 2022/23, given the available resource in place. This proposal was formally agreed by Chief Officers Teams and Formal Cabinet in February 2022.</p> <p>Consequently, the next social value performance report will be presented to Chief Officer Teams in June 2022, in line with the Council's next procurement spend performance review specific to quarter four. The social value performance report will include performance data for quarter two, quarter three and quarter four which will be reported within the system following the update to Chief Officer Teams.</p>
Increasing the ability and confidence of local businesses to supply the public sector	75%	●	●	Engagement has started with businesses on a potential Dynamic Purchasing Solution for domestic energy goods and services ready for procurement later in 2022. Further work on wider opportunities is required.
Reporting of the strategic well-being outcomes across the Council in place	100%	★	★	The Council now has a robust software system to monitor the achievement of the strategic well-being outcomes through goods and services delivered on the Council's behalf by suppliers (social value).

Spending Money for the Benefit of Flintshire Measures

Monetary value of community benefits as measured against the Flintshire Themes Outcomes and Measures (TOMs) Framework

Monetary value of community benefits as measured against the Flintshire Themes Outcomes and Measure



Page 328

Actual (YTD)	Target (YTD)	Current RAG Rating
N/A		N/A

Comment
The next social value performance report will be presented to Chief Officer Teams in June 2022, in line with the Council's next procurement spend performance review specific to quarter four. The social value performance report will include performance data for quarter two, quarter three and quarter four, and which will be reported within the system following the update to Chief Officer Teams.

Spending Money for the Benefit of Flintshire Measures

Number of contracts delivering community benefits

Number of contracts delivering community benefits



Page 329

Actual (YTD)	Target (YTD)	Current RAG Rating
N/A		N/A

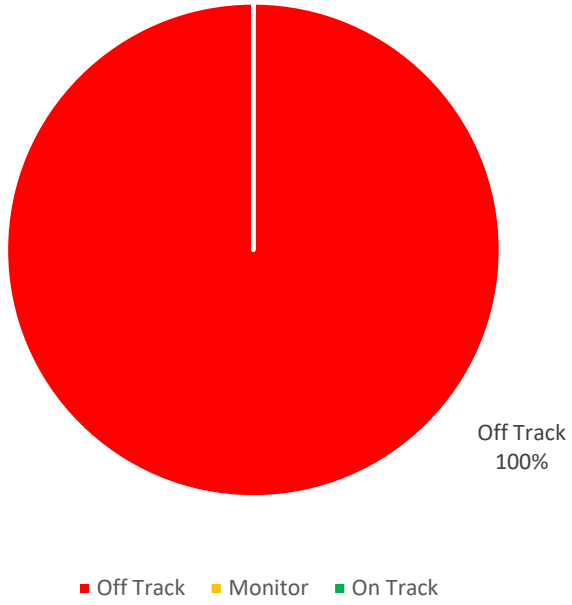
Comment
The next social value performance report will be presented to Chief Officer Teams in June 2022, in line with the Council's next procurement spend performance review specific to quarter four. The social value performance report will include performance data for quarter two, quarter three and quarter four, and which will be reported within the system following the update to Chief Officer Teams.

Reducing Worklessness Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups	100%	★	★	<p>During quarter four, planning for our annual job fair continued, due to take place on 28 April 2022 at Deeside Leisure centre. The Jobs, Skills & Training Events group including Jobcentre Plus and Careers have met regularly to plan and promote the event to the wider community.</p> <p>Interest from employers has been excellent and the event looks to be another successful multi-agency collaboration supporting individuals across Flintshire who are looking to gain employment or a change of career. In January, Communities for Work supported a Recruitment Open Day at Saica Flex on Deeside industrial estate to aid recruitment of their 27 vacancies including roles in production, customer service, ink technicians, warehouse operatives and plate makers. Sessions included a company presentation, factory tour and a question & answer opportunity with management from various departments. A number of interviews were secured at the event.</p>
Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market	100%	★	★	<p>During quarter four, Communities for Work in partnership with Department for Work and Pensions and Careers Wales supported the Mitie redundancies in a two-day event on 22-23 March. Mitie were managing 178 Covid testing sites across Wales which were set to close on the 31 March resulting in over 150 redundancies at their Deeside sites. Through this multi-agency approach, individuals being made redundant were able to access the support from all providers as well as employers who were there on the day with vacancy opportunities.</p>

Reducing Worklessness Measures

Reducing Worklessness Performance Measures



Measures

Area	Title	RAG
Reducing Worklessness	Number of individuals entering employment, learning and volunteering	▲
Reducing Worklessness	Number of individuals receiving support	▲

Reducing Worklessness Measures

Number of individuals entering employment, learning or volunteering

PEE/003M



Page 332

Actual (YTD)	Target (YTD)	Current RAG Rating
39.00	87.00	▲

Comment

Overall, numbers entering the employability programmes have been lower this year as the impact of the pandemic on the labour market has been less than feared. As a result, leaver numbers are also lower than forecast. During quarter four, 39 individuals who were signed up to the Communities for Work programme were successful in gaining employment. The successful employment sectors included retail, construction (multiskilled operatives), security, care work and logistics. Throughout the quarter a number of training and work experience opportunities had been made available to clients including a five day Social Care pathway, Health and Safety Level 1 in construction training along with a Hospitality pathway which included training in Food Safety, Customer service and barista.

Reducing Worklessness Measures

Number of individuals receiving support

PEE/004M



Page 333

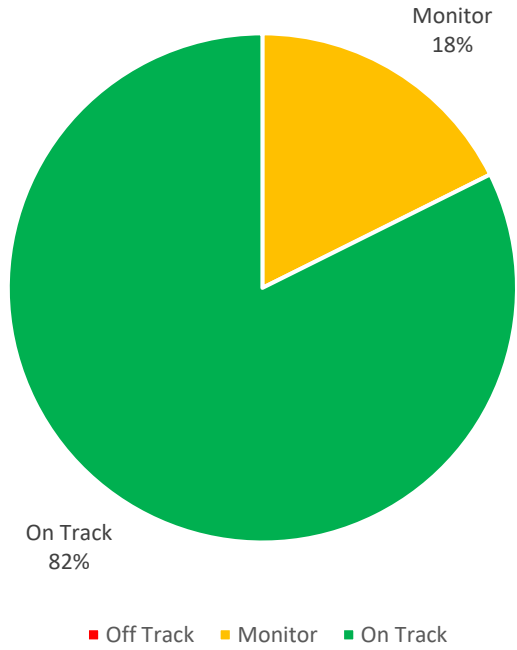
Actual (YTD)	Target (YTD)	Current RAG Rating
86.00	200.00	▲

Comment
<p>During quarter four, 86 individuals registered with the Communities for Work programme in Flintshire and were assigned an employment mentor. Opportunities for engagement during this quarter included a specific social care recruitment event held in February at Ty Calon in Queensferry to support care providers who are struggling to recruit staff in this area and to provide job seekers with a platform to talk to employers direct. A partnership event at the Xplore Science Discovery Centre in Wrexham took place during March to support anyone interested in a career in the transport sector. Local training providers were on hand for individuals to find out what is involved and what opportunities are available. Employers also attended to give an overview of their companies and the different roles they have within. Communities for Work continued to support a community drop-in held at St. Peter's Church in Holywell offering advice and guidance to anyone wanting to get back into work.</p>

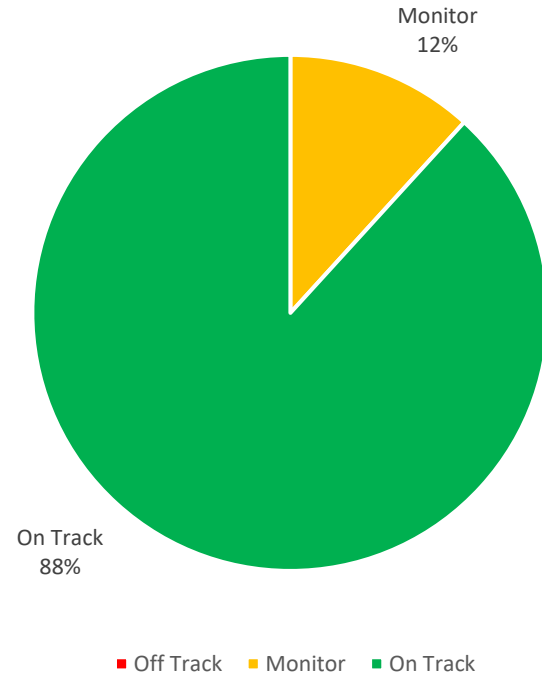
Personal and Community Wellbeing

Personal and Community Wellbeing Overall Performance

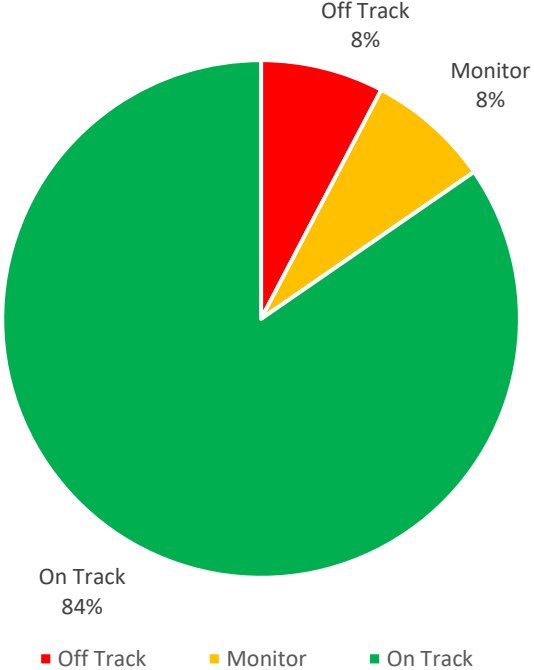
Personal and Community Wellbeing Action RAG Status



Personal and Community Wellbeing Outcome RAG Status



Personal and Community Wellbeing Performance Measures



Measures Off Track

Area	Title	RAG
A Well-connected, Safe and Clean Local Environment	Progress actions to avoid non-payment of all Fixed Penalty Notice (FPN) / Penalty Charge Notice (PCN)	▲

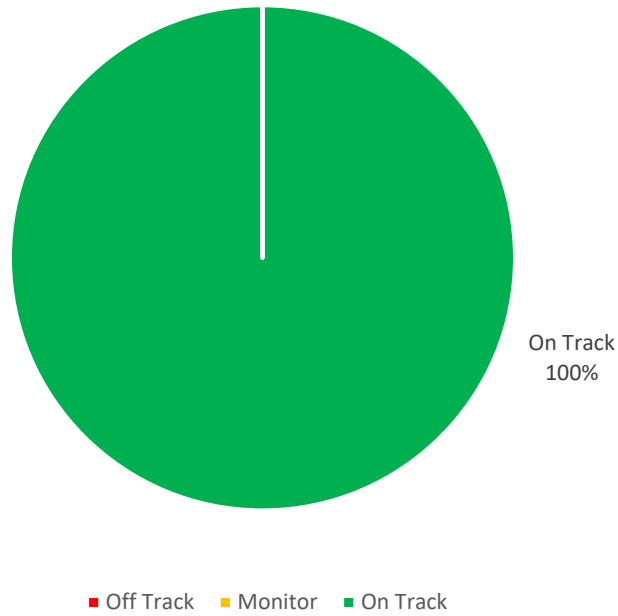
Independent Living Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing and extend our approach to Micro Care supporting more people in their own homes	100%	★	★	A Planning & Development Officer and a Collaboration & Business Relations Officer have been recruited to a new Microcare team, who will develop the programme further. We are now in a position to commission packages of care directly with 24 recruited Microcarers and the team are continuing to work with Microcarers to take this forward.
Ensuring services for families with children aged 0-7 are better integrated through the 'Early Years Pathfinder' project	90%	★	★	The Early Years Integration and Transformation Pathfinder programme has seen positive distance travelled towards seamless early years services across all sectors, assisted by oversight from the Early Years Partnership. This has been achieved by undertaking a base-line self-evaluation supported by the Early Intervention Foundation and working through priorities to a more 'mature' system and embedding the Vanguard systems approach to priority areas which has simplified the system, reduced duplication and increased collaboration, most notably health; speech, language and communication; family support and childcare across the continuum of need. Regional work is a significant contributor to our progress as well, enabling shared learning and testing in each locality across the Betsi Cadwaladr University Health Board (BCUHB) footprint. The draft Early Years Strategy has been approved by the Partnership and requires consultation and a list of work priorities is developed. At the request of Welsh Government, Flintshire have taken on the lead role for the Regional Early Years Integration and Transformation collaboration which commenced March 2022. Welsh Government have committed to the Pathfinder for a further two years. The work programme will include priorities such as the expansion of Flying Start, increased eligibility to the Childcare Offer for parents in training, a focus on quality childcare and sufficient places and early childhood development and the impacts on children born during the pandemic, particularly speech, language and communication and development of the volunteer parenting programme Empowering Parents, Empowering Communities. Delivering the expansion will be challenging due to the additional demands on resources. The work achieved this year has succeeded initial plans and priorities are progressing for 2022-24.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Increasing the number of people who are able to make their own care arrangements through a Direct Payment	100%	●	★	<p>Our intention to increase the use of direct payments has been impacted by a shortage of direct care staff. We are experiencing this across the whole direct care service, both in house and in the independent sector. However, progress has been made develop the service. A Direct Payment portal has gone live which allows people to find their own Personal Assistants.</p> <p>A post in the Direct Payments team has led on effectively supporting our third sector partner to better understand direct payments and how they might be utilised to benefit informal carers locally. The post has enabled the Direct Payments team to mentor third sector colleagues to have direct payments related conversations with informal carers, to facilitate opportunities for Carers to think about how they might shape their own support and to use direct payments to achieve bespoke outcomes.</p> <p>Carers were supported via NEWCIS and the Council's Direct Payments team to access a Direct Payment to support with respite based on their Carers Needs Assessments. We worked together to identify carers who have received support through embedded methods but needed something different to support their needs.</p>
Providing additional placements at Marleyfield House Care Home to support older people	100%	★	★	<p>The extension at Marleyfield House has now been completed and we have opened an additional 32 beds to take the total capacity to 64. This includes 48 permanent residents and 16 short term reablement residents who are supported to transition from hospital home as quickly as possible.</p>

Independent Living Measures

Independent Living Performance Measures



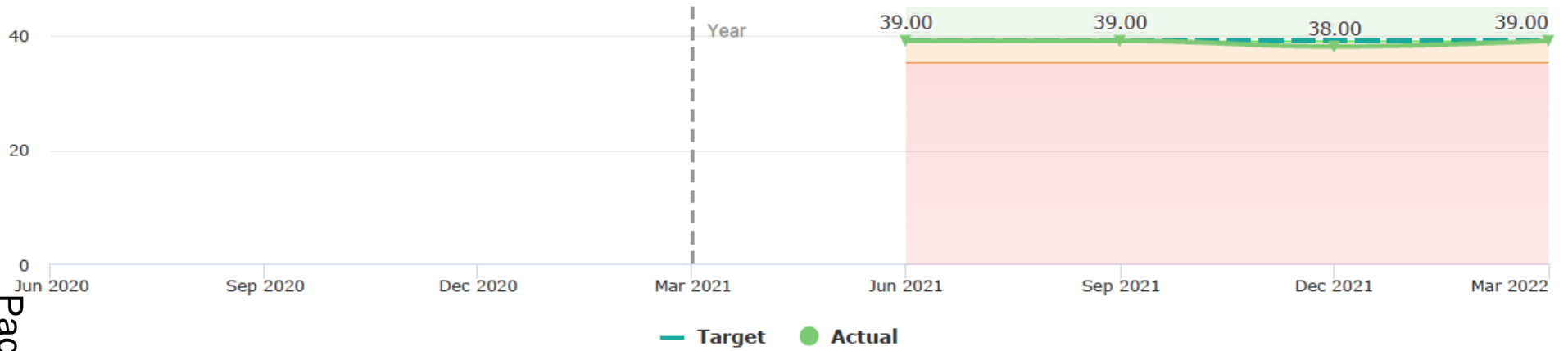
Measures

Area	Title	RAG
Independent Living	Direct Payments as a % of home-based services	★
	Number of Microcare providers	★
	Percentage of equipment that is re-used	★
	Percentage of requests for equipment that meet or exceed the national 7 Day standard	★
	Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	★

Independent Living Measures

Direct Payments as a % of home-based services

SS/001M



Page 340

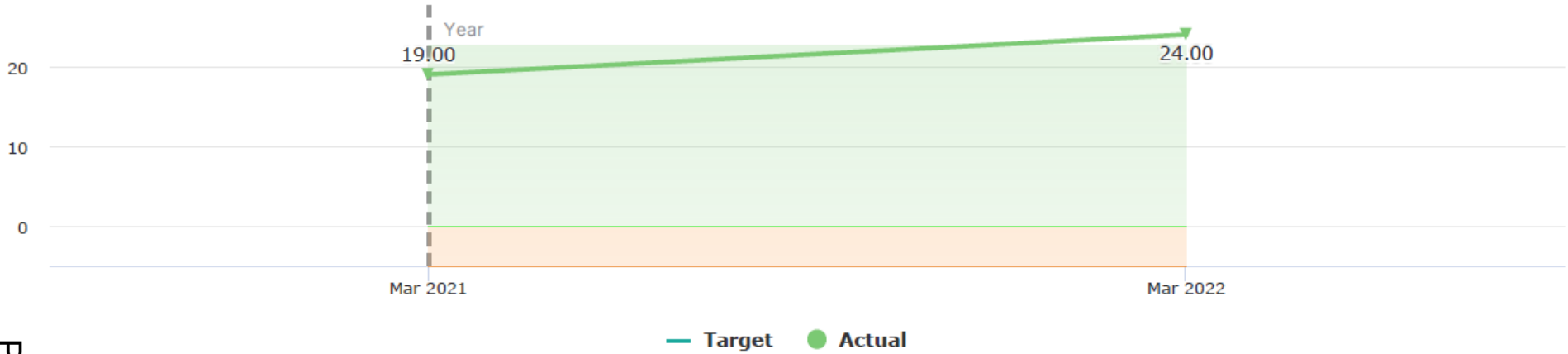
Actual (YTD)	Target (YTD)	Current RAG Rating
39.00	39.00	★

Comment
Our end year outturn is consistent with previous quarters. Our intention to increase the use of direct payments has been impacted by shortage of direct care staff. We are experiencing this across the whole direct care service, both in house and in the independent sector.

Independent Living Measures

Number of Microcare providers

SS/003M



Page 341

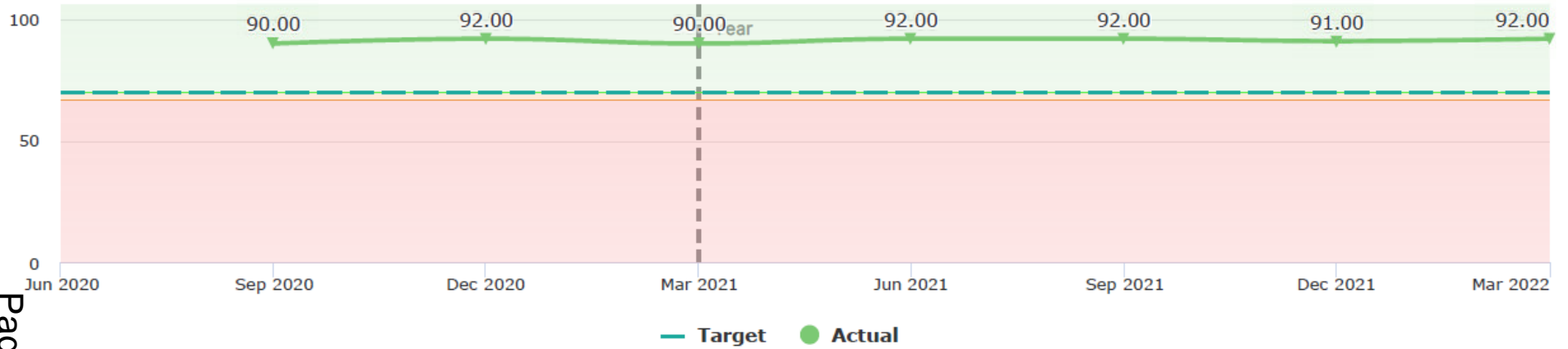
Actual (YTD)	Target (YTD)	Current RAG Rating
24.00	20.00	★

Comment
A further two microcarers have also completed the quality framework and are waiting to complete the moving and positioning training before they can be given Flintshire contracts.

Independent Living Measures

Percentage of equipment that is re-used

SS/007M



Page 342

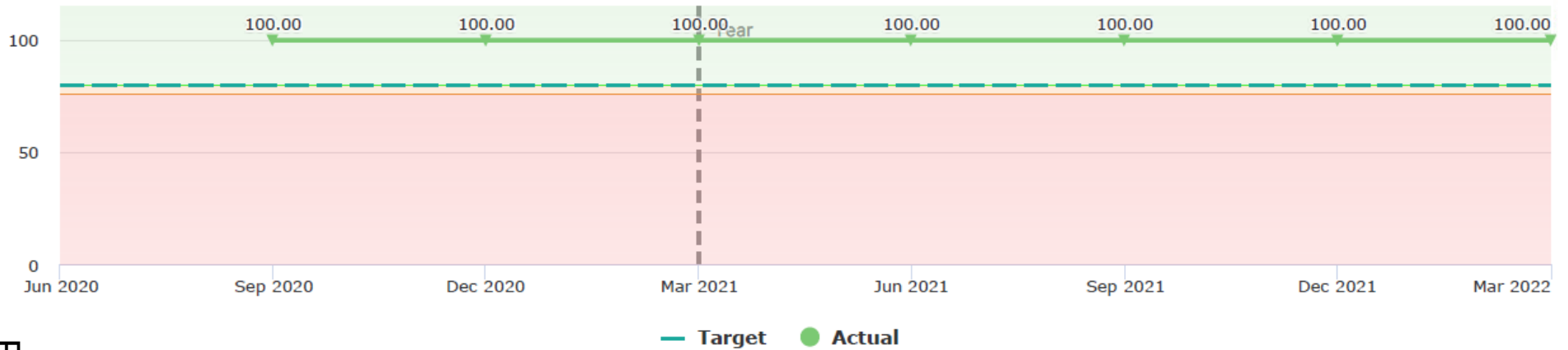
Actual (YTD)	Target (YTD)	Current RAG Rating
92.00	70.00	★

Comment
The standard of 70% is set nationally by the "National Minimum Standards for Community Equipment Services in Wales". However, the North East Wales Community Equipment Service (NEWCES) consistently achieve better than what is requested, with an average of approximately 90% re-use of equipment rather than throwing it away. By doing this there is a yearly cost avoidance of over £2 million.

Independent Living Measures

Percentage of requests for equipment that meet or exceed the national 7 Day standard

SS/008M



Page 343

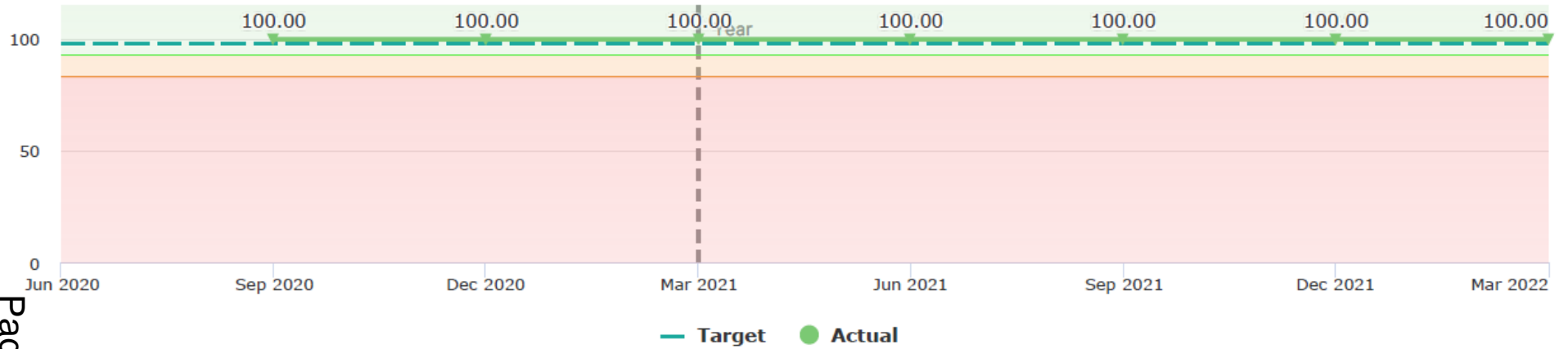
Actual (YTD)	Target (YTD)	Current RAG Rating
100.00	80.00	★

Comment
The North East Wales Community Equipment Service continue to provide 100% of equipment requests within the seven day national standard.

Independent Living Measures

Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards

SS/009M



Page 344

Actual (YTD)	Target (YTD)	Current RAG Rating
100.00	98.00	★

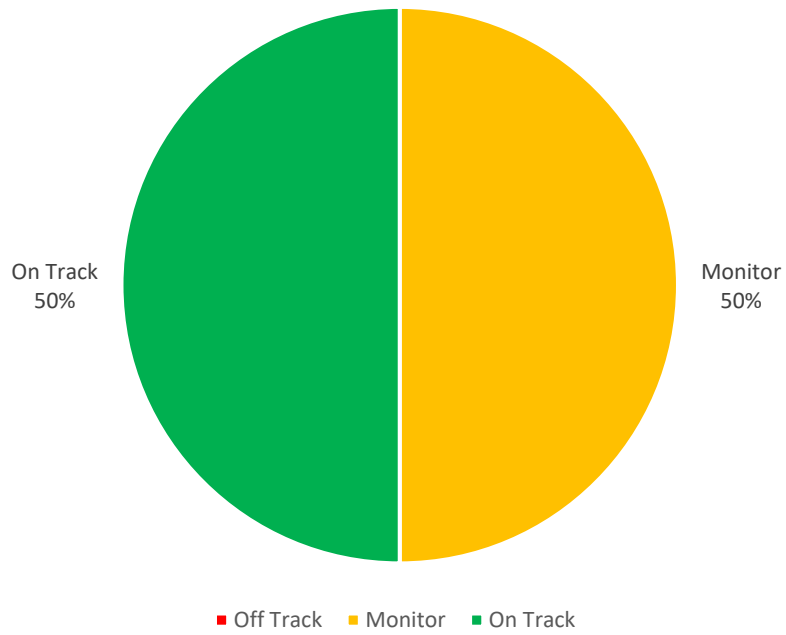
Comment
Equipment is managed by the North East Wales Community Equipment Service. The National standard for urgent requests is 90% within one day.

Safeguarding Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing and relaunching 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	100%	★	★	The Corporate Safeguarding Awareness e-learning module has now been updated to reflect the Wales Safeguarding Procedures. The e-learning module 'Group A' is the basic awareness module has been developed by Social Care Wales and contains 14 sections covering the new procedures.
Implementing an 'active offer' of advocacy support for people involved in the safeguarding process	100%	★	★	The client information system triggers the need to consider advocacy during the strategy discussion and s126 enquiry stage. Independent advocacy is always considered in absence of a suitable family member advocating on behalf of an individual person.
Promoting the 'duty to report' so our employees understand their responsibility to report safeguarding concerns	100%	★	★	Information on the Duty to Report has been included in Member safeguarding training, the Council's Safeguarding Awareness training and the mandatory e-learning for all Council employees.

Safeguarding Measures

Safeguarding Performance Measures



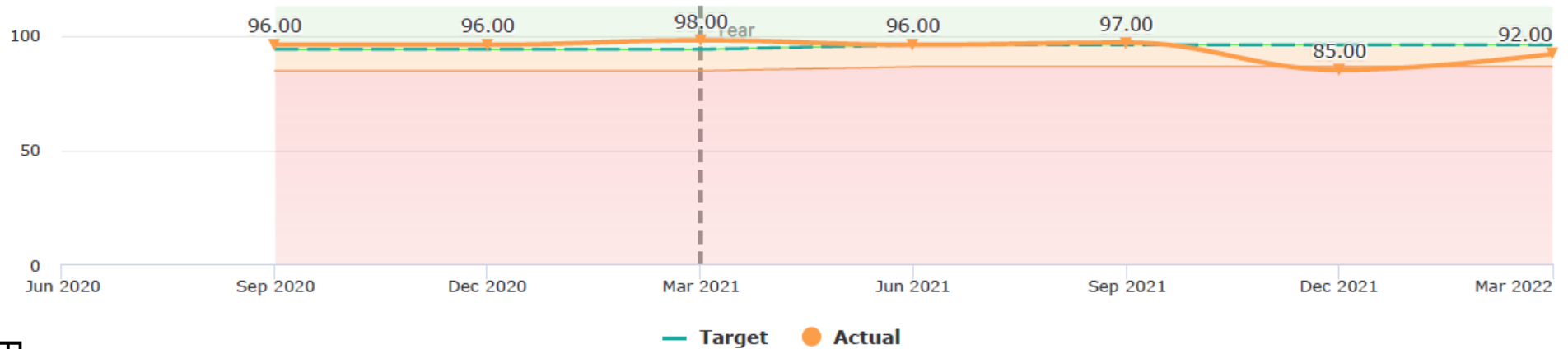
Measures

Area	Title	RAG
Safeguarding	The percentage of adult safeguarding enquiries that met the 7 day timescale	●
	The percentage of children who were reported as having run away or gone missing from home who were offered a return interview	★

Safeguarding Measures

The percentage of adult safeguarding enquiries that met the 7 day timescale

SS/011M



Page 347

Actual (YTD)	Target (YTD)	Current RAG Rating
92.50	96.00	●

Comment
<p>Quarter three was the busiest we have encountered for quite some time, with a 47% increase in referrals coming into the Safeguarding Unit when compared to the same time last year. Together with the increasing complexity of the referrals and the impact of the pandemic on our staffing resource, this affected our ability to process all safeguarding reports within seven days. We did however continue to ensure that reports are prioritised on a case by case basis.</p> <p>Whilst the number of safeguarding referrals coming through to the Unit decreased in number in quarter four, the complexity of the cases has been maintained. This quarter, the Unit had an additional resource undertaking initial screening. This resource was tasked with an initial triage of the safeguarding report which ensured that only those referrals meeting the threshold for enquiries were channelled through to the Unit. This would account for the lower number of enquiries (123) as some reports would have been discounted at the initial triage as either being inappropriate or incorrect.</p>

Safeguarding Measures

The percentage of children who were reported as having run away or gone missing from home who were offered a return interview

SS/012M



Page 348

Actual (YTD)	Target (YTD)	Current RAG Rating
100.00	100.00	★

Comment

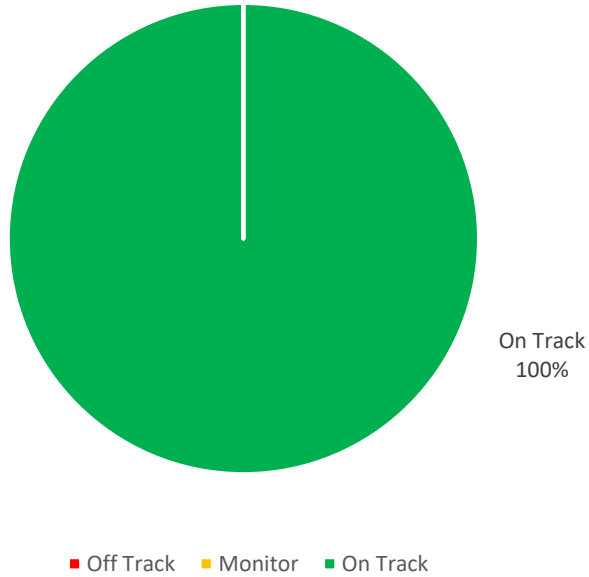
All children reported missing should be offered a return interview. In 2020/21, we measured the percentage of children who agreed to an interview; the chart shows that a number of young people chose not to engage with the process. From April 2021, we changed the measure to reflect our performance in offering an interview.

Direct Provision to Support People Closer to Home Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing the services we offer to provide respite for families with disabled children	100%	★	★	Services are in place. However, delivery is currently impacted by the national shortage of carers.
Extending Croes Atti Care Home for older people, with a focus on dementia care; complete the planning phase	100%	★	★	Acquisition of the land for the new build is completed and under the ownership of the County Council. A first stage feasibility study has been undertaken and a first draft report is available.
Growing our in-house fostering service to support more looked after children	100%	★	★	This year has seen an increase in the demand for connected person assessments and we have completed a significant amount of special guardianship orders. We approved eight general foster carers, with two applicants withdrawing in the latter stages, we've also had one delayed and this will now be heard on the April panel so it will fall into 2022/23 figures. This is within the range target of 5-10 carers recruited during the year.
Growing our in-house homecare service to support more people to live at home	100%	●	●	We are still facing challenges in recruitment across the care sector. As part of the rebalancing agenda we are trying a number of different approaches to increase recruitment and therefore increase the market share by growing our in house home care service.
Setting up a registered Children's Home to help avoid the need for residential placements outside Flintshire	100%	★	★	The construction partner commenced work on site in December 2021 with handover due in August 2022. The Contractor has appraised local residents of plans and continues to liaise closely with neighbours. All planning and required licences have been secured. The need for a bat licence did slightly delay the commencement of the building work with a revised completion date in August 2022 but this will not adversely impact the project. Work is moving at pace with all demolition and structural work complete. Once the building is handed back to the local authority, we will submit our applications for registration to Care Inspectorate Wales. Recruitment to leadership roles has commenced with the Registered Manager and Deputy in post and the Support Workers recruitment started. Work has commenced and is progressing on policies, procedures and the Statement of Purpose. The MST Supervisor for the therapy model of support that will be developed is also in post and is currently undertaking recruitment of the four therapists.

Direct Provision to Support People Closer to Home Measures

Direct Provision to Support People Closer to Home Performance Measures



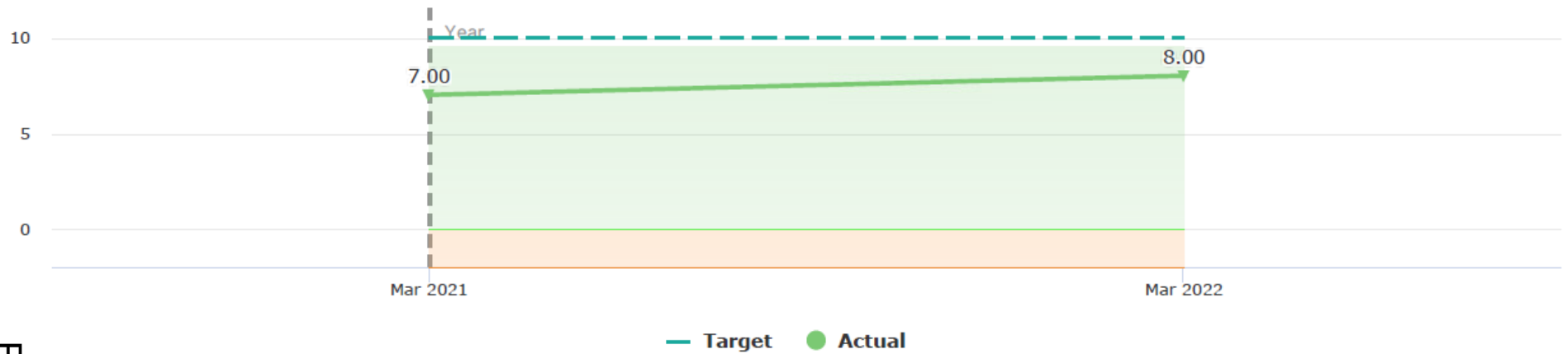
Measures

Area	Title	RAG
Direct Provision to Support People Closer to Home	Number of new foster carer approvals in the year	★
	People with a learning disability accessing Project Search to improve their employability skills	N/A
	Rate of people over 65 helped to live at home per 1,000 population	N/A

Direct Provision to Support People Closer to Home Measures

Number of new foster carer approvals in the year

SS/004M



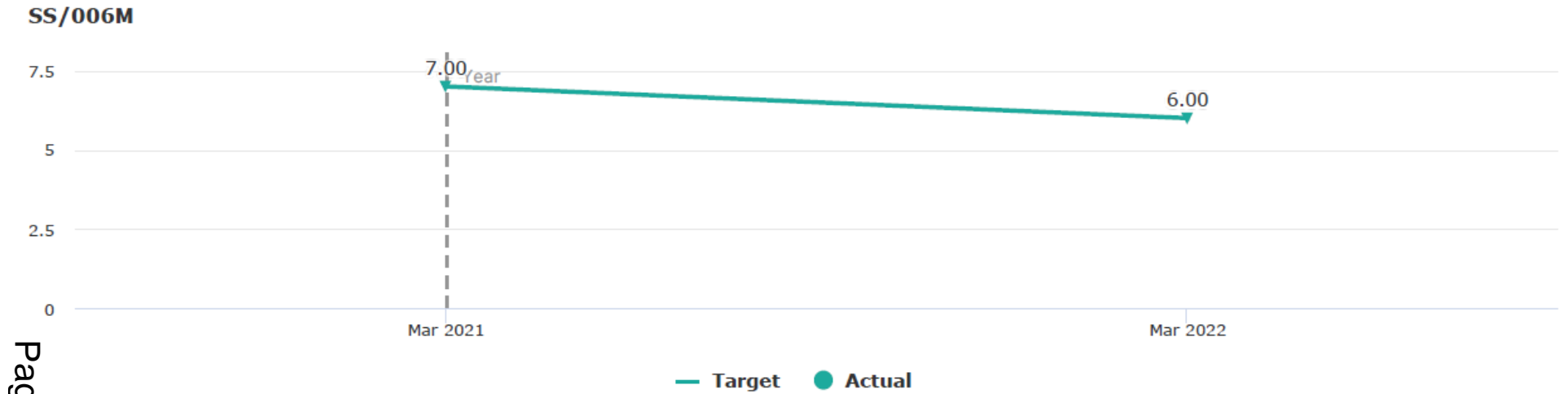
Page 351

Actual (YTD)	Target (YTD)	Current RAG Rating
8.00	10.00	★

Comment
We approved eight general foster carers, with two applicants withdrawing in the latter stages, we've also had one delayed and this will now be heard on April panel so falling into 2022/23 figures. This is within the range target of 5-10 carers recruited during the year.

Direct Provision to Support People Closer to Home Measures

People with a learning disability accessing Project Search to improve their employability skills



Actual (YTD)	Target (YTD)	Current RAG Rating
6.00		N/A

Comment
Project SEARCH continues to go from strength to strength. Six young people began the programme in September 2021 and two have already been successful in gaining employment at 16 hours a week or more. This is in addition to the four young people now employed following the first Project SEARCH Programme.

Direct Provision to Support People Closer to Home Measures

Rate of people over 65 helped to live at home per 1,000 population

SS/010M



Page 353

Actual (YTD)	Target (YTD)	Current RAG Rating
33.00		N/A

Comment
This measure includes individuals who are supported within their community through reablement services, domiciliary care, day services and occupational therapy, and therefore are not requiring a residential care placement.

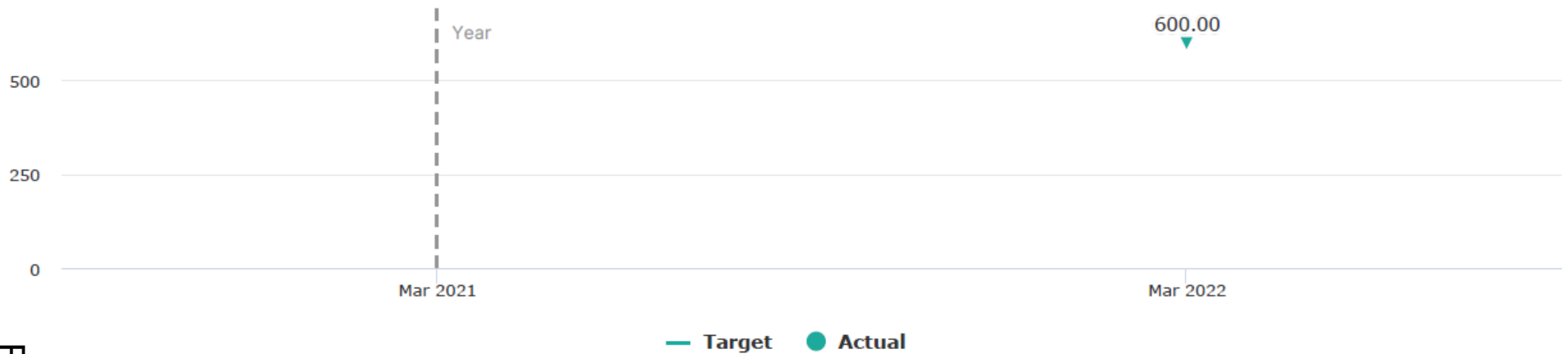
Local Dementia Strategy Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing 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	100%	★	★	A new co-productive and inclusive steering group has been established to oversee the implementation of prioritised actions following public consultation on the Flintshire Dementia Strategy. This groups includes three people living with dementia and their carers. The group also has representatives from Social Services and other Council portfolios, dementia specialists from the Health Board, regional dementia strategy leads and third sector partners. The group will support actions to improve services and help to develop dementia friendly communities in Flintshire. This is alignment with services and projects that have supported approximately 600 people living with dementia in residential care, extra care or in their own homes in Flintshire.
Working with registered Care homes providers and health partners to develop more long term nursing care placements for people who have dementia	100%	●	●	There continues to be significant pressures on the care market nationally and locally. Work streams are underway to support the recruitment of care workers into care and nursing home settings. A recruitment event was held in February 2022.

Local Dementia Strategy Measures

Number of people supported through the Dementia Strategy

SS/005M



Page 355

Actual (YTD)	Target (YTD)	Current RAG Rating
600.00		N/A

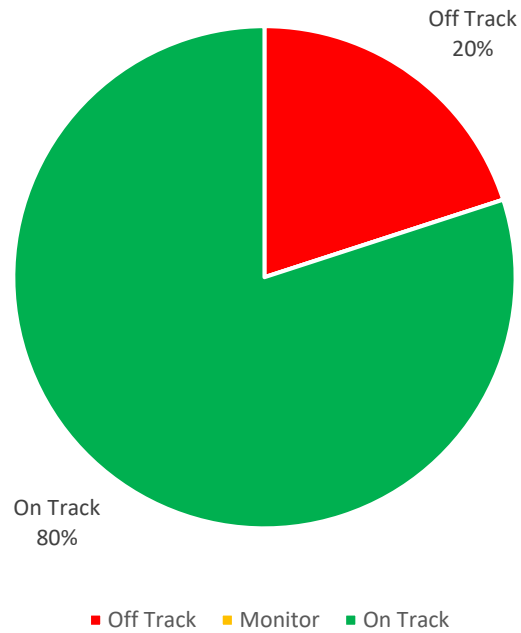
Comment
A new co-productive and inclusive steering group has been established to oversee the implementation of prioritised actions following public consultation on the Flintshire Dementia Strategy. This group includes three people living with dementia and their carers. The group also has representatives from Social Services and other Council portfolios, dementia specialists from the Health Board, regional dementia strategy leads, third sector partners. The group will support actions to improve services and help to develop dementia friendly communities in Flintshire. This is alignment with services and projects that have supported approximately 600 people living with dementia in residential care, extra care or in their own homes Flintshire.

A Well-connected, Safe and Clean Local Environment Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Keeping our local communities clean and safe through engagement, education and environmental enforcement	75%	★	★	Quarter four of 2021/22 has been successful with three completed campaigns and ongoing support for the Keep Wales Tidy action programme. The percentage of payments for Penalty Charge Notices (PCN's) issued is lower than the last quarter but this is relative to the timing of month end PCN's issued and the updating of data. There are still some 14 day payment terms for the PCN's issued at the later days in the month so some payments are still showing as outstanding at this time.
Protecting residents and our environment from pollution and other public health and safety hazards by achieving the Streetscene Standard	100%	★	★	Streetscene continues to provide all functions in line with the agreed Streetscene Standards. Any risks or disruption to service throughout the year have been mitigated within the service.
Working 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	100%	★	★	Following on from the Community Centre Open Day in Holway, a number of taster sessions were ran in quarter four based on requests from the community. Some very successful family events were held and will further support community engagement. The Working Group has continued to meet throughout the year bringing a strategic view of need to the table. In Shotton, initial consultation and engagement did commence with targeted stakeholders and other public consultation activity was conducted for broader projects/initiatives. We are now planning further work in this area for the late spring/early summer.

A Well-connected, Safe and Clean Local Environment Measures

A Well-connected, Safe and Clean Environment Performance Measures



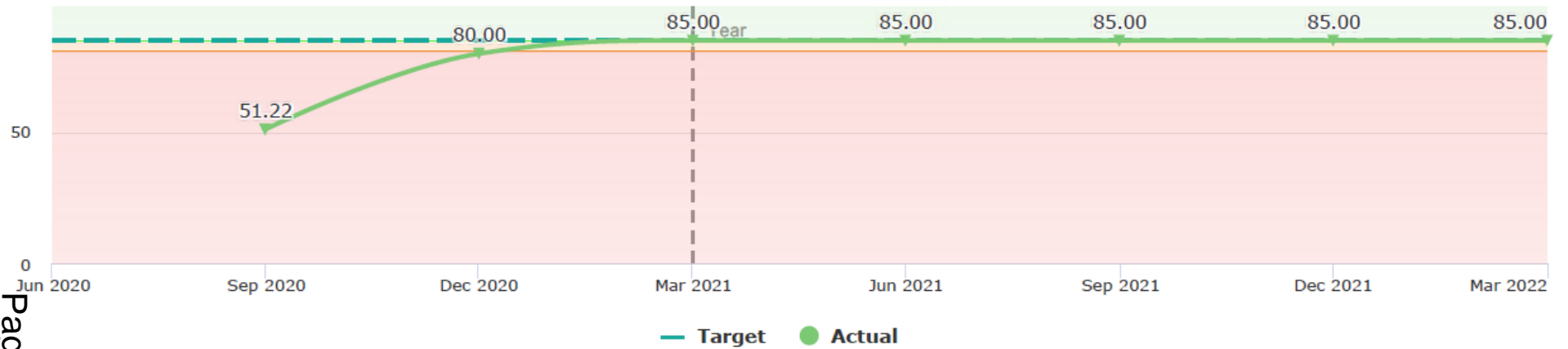
Measures

Area	Title	RAG
A Well-connected, Safe and Clean Local Environment	Achieve minimum level of agreed Streetscene standards	★
	Deliver Local Masterplan - Shotton	★
	Number of communities consulted to inform a co-produced area action plan	★
	Number of targeted environmental educational campaigns	★
	Progress actions to avoid non-payment of all Fixed Penalty Notice (FPN) / Penalty Charge Notice (PCN)	▲

A Well-connected, Safe and Clean Local Environment Measures

Achieve minimum level of agreed Streetscene standards

SST/001M



Page 358

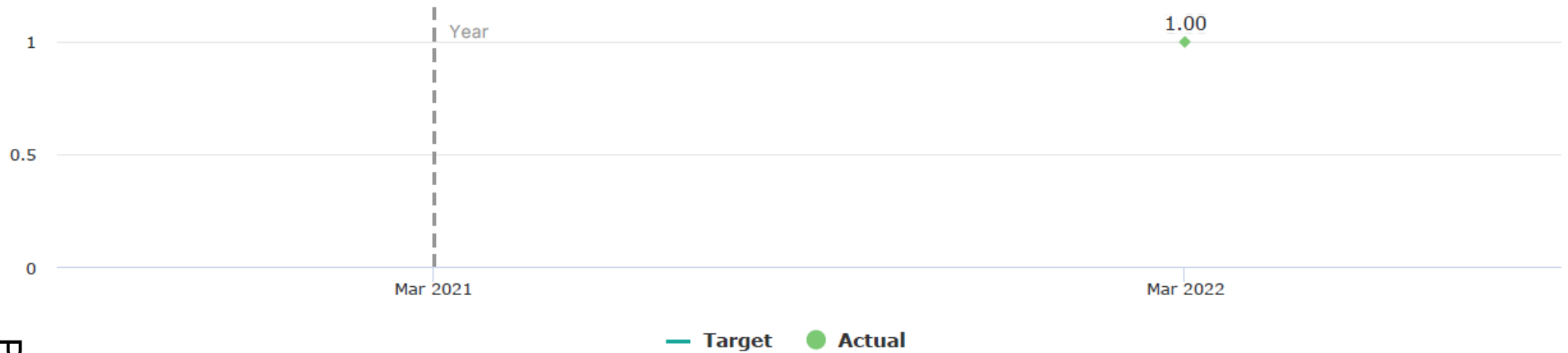
Actual (YTD)	Target (YTD)	Current RAG Rating
85.00	85.00	★

Comment
The service continues to deliver against the approved Streetscene Standards.

A Well-connected, Safe and Clean Local Environment Measures

Deliver Local Masterplan - Shotton

Deliver Local Masterplan - Shotton



Page 359

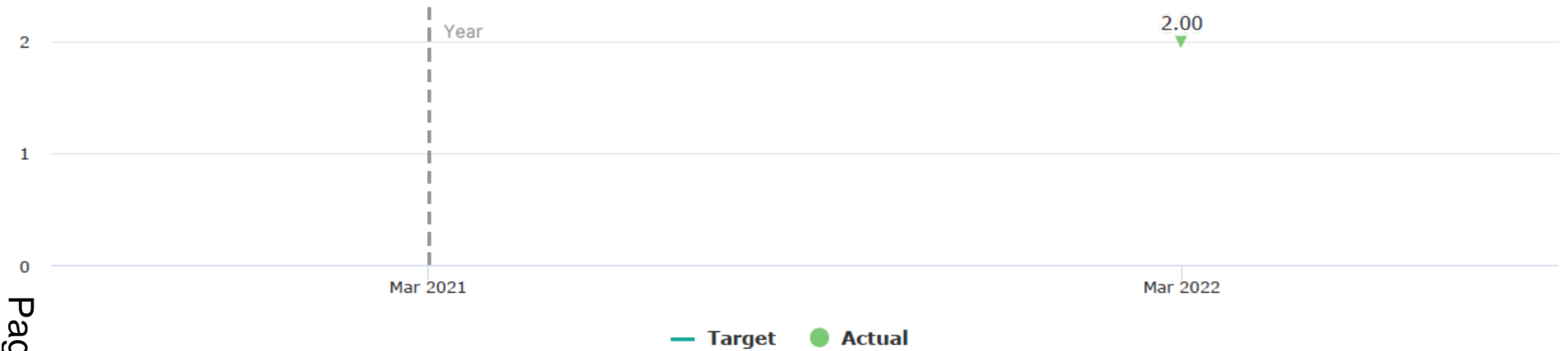
Actual (YTD)	Target (YTD)	Current RAG Rating
1.00	1.00	★

Comment
<p>A Plan for Shotton (previously referred to as Shotton Master Plan) was presented to Cabinet at their meeting on 16 November 2021, where it was approved as a high level strategic plan.</p> <p>The Plan sets the strategic direction for works in the area with a vision for 2030. As such, delivery of the Plan will continue into future years.</p> <p>Further work to engage wider partners and stakeholders to develop more detailed underpinning delivery plans focused around action to achieve four strategic objectives was also agreed by Cabinet at their November meeting and work had commenced on this in year. Operationally, work continues in Shotton as overseen by a number of Working Groups that report into the Shotton Steering Group.</p>

A Well-connected, Safe and Clean Local Environment Measures

Number of communities consulted to inform a co-produced area action plan

SS/002M



Actual (YTD)	Target (YTD)	Current RAG Rating
2.00	2.00	★

Comment
<p>Following on from the Community Centre Open Day in Holway, a number of taster sessions ran in quarter four based on requests from the community. Some very successful family events were held and will further support community engagement. The Working Group has continued to meet throughout the year bringing a strategic view of need to the table.</p> <p>In Shotton, initial consultation and engagement did commence with targeted stakeholders and other public consultation activity was conducted for broader projects/initiatives. We are now planning further work in this area for the late spring/early summer.</p>

A Well-connected, Safe and Clean Local Environment Measures

Number of targeted environmental educational campaigns

SST/010M



Page 361

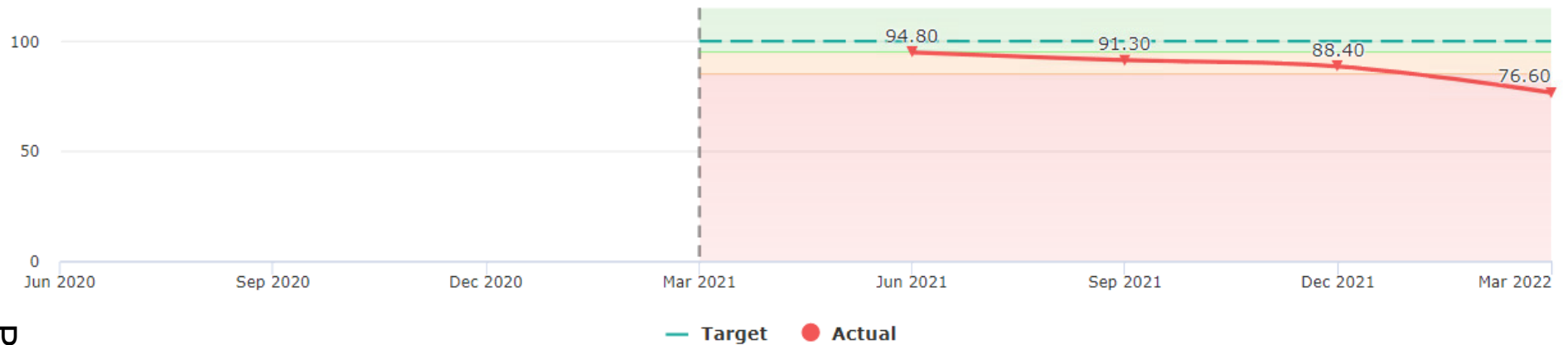
Actual (YTD)	Target (YTD)	Current RAG Rating
11.00	10.00	★

Comment
<p>During the period 1 January 2022 to 31 March 2022, three educational campaigns took place. On 28 January and in conjunction with Keep Wales Tidy a #Bagitbinit campaign was carried out in the Buckley area around the Southdown school and surrounding area. Dog fouling templates were spray painted on the ground with temporary chalk paint to remind people to pick up after dog fouling. The campaign was at the request of a local member. On 7 March, 120 properties were letter dropped around King George Street and Alexander Street Shotton, this advisory letter was regarding installation of CCTV cameras to the alleyways where an increase of fly tipping has been taking place. On 31 March, ten properties on Brynford Hill in Holywell were letter dropped regarding parking, the letters were initiated from complaints received from the Community Council.</p>

A Well-connected, Safe and Clean Local Environment Measures

Progress actions to avoid non-payment of all Fixed Penalty Notice (FPN) /Penalty Charge Notice (PCN)

SST/014M



Page 362

Actual (YTD)	Target (YTD)	Current RAG Rating
76.60	90.00	▲

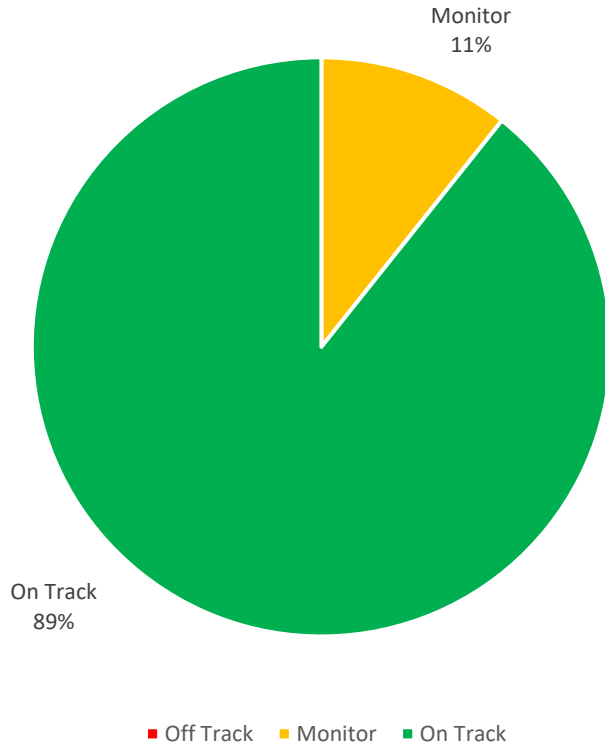
Comment

76.6% of expected income has been received to date for the period of 1 January 2022 to 31 March 2022. There was a total of 596 Penalty Charge Notices (PCN's) issued, out of these there are still outstanding 158 payments - this is reflective of the fact that PCN's issued up to 31 March would have a 14 day payment window prior to any chasing. Five Fixed Penalty Notices were issued with four paid in full and one that is currently on extension of payment terms. Any outstanding payments will be progressed via the formal recovery process.

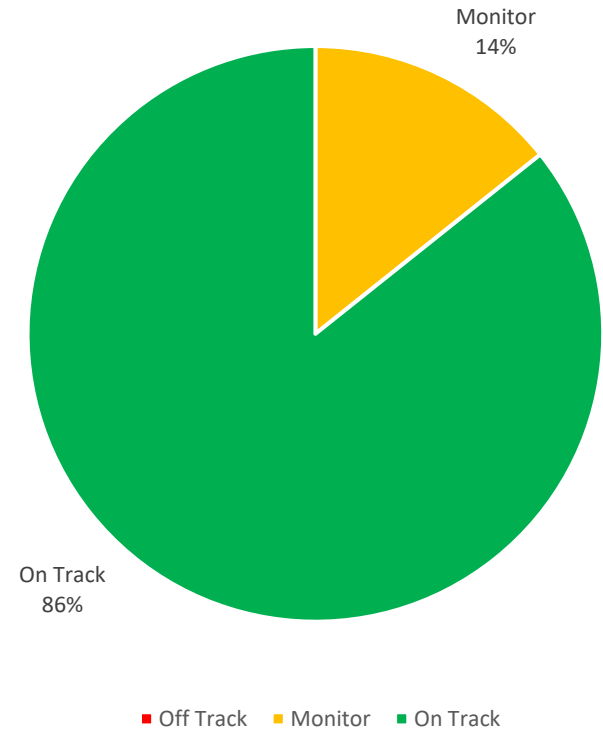
Education and Skills

Education and Skills Overall Performance

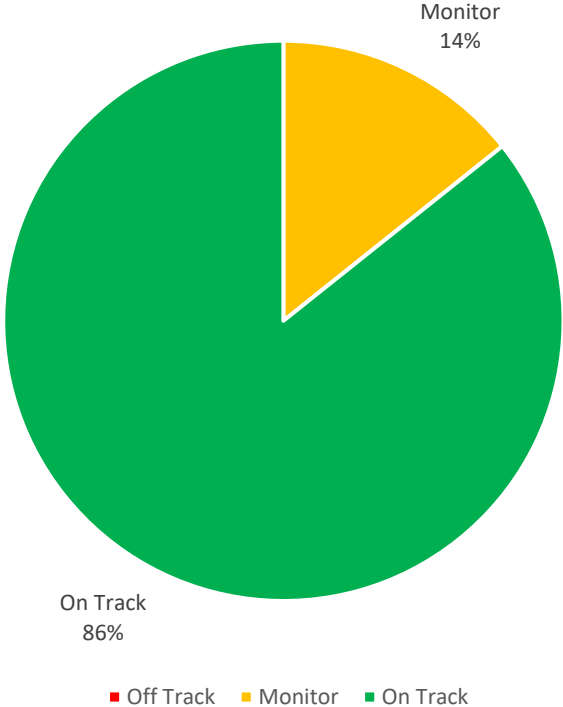
Education and Skills Action RAG Status



Education and Skills Outcome RAG Status



Education and Skills Performance Measures



Measures Off Track

Area	Title	RAG
Education and Skills	There are no measures off track for this section	

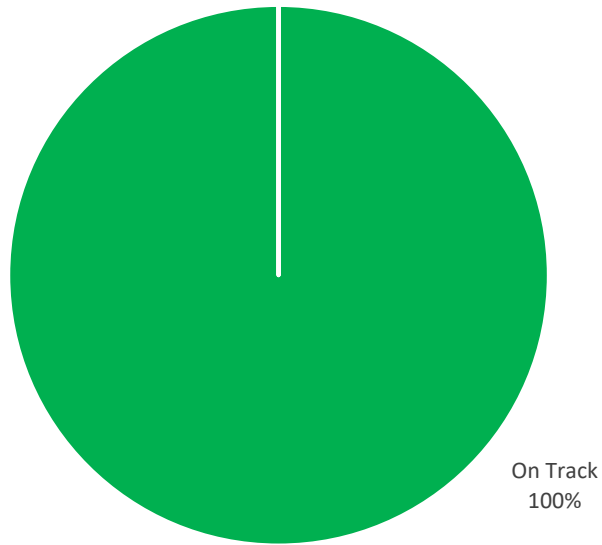
Educational Engagement and Achievement Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Continuing to broaden the offer of alternative education opportunities to support learner engagement	100%	★	★	A broader range of alternative provision has been identified and secured across the year in response to both the curricular and health and wellbeing needs of learners. The availability of these opportunities has supported the engagement of learners who struggle to access more formal education.
Continuing to improve attendance and reduce exclusions to maximise educational achievement	100%	★	●	The Education Welfare Service prioritises its use of data to target pupil engagement. There is enhanced information sharing with the Early Help Hub and use of a range of statutory interventions to support improved pupil attendance. However, the overall influence of these activities on levels of attendance and exclusions remains a challenge due to the disruption caused by the pandemic.
Maintaining support for the rollout of the revised curriculum for pupils from 3-16 which better prepares them for their future lives and employment	100%	★	★	<p>All schools have actively engaged during the year in Curriculum for Wales Cluster collaboration. Support from the regional consortia (GwE) has been targeted to support schools in making progress against their improvement plans. Each plan identifies how schools address specific aspects including professional learning to support all staff; effective deployment of grants; trialling and evaluating approaches within curriculum design across all six Areas of Learning Experiences (AOLEs) and wider engagement with stakeholders.</p> <p>All Flintshire schools have an allocated Supporting Improvement Adviser (SIA) through the regional school improvement service (GwE). All schools have engaged effectively with local 'alliances' or 'clusters' where they have collaborated with peers to identify, develop and share blended learning resources.</p> <p>In secondary schools, teaching and learning leaders in schools have been involved forums for improving pedagogy in their schools.</p> <p>Support continued during the year for the very small number of schools in Flintshire who were in an Estyn category. One secondary school was removed from the category of Estyn Review in December 2021 and one primary school from the category of Special Measures in March 2022. There are no remaining Flintshire schools in any Estyn follow up or statutory category.</p>

Action	Percentage Complete	RAG	Outcome RAG	Comment
Continuing to support the raising of standards at all key stages to enable onward learner progression	100%	★	★	<p>The regional school improvement service, GwE, has worked with the other regional consortia to develop a national professional learning offer that integrates all aspects of the wider reform including Schools as Learning Organisations, Y Gymraeg (towards a million Welsh speakers by 2050) and the Additional Learning Needs Transformational Bill. This cross regional offer has been aimed at supporting all school practitioners, and focused initially on Senior Leaders with the following themes:</p> <ul style="list-style-type: none"> • Leading Change • Leadership for the new curriculum • Developing a Shared Vision • Planning for Curriculum Change – to include curriculum design, progression and assessment • Leading Pedagogy • Time and Space for Professional Learning <p>Despite the ongoing challenges of Covid this term, engagement from Flintshire schools in this professional learning offer has been very positive. A key aspect in moving forward has been supporting schools to develop networks across all six Areas of Learning and Experience (AoLE).</p> <p>Flintshire schools have been very well represented in the regional Curriculum for Wales networks on:</p> <ul style="list-style-type: none"> • Whole school Curriculum Design • Unpacking the potential of one of the Areas of Learning Experiences (AOLEs) • Language, Literacy and Communication (both Welsh and English) • Mathematics and Numeracy • Science & Technology • Humanities • Health and Wellbeing • Expressive Arts • Assessment

Educational Engagement and Achievement Measures

Educational Engagement and Achievement Performance Measures



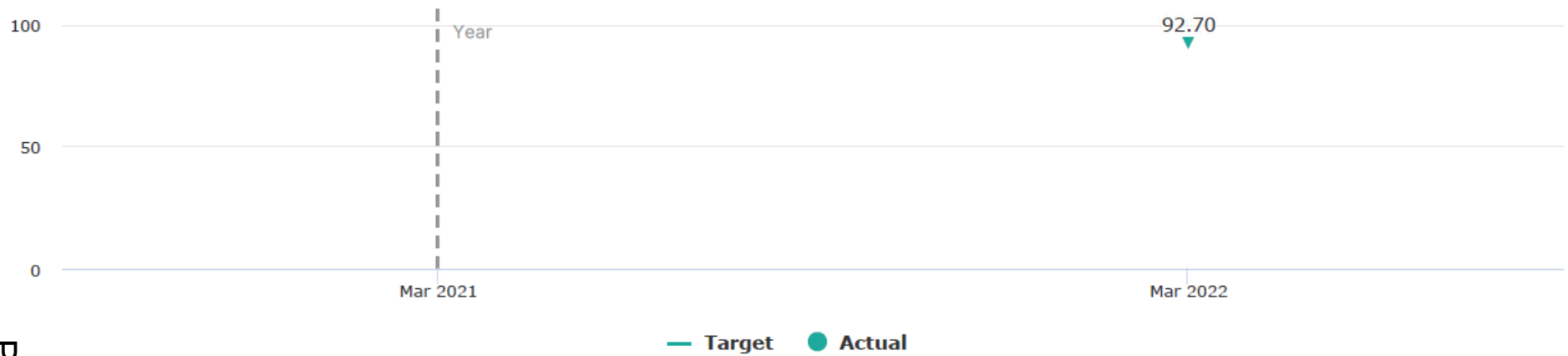
Measures

Area	Title	RAG
Educational Engagement and Achievement	Percentage of pupil attendance in primary schools	N/A
	Percentage of pupil attendance in secondary schools	N/A
	Percentage of schools maintaining progress against key milestones in implementation of the new curriculum	★
	Percentage of students taking a Level 3 qualification in STEM subjects	N/A
	Reduction in the number of fixed term exclusions	N/A
	Reduction in the number of permanent exclusions	N/A

Educational Engagement and Achievement Measures

PAM/007 Percentage of pupil attendance in primary schools

EY/002M - PAM/007



Page 369

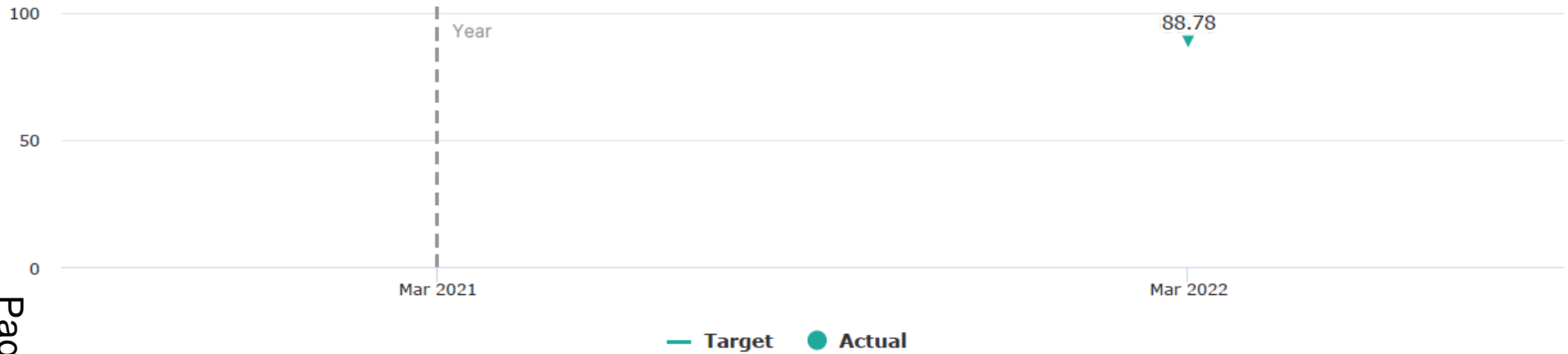
Actual (YTD)	Target (YTD)	Current RAG Rating
92.70		N/A

Comment
<p>School attendance rates show a noticeable reduction for 2020/21. This can be attributed to the Covid pandemic with regards to pupil sickness and enforced closure.</p> <p>This data has not yet been fully verified.</p>

Educational Engagement and Achievement Measures

PAM/008 Percentage of pupil attendance in secondary schools

EY/003M - PAM/008



Page 370

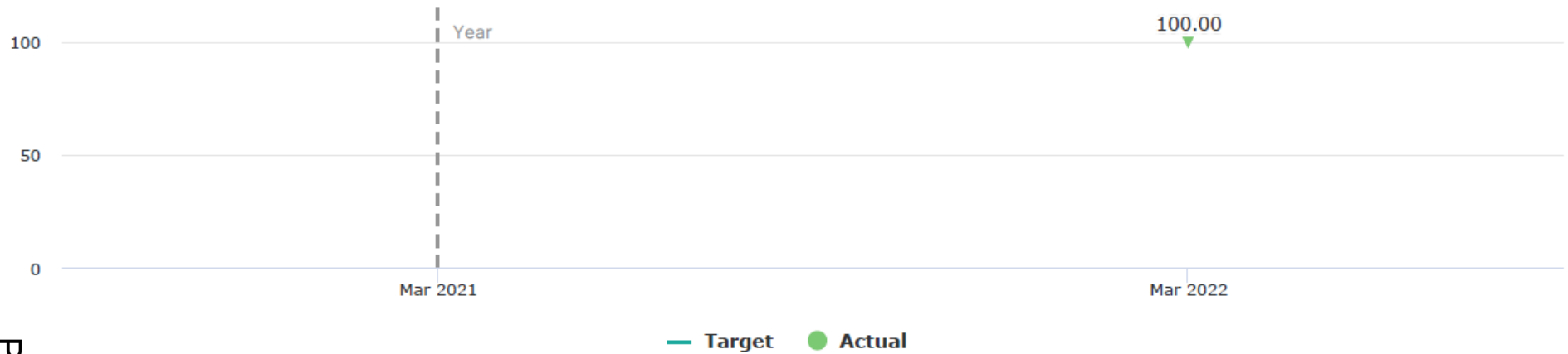
Actual (YTD)	Target (YTD)	Current RAG Rating
88.78		N/A

Comment
<p>School attendance rates show a noticeable reduction for 2020/21. This can be attributed to the Covid pandemic with regards to pupil sickness and enforced closure.</p> <p>This data has not yet been fully verified.</p>

Educational Engagement and Achievement Measures

Percentage of schools maintaining progress against key milestones in implementation of the new curriculum

EY/006M



Page 371

Actual (YTD)	Target (YTD)	Current RAG Rating
100.00	100.00	★

Comment

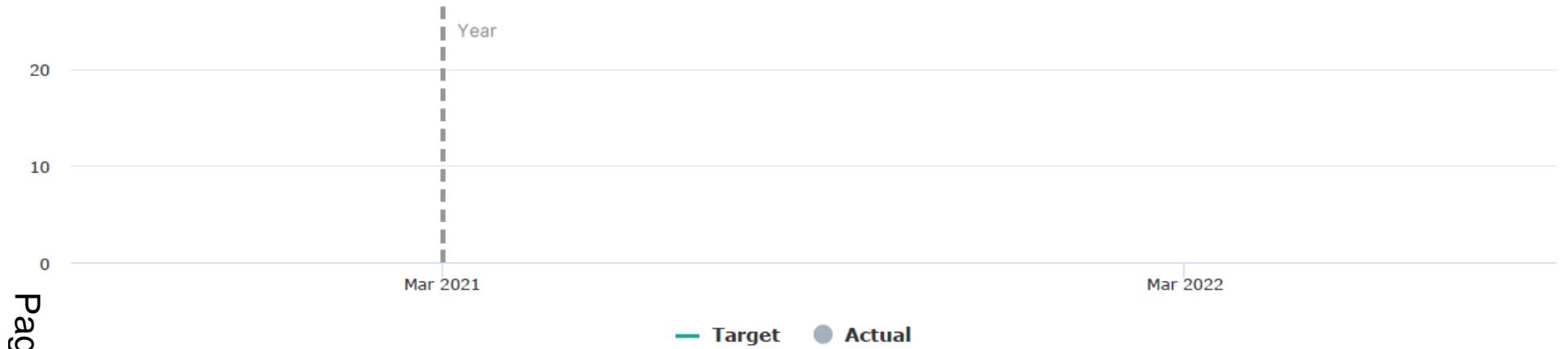
All schools have access to and are engaging in the national professional learning offer as part of the support to schools for the new Curriculum for Wales. This cross regional offer is aimed at supporting all school practitioners. All schools continue to be actively involved in Curriculum for Wales Cluster collaboration. Support from the regional consortia (GwE) is targeted to ensure that all schools continue to make progress against their improvement plans.

All Flintshire schools have an allocated Supporting Improvement Adviser (SIA) through the regional school improvement service (GwE). Working closely with their SIA, schools have continued to adapt their plans to reflect the ongoing challenges of the pandemic. Schools have an additional In Service Training Day for this summer term to support their preparations. All primary schools will begin to implement the new curriculum from September 2022. Secondary schools have been given the option to delay the start of implementation until September 2023.

Educational Engagement and Achievement Measures

Percentage of students taking a Level 3 qualification in STEM subjects

EY/008M



Page 372

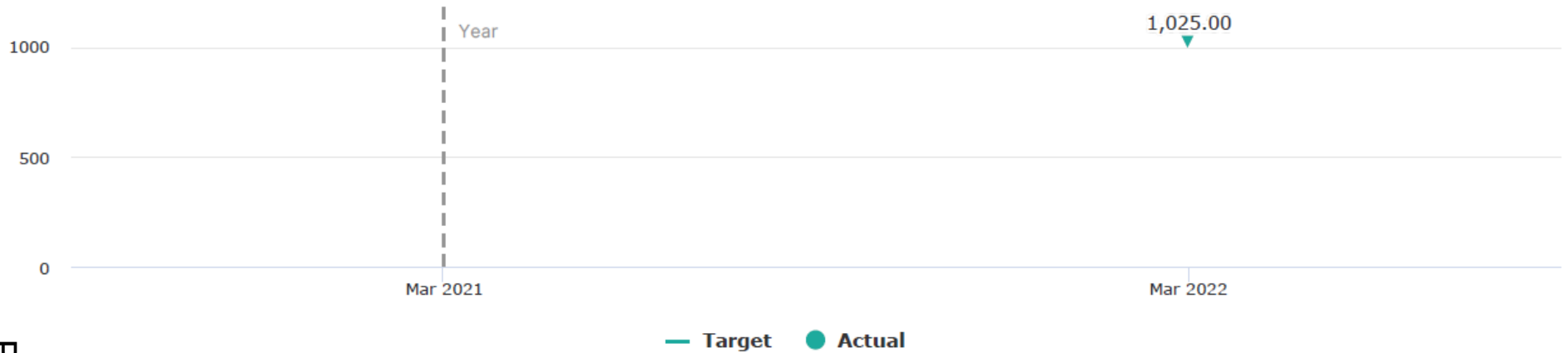
Actual (YTD)	Target (YTD)	Current RAG Rating
N/A	23.00	N/A

Comment
Key Stage 5 examinations in 2021 were cancelled and replaced by Centre Determined Grades due to the pandemic. Reporting requirements were suspended by Welsh Government for the second year as a result.

Educational Engagement and Achievement Measures

Reduction in the number of fixed term exclusions

EY/009M



Page 373

Actual (YTD)	Target (YTD)	Current RAG Rating
1,025.00		N/A

Comment

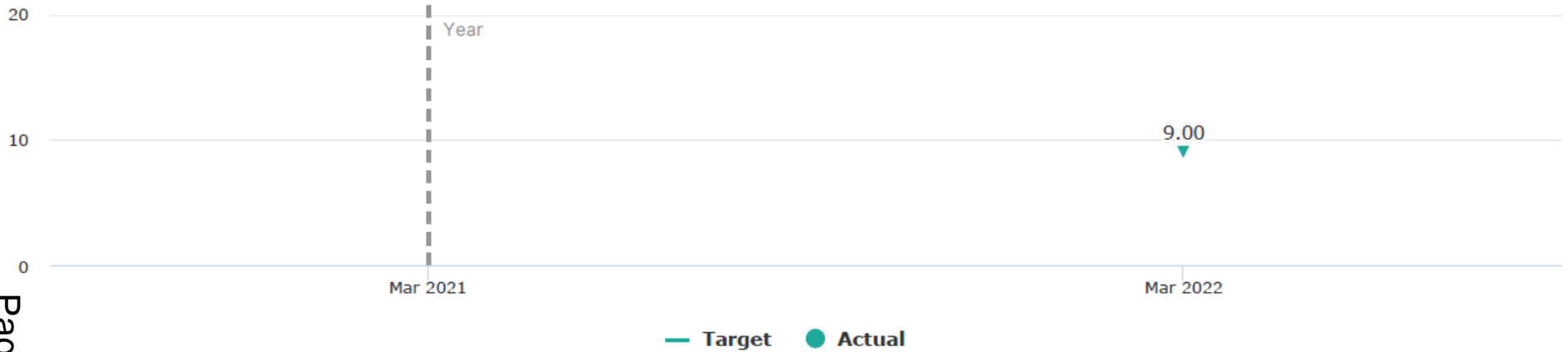
Rates of fixed term exclusion were higher than anticipated and reflected the challenges that pupils experienced returning to school after extended period of absence and/or remote learning. The Covid restrictions also meant that schools were not able to implement a number of strategies that would normally prevent situations resulting in exclusion.

This data has not yet been fully verified.

Educational Engagement and Achievement Measures

Reduction in the number of permanent exclusions

EY/010M



Page 374

Actual (YTD)	Target (YTD)	Current RAG Rating
9.00		N/A

Comment
<p>The number of permanent exclusions reduced significantly over the year indicating a reduction in the number of significant incidents across Flintshire schools. This was offset by an increase in lower level fixed term exclusions.</p> <p>This data has not yet been fully verified.</p>

Digital Learning Opportunities Actions

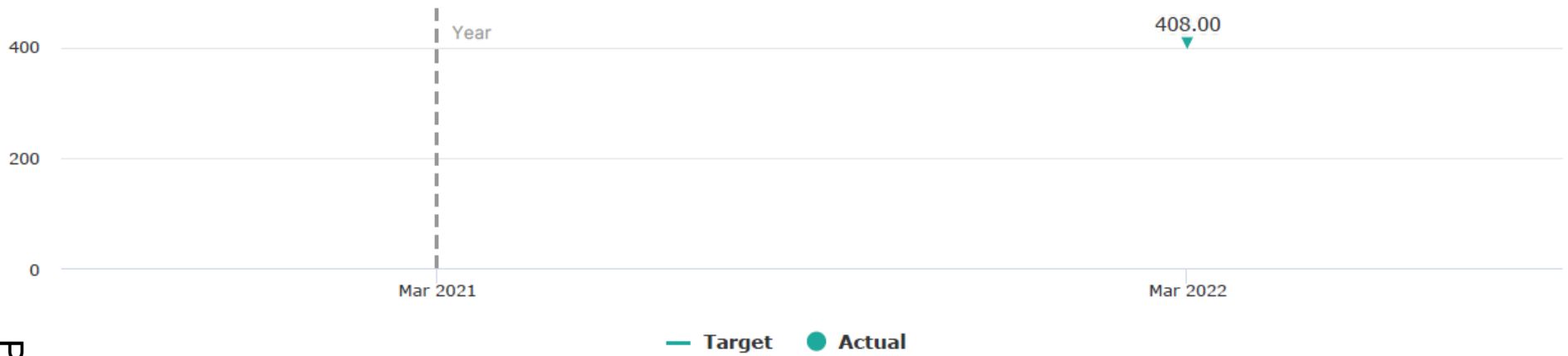
Action	Percentage Complete	RAG	Outcome RAG	Comment
Continuing to support learners who are 'digitally disadvantaged' to access IT devices to promote equity and engagement	100%	★	★	Bespoke support has been provided to schools through the additional capacity created by the Primary Learning Adviser post. A shared officer with Wrexham also provides support with connectivity as needed on a case-by-case basis. All schools met their ratio for desktop devices and have contingency devices available for disadvantaged learners as needed. Flintshire Education and Youth Portfolio has developed an Edtech strategy model document for schools. This has been shared with all schools through Digital Cluster Engagement meetings during the spring term. All schools will be expected to have a refreshed Digital Strategy in place for the new academic year.
Developing a new delivery plan for Integrated Youth Services with a greater focus on digital engagement to increase participation	100%	★	★	The delivery plan for the Integrated Youth Provision has been adopted by Cabinet in February 2022 and is now being rolled out by officers.
Increasing take-up of digital learning opportunities supported by Aura	100%	★	★	Digital learning - 69 learners and 21 courses.
Increasing the range of digital material hosted on the North East Wales Archive website and other digital services to encourage greater participation with the service	94%	★	★	Staffing issues involving the Digital Archive Assistant moving to a general Archive Assistant role have meant that digitisation has not proceeded at the desired pace but there was no specific target figure cited at the beginning of the year and we have made excellent progress under the circumstances.
Providing community training for online learning platforms in a partnership with Aura and Adult Community Learning	100%	★	★	Digital learning - 69 learners and 21 courses.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Providing digital art workshops based on collections at Gladstone Library, in an Arts Council Funded partnership with Gladstone Library and visual artist	100%	★	★	Seven workshops, 25 attended plus online content and social media interaction.
Supporting schools and wider education services to increase their digital offer for children and young people	100%	★	★	The Education and Youth Portfolio has continued to support and monitor access to digital learning including for those learners who may require support with either devices or connectivity. Bespoke support has been provided by the Primary Learning Adviser and the Council's IT services. All schools have met their ratio for desktop devices and have contingency devices available for disadvantaged learners as needed. Work has been completed on developing a Flintshire Edtech strategy model document for schools. Schools have unlimited access to the resources on Hwb, the Wales Government education platform. All schools in the region have distance learning modules that they can access via the regional school improvement service (GwE).

Digital Learning Opportunities Measures

Number of Adult Community Learning attendees

Number of Adult Community Learning attendees



Page 377

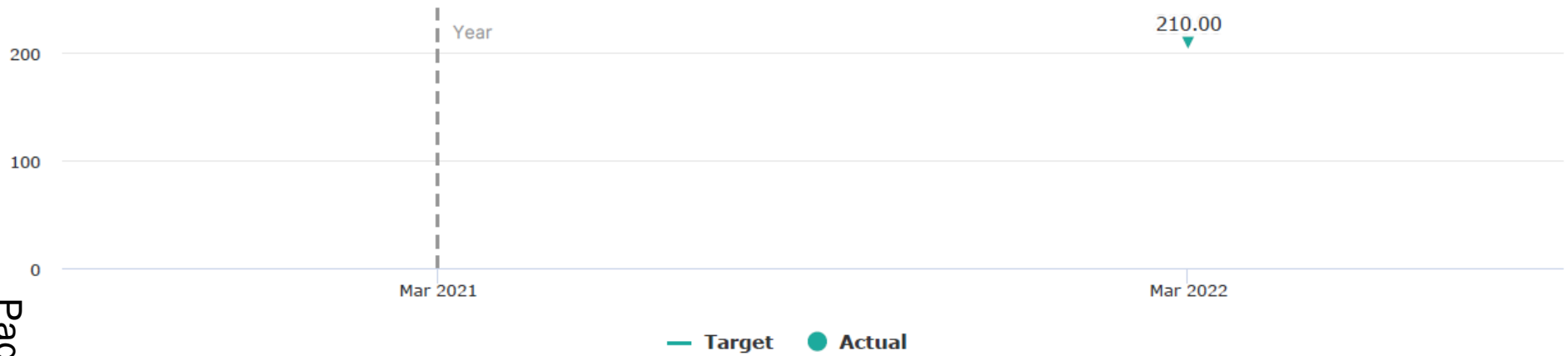
Actual (YTD)	Target (YTD)	Current RAG Rating
408.00		N/A

Comment
Final figure for year.

Digital Learning Opportunities Measures

Number of Adult Community Learning sessions provided in English

Number of Adult Community Learning sessions provided in English



Page 378

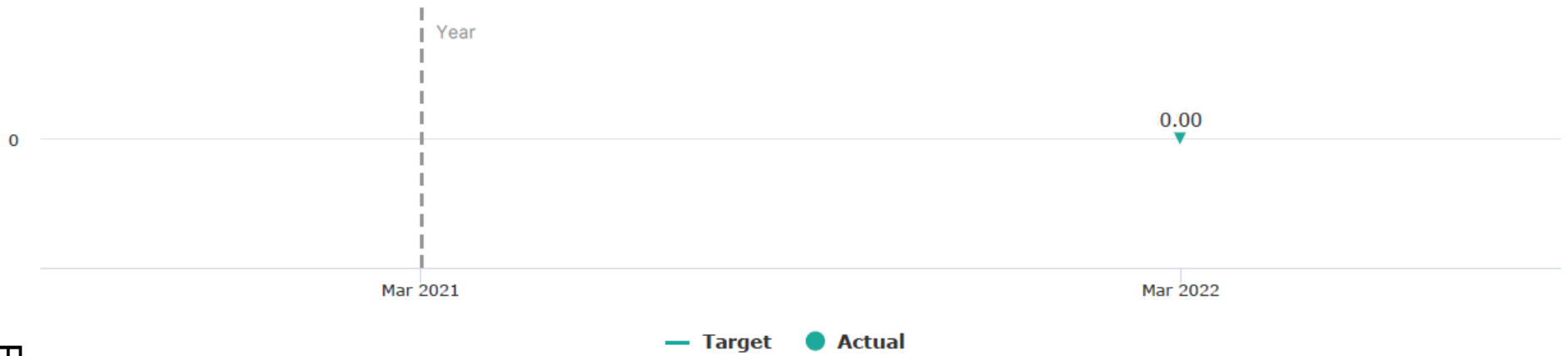
Actual (YTD)	Target (YTD)	Current RAG Rating
210.00		N/A

Comment
Final figure for year.

Digital Learning Opportunities Measures

Number of Adult Community Learning sessions provided in Welsh

Number of Adult Community Learning sessions provided in Welsh



Page 379

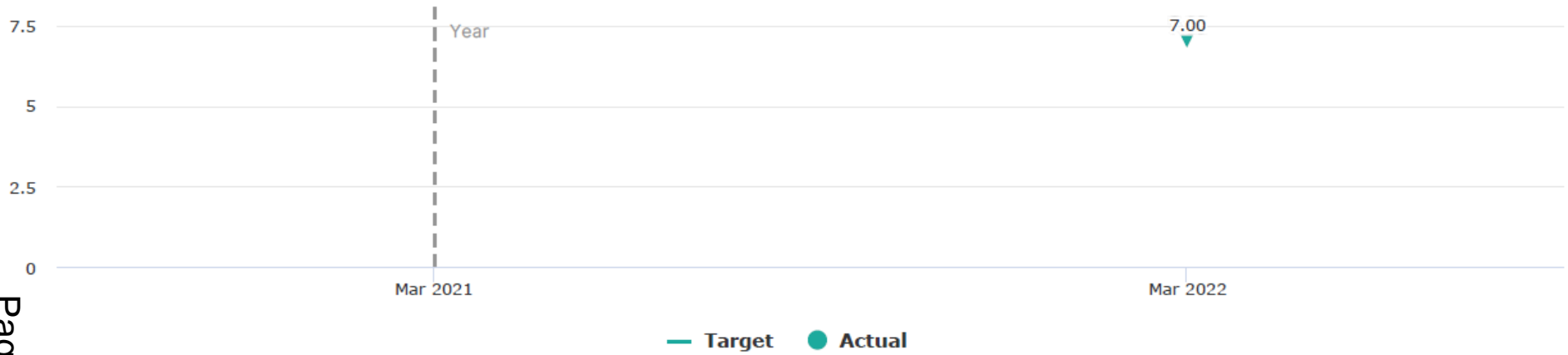
Actual (YTD)	Target (YTD)	Current RAG Rating
0.00		N/A

Comment
Final figure for year.

Digital Learning Opportunities Measures

Number of digital art workshops delivered in English

Number of digital art workshops delivered in English



Page 380

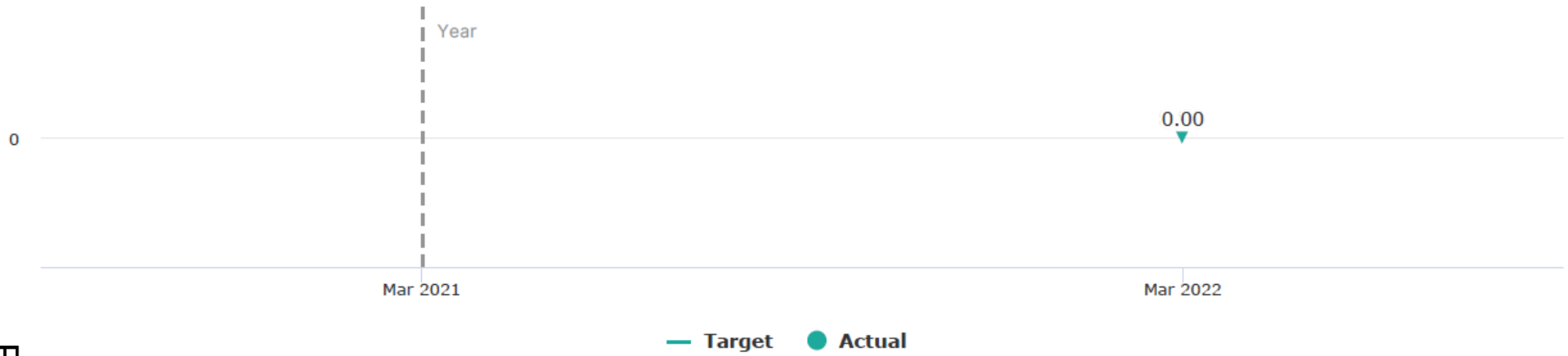
Actual (YTD)	Target (YTD)	Current RAG Rating
7.00		N/A

Comment
7 workshops, 25 attended plus online content and social media interaction.

Digital Learning Opportunities Measures

Number of digital art workshops delivered in Welsh

Number of digital art workshops delivered in Welsh



Page 381

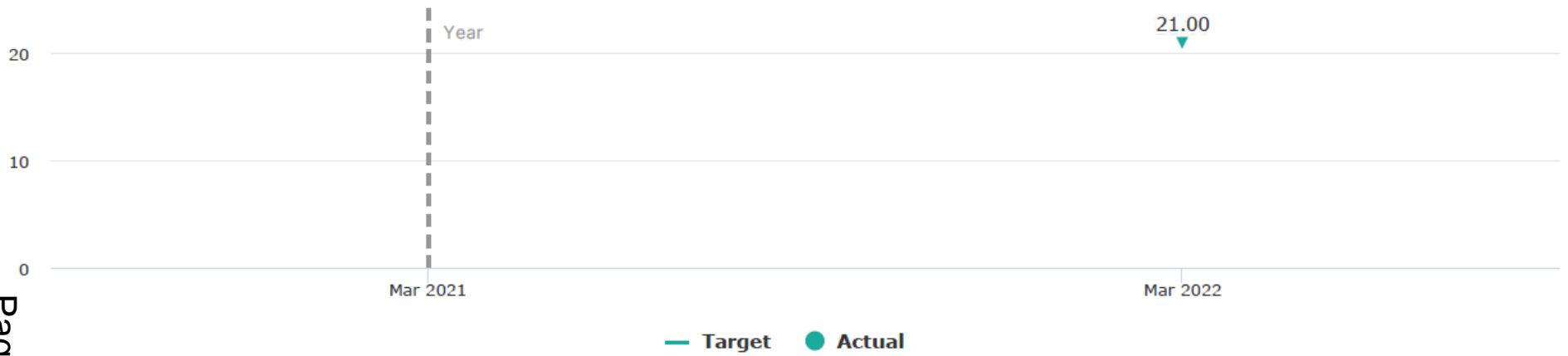
Actual (YTD)	Target (YTD)	Current RAG Rating
0.00		N/A

Comment
Final figure for year.

Digital Learning Opportunities Measures

Number of digital learning sessions provided in English

Number of digital learning sessions provided in English



Page 382

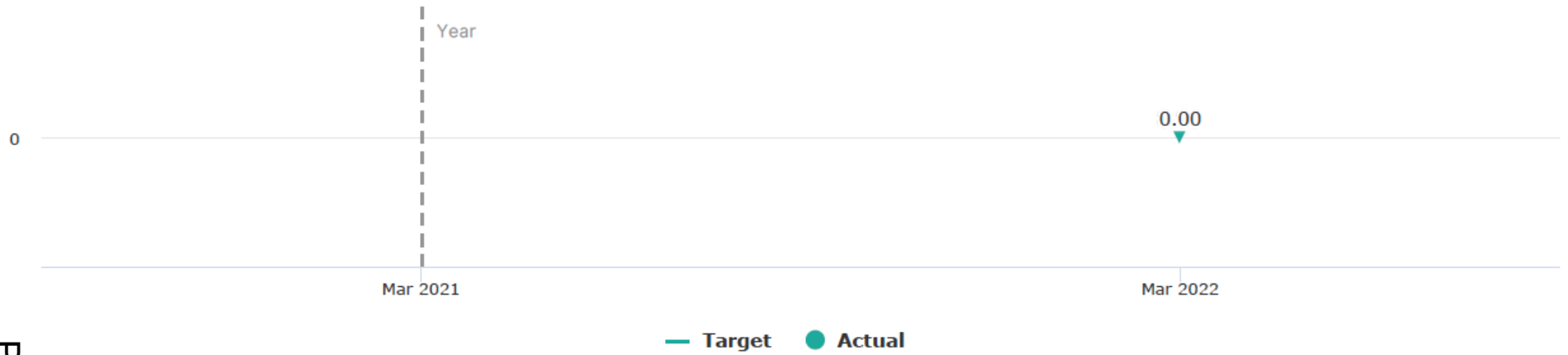
Actual (YTD)	Target (YTD)	Current RAG Rating
21.00		N/A

Comment
Final figure for year.

Digital Learning Opportunities Measures

Number of digital learning sessions provided in Welsh

Number of digital learning sessions provided in Welsh



Page 383

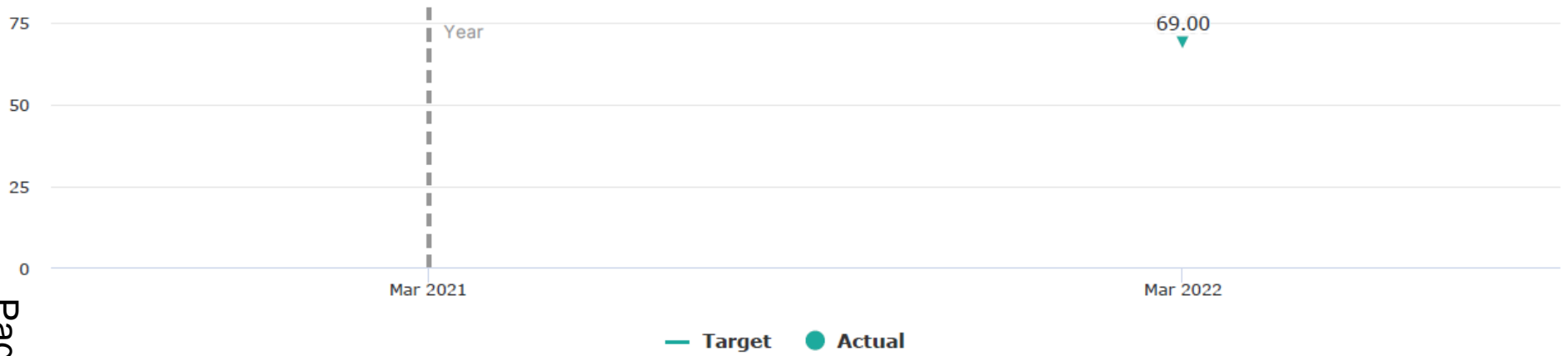
Actual (YTD)	Target (YTD)	Current RAG Rating
0.00		N/A

Comment
Final figure for year.

Digital Learning Opportunities Measures

Number of learners registered for digital learning opportunities

Number of learners registered for digital learning opportunities



Page 384

Actual (YTD)	Target (YTD)	Current RAG Rating
69.00		N/A

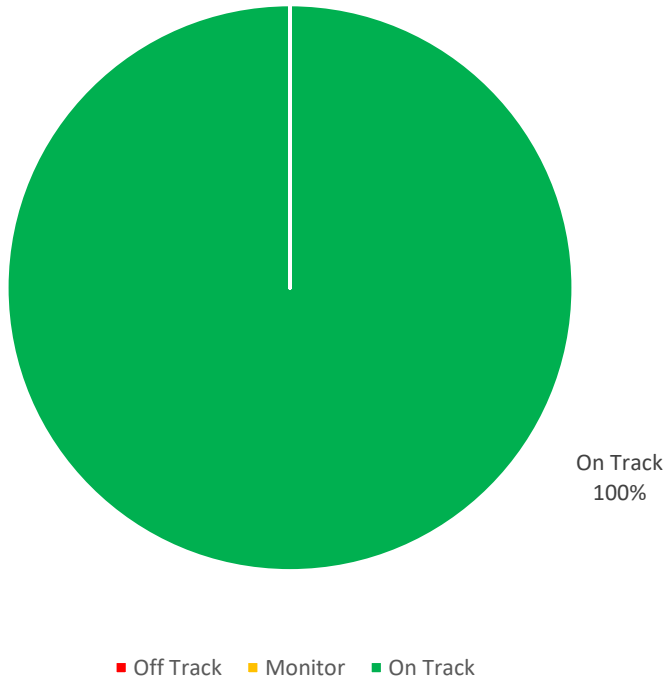
Comment
Final figure for year.

Learning Environments Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Increasing usage of community spaces in re-developed Flint Library and Wellbeing Hub	100%	★	★	On average, in use for 75% of hours available per week.
Progressing the North East Wales Archive funding bid through the Stage 1 Heritage Horizons Award of the National Heritage Lottery Fund	100%	★	★	The stage-one funding bid to National Lottery Heritage Fund was submitted. Unfortunately, it was not successful.
Providing high quality learning environments through the Council's capital investment programme and Welsh Government grant funding streams	100%	★	★	The community hub at Queensferry campus (Ty Calon) was completed during September 2021. Work at Queensferry CP was completed during October 2021, external works on the site were completed during February 2022.

Learning Environments Measures

Learning Environments Performance Measures



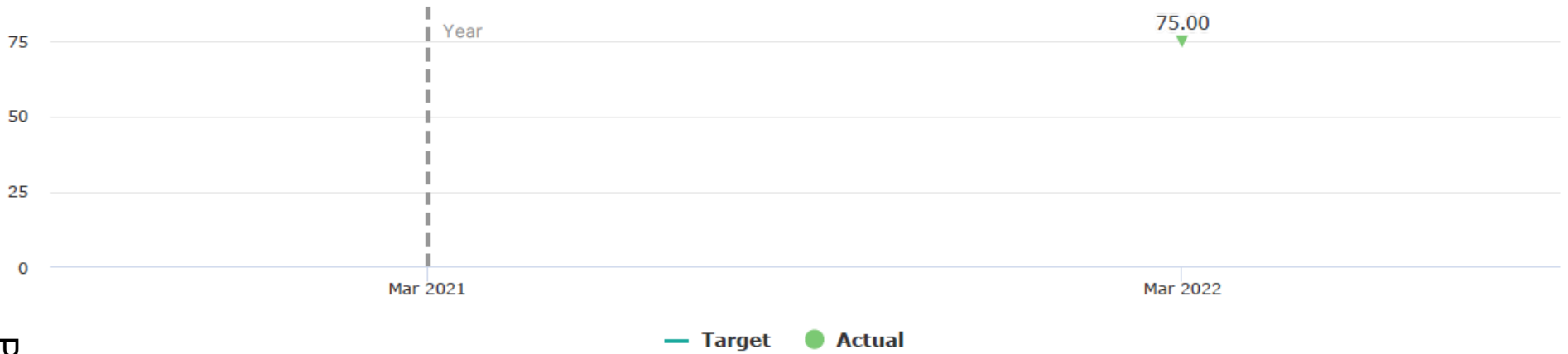
Measures

Area	Title	RAG
Learning Environments	Percentage of community space used in re-developed Flint Library and Wellbeing Hub	★

Learning Environments Measures

Percentage of community space used in re-developed Flint Library and Wellbeing Hub

Percentage of community space used in re-developed Flint Library and Wellbeing Hub



Page 387

Actual (YTD)	Target (YTD)	Current RAG Rating
75.00	61.70	★

Comment
Exceeded original target of 61.7%.

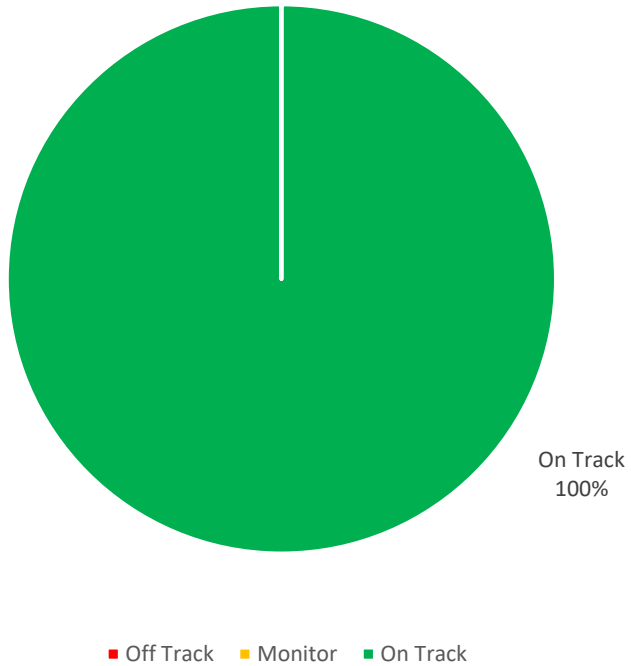
Learning Community Networks Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Completing the contractual arrangements for the North East Wales Archive between Flintshire County Council and Denbighshire County Council to provide a sustainable and resilient service	0%	●	●	A decision has been made to progress some elements of the contractual arrangements which will now be completed in the new financial year. Progress will be recorded against that for the 2022/23 cycle.
Developing a Delivery Plan for Adult Community Learning with new partners to increase engagement and improve skills within local communities	100%	★	★	The Adult Community Learning Delivery Plan for Flintshire 2021/22 was approved by Welsh Government in June 2021. This included planned 25,218 hours of provision for learners. The partnership has strengthened its provision of Adult Community Learning (ACL) funded courses and continued to raise its profile. Full programme delivery has been completed for the end of this financial year.
Establishing a sub-regional partnership for the delivery of Adult Community Learning with Wrexham County Borough Council to maximise opportunities for participants and providers	100%	★	★	<p>Following Cabinet approval, the North East Wales Adult Community Learning (ACL) Partnership is well established between Flintshire and Wrexham. The Partnership has continued to meet regularly throughout the year. In accordance with Welsh Government guidance on roles and remits for ACL partnerships, the core membership is represented by local authorities, further education institutes, higher education institutes and third sector organisations. The Partnership has delivered a comprehensive range of provision, which meets the priorities outlined within the Adult Learning in Wales policy statement. This includes focus on:</p> <ul style="list-style-type: none"> • Essential Skills, English for Speakers of Other Languages (ESOL) and Digital Literacy • Support opportunities for learner progression into further or higher provision, or into employment (paid or voluntary), as appropriate – linked to the priorities identified by the regional Skills Partnerships • Support opportunities for informal learning • Support and develop the use of technology in the delivery of blended learning programmes

Action	Percentage Complete	RAG	Outcome RAG	Comment
Working in partnership with Open University Wales to support and signpost library users to Open Learn courses and subsequent learning pathways with Open Learn Champions in each library	75%	●	●	Open Learn Champions in seven libraries and learners have been referred to Open Learn courses. Currently working with The Open University on reporting methods to evidence pathways for next reporting year. This part of target was not delivered.
Working with Adult Community Learning and Flintshire Learning Recovery & Wellbeing Network Partners to share best practice and maximise opportunities for learning within the community with opportunities to be available in all Aura libraries	100%	★	★	44 courses (24 ACL Library led courses plus eight ACL partner led & 12 courses through wellbeing network) and 210 sessions delivered.

Learning Community Networks Measures

Learning Community Networks Performance Measures



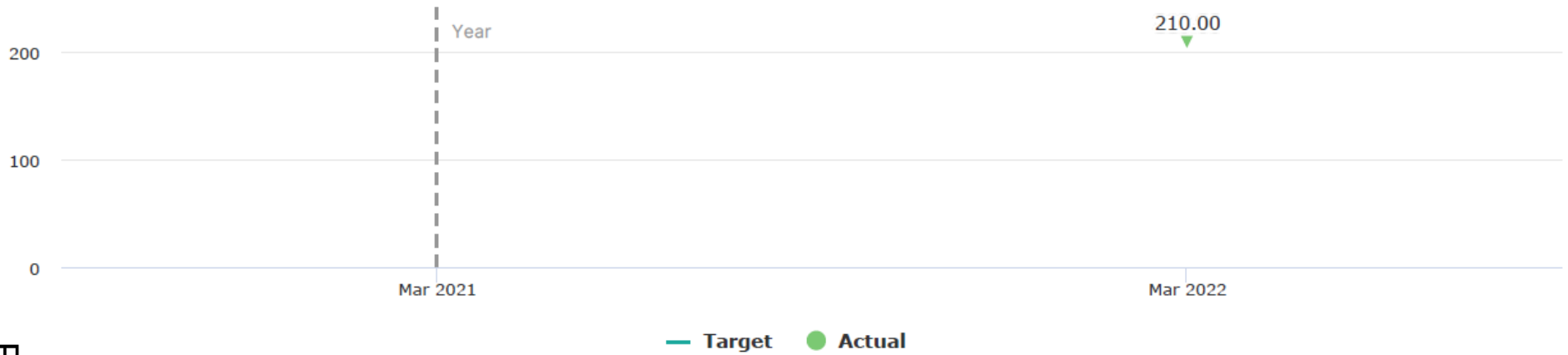
Measures

Area	Title	RAG
Learning Community Networks	Number of Adult Community Learning sessions provided	★
	Number of courses accessed through Open Learn	N/A
	Number of libraries offering learning and development opportunities	★
	Percentage of Aura libraries offering an Open Learn Champion	★

Learning Community Networks Measures

Number of Adult Community Learning sessions provided

Number of Adult Community Learning sessions provided



Page 391

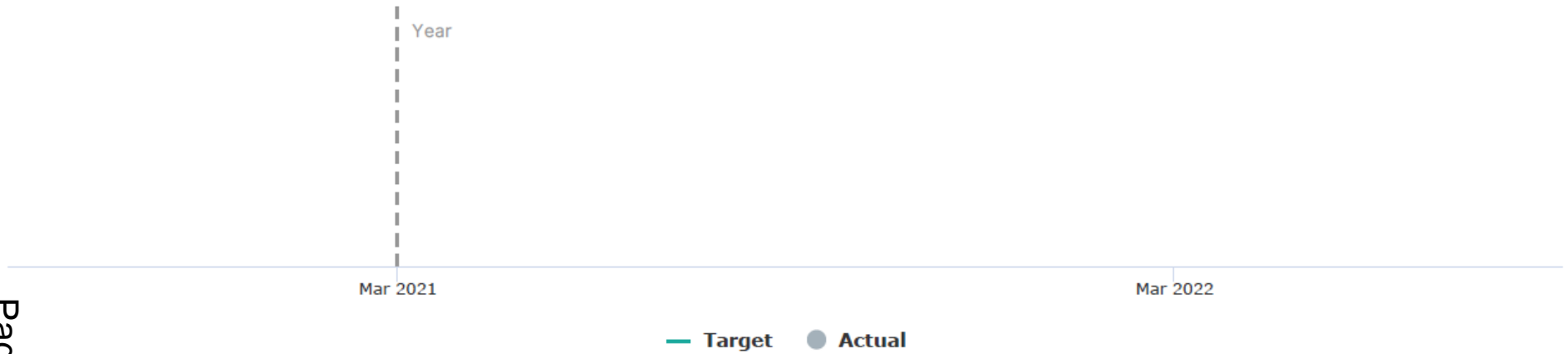
Actual (YTD)	Target (YTD)	Current RAG Rating
210.00	7.00	★

Comment
Final figure for year.

Learning Community Networks Measures

Number of courses accessed through Open Learn

Number of courses accessed through Open Learn



Page 392

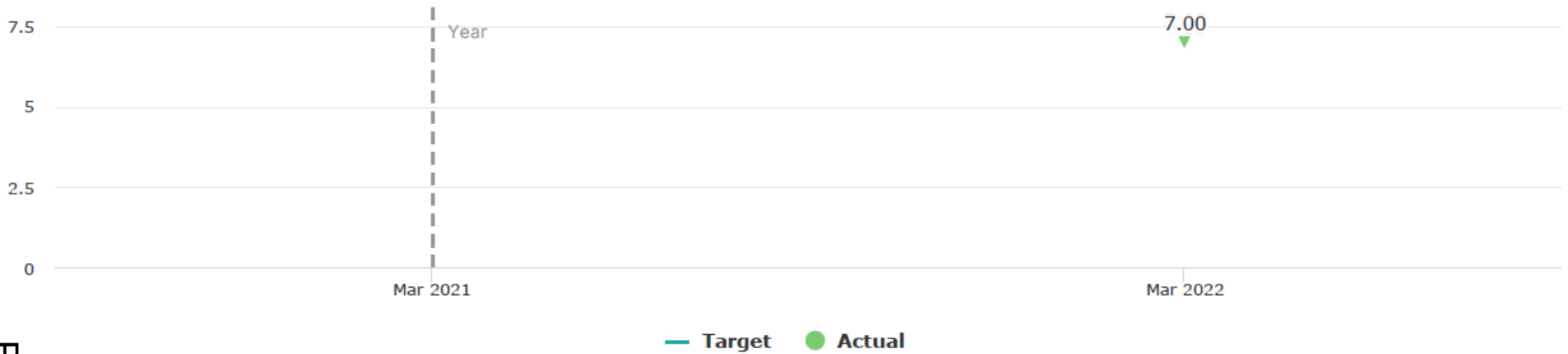
Actual (YTD)	Target (YTD)	Current RAG Rating
N/A		N/A

Comment
Currently working with The Open University on reporting mechanism to evidence pathways for next reporting year.

Learning Community Networks Measures

Number of libraries offering learning and development opportunities

Number of libraries offering learning and development opportunities



Page 393

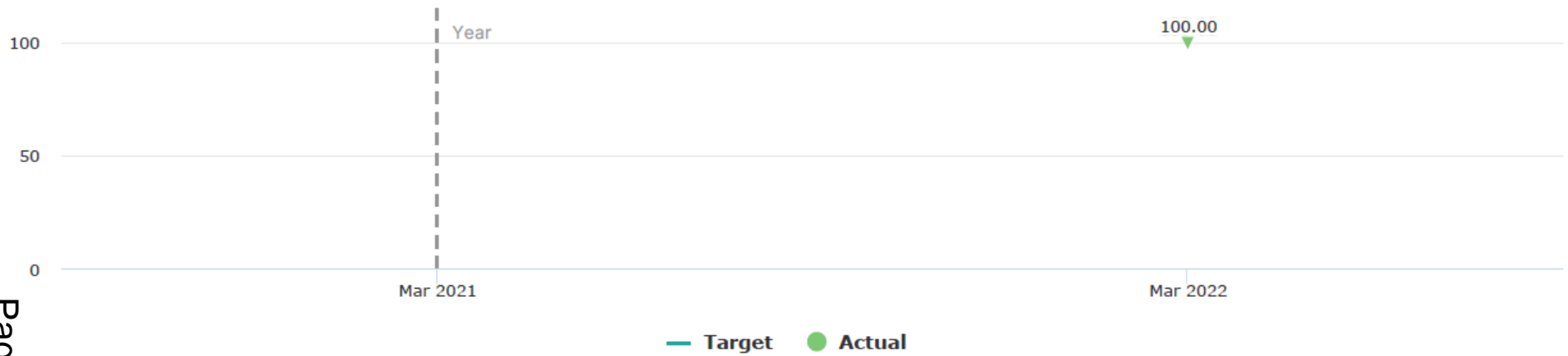
Actual (YTD)	Target (YTD)	Current RAG Rating
7.00	7.00	★

Comment
100% of libraries offering Open Learn development opportunities.

Learning Community Networks Measures

Percentage of Aura libraries offering an Open Learn Champion

Percentage of Aura libraries offering an Open Learn Champion



Page 394

Actual (YTD)	Target (YTD)	Current RAG Rating
100.00	100.00	★

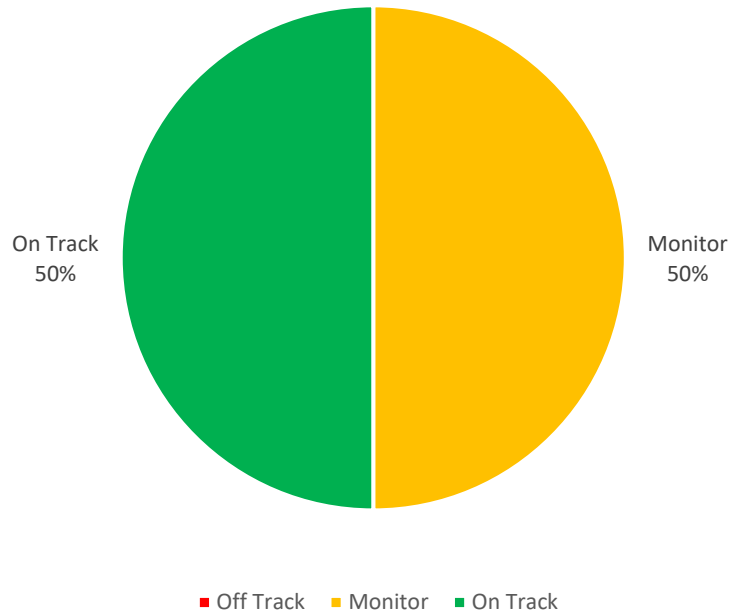
Comment
All Aura libraries offer an Open Learn Champion.

Specialist Educational Provision Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Completing the build project for Plas Derwen (Pupil Referral Unit) to transform the delivery of this specialist service	100%	★	★	As previously reported, the new building at Plas Derwen was completed and handed over during September 2021. Phase two external works on site have now been completed.
Continuing to embed the implementation plan to deliver a new statutory approach for supporting children and young people with additional learning needs from 0-25 years	100%	★	★	The Council has implemented the required systems and procedures in response to the modified Welsh Government Implementation Timeframe. The Eclipse IT system is fully operational across schools and the Council supporting compliance with the statutory duties in relation to the legislation. Planning for the next stages of implementation is underway.
Developing 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	100%	★	★	The new purpose built Plas Derwen pupil referral facility is fully operational and additional funding has been secured to support the extra staffing requirements. The first stage feasibility study to identify options around specialist school provision and inform the long-term strategy has been completed.
Increasing the capacity of Plas Derwen staff to delivery more outreach work to share their expertise across the schools workforce	75%	●	●	Additional staffing has been secured to increase the capacity of Plas Derwen to deliver a broader menu of outreach provision. The ability to fully deliver the planned interventions been impacted on by Covid and staff absence and will be carried forward as an action for the coming year.

Specialist Educational Provision Measures

Safeguarding Performance Measures



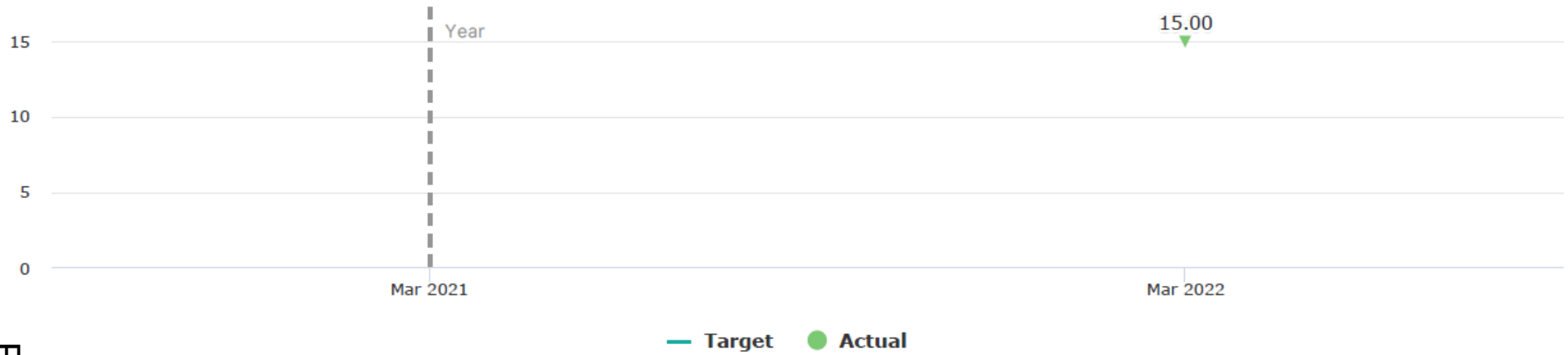
Measures

Area	Title	RAG
Specialist Educational Provision	Number of schools who have enrolled with the National Nurturing Schools Programme and completed the training	★
	Percentage of schools maintaining progress against key milestones in the ALN reforms	●

Specialist Educational Provision Measures

Number of schools who have enrolled with the National Nurturing Schools Programme and completed the training

EY001M



Page 397

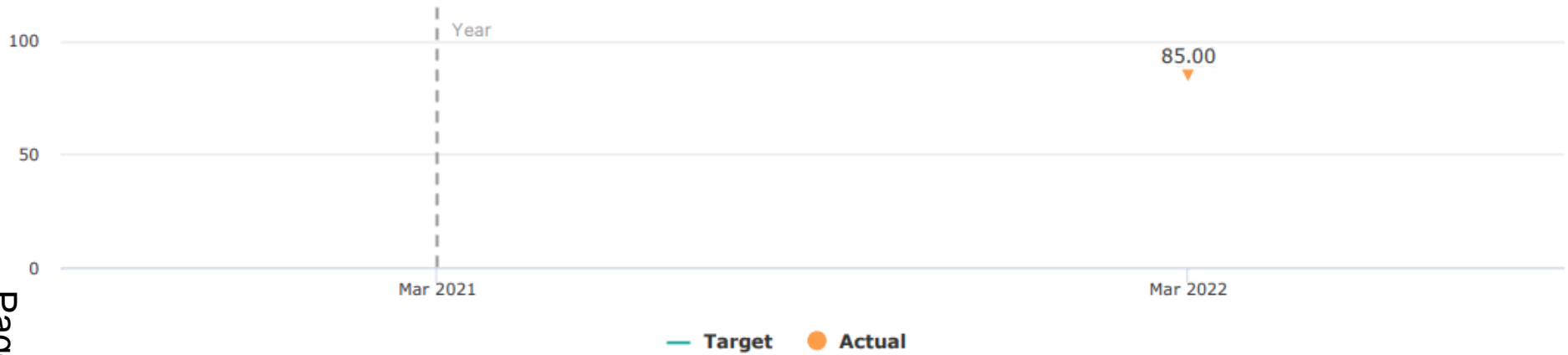
Actual (YTD)	Target (YTD)	Current RAG Rating
15.00	15.00	★

Comment
All schools who enrolled with the National Nurturing Schools Programme have completed the first year of the two year training programme.

Specialist Educational Provision Measures

Percentage of schools maintaining progress against key milestones in the ALN reforms

EY/007M



Page 398

Actual (YTD)	Target (YTD)	Current RAG Rating
85.00	100.00	●

Comment

The majority of schools who recorded their progress against the ALN milestones indicated progress in all areas. A small minority indicated that progress was not on track against one of the milestones due to pressures related to Covid-19. Training was offered to schools in areas where they had identified they needed support.

Welsh Education Strategic Plan (WESP) Actions

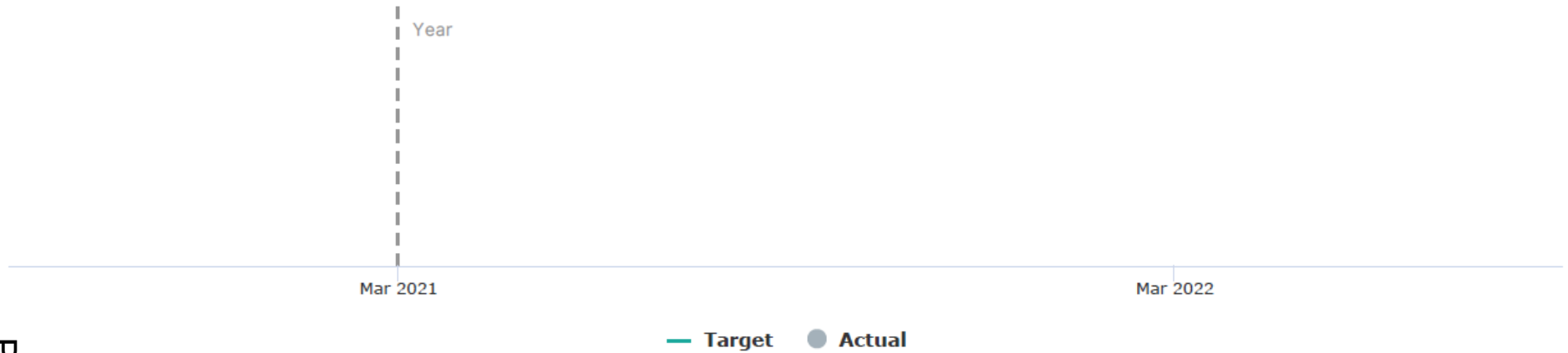
Action	Percentage Complete	RAG	Outcome RAG	Comment
Continuing to improve pupils' standards of Welsh in all schools to encourage greater bilingualism	100%	★	★	The Flintshire Welsh Advisory Team moved to delivering online professional development courses for Welsh coordinators in Flintshire primary schools as a result of the pandemic. English medium primary schools have received a copy of 'Language patterns to Develop Welsh in English medium Primary Schools.' This resource, developed inhouse, has been well received by schools. It focuses on suitable everyday Welsh language and planning Welsh across the curriculum. Cluster working for Welsh has strengthened over the last two years and is now an embedded sustainable model of school-to-school collaboration. Clusters work closely with the Welsh Advisory Team and the regional consortium, GwE. Network meetings of Heads of Welsh Departments in secondary schools and skills working groups have been held during the year. GwE offered a programme of specific training for Welsh departments on their Reform Journey towards the delivery of the Curriculum for Wales.
Extending 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	100%	★	★	The Welsh Language Coordinator continues to provide support and training to staff within the Integrated Youth Provision and is also working directly with young people in youth clubs and in schools to promote Welsh language skills as part of the Council's commitment to the Welsh Government target of one million Welsh speakers by 2050.
Improving the Welsh language skills of staff in schools to more effectively support learners and the delivery of the curriculum	100%	★	★	The Flintshire Welsh Advisory Team continued to deliver online training for Welsh Coordinators during the academic year. English medium primary schools received a copy of the resource developed by the team, 'Language patterns to Develop Welsh in English medium Primary Schools.' the Welsh Advisory Team visited schools for bespoke classroom support where appropriate during the year. Bespoke support was provided for Newly Qualified Teachers or teachers who are new to the Welsh language Foundation Phase and Key Stage 2. An additional session was included to meet increased demand as a result of the Welsh Government funded scheme for newly qualified teachers. Two Flintshire teachers completed in summer 2021, the Sabbatical Scheme, Welsh in a Year Course 2020/21 and they continue to be supported to embed practice in their own school. There are 21 Flintshire practitioners currently completing the 'Croeso' online training: Practitioners in Education.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Increasing the capacity and take up of Welsh medium education to achieve Welsh Government targets	100%	★	★	<p>The Council's current Welsh medium education capital programme is making good progress. This includes enhancing provision at Ysgol Glanrafon, Yr Wyddgrug, Ysgol Croes Atti, Glannau Dyfrdwy and Ysgol Croes Atti Flint. The Council has submitted an expression of interest for additional Welsh Government Welsh Medium (WM) Grant Funding. Following a statutory consultation period, Flintshire's draft ten-year plan was considered by Cabinet in February and approved for implementation, subject to approval by Welsh Ministers. This ten-year Plan will commence on 1 September 2022 and expire on 31 August 2032. The Plan includes a new target outlining the expected increase in the number of Year 1 learners taught through the medium of Welsh in the local authority area during the lifespan of the Plan. Councils have been grouped by Welsh Government into different categories reflecting the current similarities and differences between the 22 local authorities in Wales. For this purpose, Flintshire has been placed in Group 4; Group 4: 12 percent or fewer of Year 1 children in these local authorities were being taught through the medium of Welsh in 2017/18. There is a choice between Welsh-medium education and English-medium education in these local authorities.</p> <p>Welsh Government has established a lower range and an upper range target for Flintshire. The Council will need to look to increase the number of Year 1 pupils being taught through the medium of Welsh to between 225 and 295 pupils over the ten years of this Plan. In 2020/21, a total of 119 five year olds were educated through the medium of Welsh. This represented 7% of all five year old children educated.</p>
Maintaining Welsh Government Quality Indicator for Welsh Language resources in Aura libraries	100%	★	★	Target is 4% of total resource spend on Welsh material. Actual spend of 8.4%.

Welsh Education Strategic Plan (WESP) Measures

PAM/033 - Percentage of Pupils assessed in Welsh at the end of the Foundation Phase

EY/004M - PAM/033



Page 401

Actual (YTD)	Target (YTD)	Current RAG Rating
N/A		N/A

Comment
End of Foundation Phase assessment requirements were suspended by Welsh Government for the academic year 2020/21 again due to the ongoing impact of the pandemic. There is therefore no local or national data available.

Welsh Education Strategic Plan (WESP) Measures

PAM/034 - Percentage of Year 11 pupils studying Welsh (first language)

EY/005M - PAM/034



Page 402

Actual (YTD)	Target (YTD)	Current RAG Rating
6.40		N/A

Comment

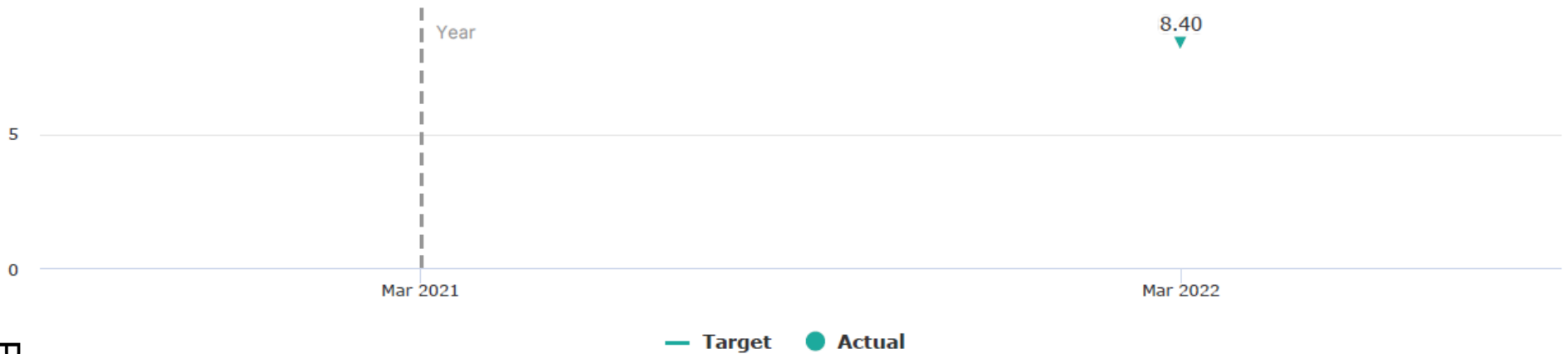
Flintshire has one Welsh medium secondary school, which offers the opportunity for every learner to study for assessed qualifications in Welsh first language. The target of increasing the number of pupils overall remains within Outcome 4 of the Welsh Education Strategic Plan (2022-2032) and this must be achieved by improving the percentage of Welsh medium take up at primary school level and those pupils then making the transfer into Welsh medium secondary education.

Welsh Education Strategic Plan (WESP) Measures

WPLS - QI 10 Welsh resources

(4% of material budget on Welsh language resources or minimum £750/1,000 Welsh speaking resident)

WPLS - QI 10 Welsh resources



Page 403

Actual (YTD)	Target (YTD)	Current RAG Rating
8.40		N/A

Comment
Target - 4% of total resource spend on Welsh material. Actual spend of 8.4%.

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