

# Public Document Pack

**Gareth Owens LL.B Barrister/Bargyfreithiwr**  
Chief Officer (Governance)  
Prif Swyddog (Llywodraethu)



Contact Officer:  
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To: Cllr Richard Jones (Chair)

Councillors: Bernie Attridge, Bill Crease, Chris Dolphin, Alasdair Ibbotson,  
Gina Maddison, Allan Marshall, Vicky Perfect, Kevin Rush, Jason Shallcross,  
Sam Swash and Linda Thomas

3 March 2023

Dear Sir/Madam

**NOTICE OF HYBRID MEETING**  
**CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**  
**THURSDAY, 9TH MARCH, 2023 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 - 8)

**Purpose:** To confirm as a correct record the minutes of the meeting on 9 February 2023.

### 4 **ACTION TRACKING** (Pages 9 - 12)

Report of Democratic Services Manager -

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

### 5 **FORWARD WORK PROGRAMME** (Pages 13 - 26)

Report of Democratic Services Manager -

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

### 6 **CORPORATE SELF-ASSESSMENT 2021-22** (Pages 27 - 50)

Report of Chief Executive - Leader of the Council and Cabinet Member for Education, Welsh Language, Culture and Leisure

**Purpose:** To report on the findings and improvement plan following the completion of the Corporate Self-Assessment 2021/22.

### 7 **JOINT CORPORATE PROCUREMENT UNIT - ANNUAL REPORT FOR 2021/22** (Pages 51 - 62)

Report of Chief Officer (Governance) - Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement

**Purpose:** To receive a performance update report on the Joint Procurement Service with Denbighshire County Council.

8 **REVENUE BUDGET MONITORING 2022/23 (MONTH 10)** (Pages 63 - 84)

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

**Purpose:** To provide Members with the Revenue Budget Monitoring 2022/23 (Month 10) Report and Significant Variances.

***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 FEBRUARY 2023**

Minutes of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held as a hybrid meeting on Thursday, 9 February 2023

**PRESENT: Councillor Richard Jones (Chairman)**

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

**SUBSTITUTE:** Councillor: Rob Davies (for Bernie Attridge)

**CONTRIBUTORS:** Councillor Ian Roberts (Leader and Cabinet Member for Education, Welsh Language, Culture and Leisure), Councillor Christine Jones (Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing), Councillor Paul Johnson (Cabinet Member for Finance, Inclusion & Resilient Communities), Councillor Billy Mullin (Cabinet Member for Governance and Corporate Services), Chief Executive, Chief Officer (Governance), Corporate Finance Manager and Strategic Finance Managers

Senior Manager, Safeguarding and Commissioning - for minute number 78

**IN ATTENDANCE:** Democratic Services Manager and team

**74. DECLARATIONS OF INTEREST**

None.

**75. MINUTES**

The minutes of the meeting held on 12 January 2022 were approved, as moved and seconded by Councillors Linda Thomas and Bill Crease.

**RESOLVED:**

That the minutes be approved as a correct record.

**76. ACTION TRACKING**

The Democratic Services Manager presented an update on actions arising from previous meetings.

The recommendation was moved and seconded by Councillors Kevin Rush and Jason Shallcross.

**RESOLVED:**

That the Committee notes the progress which has been made.

## **77. FORWARD WORK PROGRAMME**

The Democratic Services Manager presented the current forward work programme for consideration, including items to be allocated to future meetings.

Following suggestions by the Chairman, a report on the review of earmarked reserves would be scheduled for September 2023. A report to clarify statutory and non-statutory requirements as part of budget-setting would also be scheduled.

The recommendations were moved and seconded by Councillors Bill Crease and Chris Dolphin.

### **RESOLVED:**

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

## **78. JOINT FUNDED CARE PACKAGES - UPDATE REPORT**

The Senior Manager (Safeguarding and Commissioning) presented an update on current long-term debt with Betsi Cadwaladr University Health Board (BCUHB) in respect of the delivery of NHS Continuing Health Care packages in Flintshire since the last report in December 2022.

A breakdown of the position at the end of January 2023 showed outstanding invoices totalling £0.666m which included £0.127m due to be repaid within the coming weeks. Since December 2022, the independent arbitration process between the Council and BCUHB had proved successful in recovering £0.114m of long-standing debt, leaving £0.327m to be discussed through arbitration arrangements which would shortly recommence following a temporary delay due to absences. The remaining operating debt level of £0.211m was a 15.65% improvement from that reported in December.

In welcoming the progress, the Chairman thanked officers and the Committee for their participation in reaching this position. However, he highlighted the £0.327m as a potential risk, should the arbitration process be unsuccessful in resolving those invoices.

His comments were echoed by Councillor Bill Crease.

Councillor Paul Johnson acknowledged the role of the Committee in raising awareness of the matter and paid tribute to the officers and BCUHB for their input.

The recommendation was moved and seconded by Councillors Jason Shallcross and Kevin Rush.

## **RESOLVED:**

That the Committee notes the continued proactive budget management of outstanding invoices raised by the Council for payment by Betsi Cadwaladr University Health Board.

### **79. REVENUE BUDGET MONITORING 2022/23 (MONTH 9) AND CAPITAL PROGRAMME 2022/23 (MONTH 9)**

The Strategic Finance Managers (Corporate Finance) presented the 2022/23 month 9 position for the revenue budget monitoring for the Council Fund and Housing Revenue Account (HRA) and the Capital Programme, prior to consideration by Cabinet.

#### Revenue Budget Monitoring

On the Council Fund, the projected year-end position - without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control - was an operating deficit of £0.117m. This would leave a contingency reserve balance of £6.464m at year-end (after the impact of final pay awards) and including £2.432m transferred from the additional Revenue Support allocation received at the end of 2021/22, as reported at month 8.

Significant movements across portfolios from month 8 were summarised along with a carry-forward request for replacement server equipment for schools and a request for funding from the Contingency Reserve to cover costs on a significant legal case within Children's Services. Whilst the tracking of in-year risks reported the current position with Council Tax collection levels and pay awards, the impact of increased demand for Out of County Placements and school transport were being monitored closely for the medium term impact. Emerging pressures such as winter maintenance costs and the potential Waste Recycling Infraction Charge were highlighted, along with projected year-end balances on earmarked reserves.

On the HRA, projected in-year expenditure of £3.208m higher than budget would leave a closing un-earmarked balance of £3.266m, which was above the recommended guidelines on spend.

In response to concerns from Councillor Bill Crease about the projected reduction in school balances at year-end, the Corporate Finance Manager explained that these were based on local knowledge of officers working with schools and could be impacted by late grants, however specific amounts would not be known until closure of the accounts.

The Chairman acknowledged the varying movements contributing to the positive movement of £0.235m from month 8. In response to questions, officers agreed to respond separately on the movement of short-term care costs from the Regional Integration Fund and the balancing of minor variances shown in the report.

In response to the Chairman's question on managing the risk around Out of County Placements, the Chief Executive and Councillor Christine Jones explained that investment at Ty Nyth Children's Assessment Centre and Bromfield Park formed part of a wider strategy to develop in-house provision and would contribute to reducing those pressures.

### Capital Programme

The revised programme for 2022/23 was £71.565m taking into account all carry forward sums and savings transferred back to the programme. Changes during the period were mainly due to the introduction of grant funding streams across portfolios and budget re-profiling. The projected outturn position totalled £68.505m leaving a £3.060m underspend recommended to be carried forward for the completion of schemes in 2023/24 as detailed. The update also reflected two additional allocations identified to be funded from within the current 'headroom' provision and Health & Safety provision, along with one-off savings to be released back into the programme. The overall funding position of approved schemes reported a surplus of £4.258m prior to the realisation of additional capital receipts and/or other funding sources.

Councillor Paul Johnson thanked the officers and teams responsible for collating the detailed information.

The recommendations were moved and seconded by Councillors Kevin Rush and Bill Crease.

### **RESOLVED:**

- (a) That having considered the Revenue Budget Monitoring 2022/23 (month 9) report, the Committee confirms that there are no specific issues to be raised with Cabinet; and
- (b) That having considered the Capital Programme Monitoring 2022/23 (month 9) report, the Committee confirms that there are no specific matters to be raised with Cabinet.

### **80. MEMBERS OF THE PRESS IN ATTENDANCE**

None.

(The meeting started at 10am and ended at 10.45am)

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**Chairman**





## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 9 <sup>th</sup> March 2023
<b>Report Subject</b>	Action Tracking
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

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

### RECOMMENDATIONS

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

<b>1.00</b>	<b>EXPLAINING THE ACTION TRACKING REPORT</b>
1.01	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following the meeting of the committee in July 2018, it was recognised that there was a need to formalise such reporting back, as 'Matters Arising' is not an item which can feature on an agenda.
1.02	This paper summarises those points and where appropriate provides an update on the actions resulting from them. The Action Tracking details are attached in appendix 1.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The creation of the Action Tracking report increases workflow but should provide greater understanding and efficiency.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	Not applicable.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	In some cases, action owners have been contacted to provide an update on their actions.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Corporate Resources OSC Action Points.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Minutes of previous meetings of the committee as identified in the report.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Steven Goodrum, Democratic Services Manager <b>Telephone:</b> 01352 702320 <b>E-mail:</b> <a href="mailto:Steven.Goodrum@flintshire.gov.uk">Steven.Goodrum@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	None.

**ACTION TRACKING FOR THE CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**

<b>Meeting Date</b>	<b>Agenda item</b>	<b>Action Required</b>	<b>Action Officer(s)</b>	<b>Action taken</b>	<b>Status</b>
15.12.2022	7. Work of the Coroner's Office	To arrange an all-Member workshop for the coroner to present about his role and work.	Steven Goodrum	Arrangements are being made.	Open
12.01.2023	9. Social Value Progress Update	To arrange an all-Member workshop on social value.	Steven Goodrum	Arrangements are being made. This will be after the AGM.	Open

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 9 <sup>th</sup> March 2023
<b>Report Subject</b>	Forward Work Programme
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members.

By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues.

A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

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

### RECOMMENDATIONS

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	<p>The Forward Work Programme (FWP) is intended to set out the Committees schedule of work for the coming months.</p> <p>It is a ‘working document’ that remains under constant review to ensure that the Committee is carrying out the proper level of scrutiny and is focussing on the appropriate areas in accordance with its Terms of Reference.</p>																						
1.02	<p>Items feed into a Committee’s Forward Work Programme from a number of sources.</p> <p>Members can suggest topics for review by Overview &amp; 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.</p> <p>Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.</p>																						
1.03	<p>It is important that the Forward Work Programme focusses on relevant topics. The Terms of Reference (included as Appendix 2) that were considered at the July (2022) Committee meeting have been reviewed against the FWP to ensure all elements are included. The findings are included below with suggested dates where any gaps have been identified.</p> <table border="1" data-bbox="304 1151 1374 1653"> <thead> <tr> <th colspan="2" data-bbox="304 1151 948 1223">Subject</th> <th data-bbox="948 1151 1374 1223">Proposed Meeting Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="304 1223 411 1653" rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Corporate Management and Governance</b></td> <td data-bbox="411 1223 948 1301"> <ul style="list-style-type: none"> <li>• <i>Council strategic and improvement planning (Council Plan)</i></li> </ul> </td> <td data-bbox="948 1223 1374 1301"><i>Already on FWP</i></td> </tr> <tr> <td data-bbox="411 1301 948 1379"> <ul style="list-style-type: none"> <li>• Council performance and performance systems</li> </ul> </td> <td data-bbox="948 1301 1374 1379">Annually – May</td> </tr> <tr> <td data-bbox="411 1379 948 1458"> <ul style="list-style-type: none"> <li>• Customer Services and contact</li> </ul> </td> <td data-bbox="948 1379 1374 1458">Annually – May</td> </tr> <tr> <td data-bbox="411 1458 948 1536"> <ul style="list-style-type: none"> <li>• <i>Finance Strategy</i></li> </ul> </td> <td data-bbox="948 1458 1374 1536"><i>Already on FWP</i></td> </tr> <tr> <td data-bbox="411 1536 948 1653"> <ul style="list-style-type: none"> <li>• <i>Revenue and capital strategic planning Revenue and capital budget monitoring</i></li> </ul> </td> <td data-bbox="948 1536 1374 1653"><i>Already on FWP</i></td> </tr> </tbody> </table> <table border="1" data-bbox="304 1688 1374 1843"> <thead> <tr> <th data-bbox="304 1688 948 1767">Subject</th> <th data-bbox="948 1688 1374 1767">Proposed Meeting Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="304 1767 948 1843"><b>Clwyd Pension Fund</b></td> <td data-bbox="948 1767 1374 1843">Annually – TBC</td> </tr> </tbody> </table> <table border="1" data-bbox="304 1879 1374 2002"> <thead> <tr> <th data-bbox="304 1879 948 1939">Subject</th> <th data-bbox="948 1879 1374 1939">Proposed Meeting Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="304 1939 948 2002"><b>ICT and Digital Strategies</b></td> <td data-bbox="948 1939 1374 2002">Annually – TBC</td> </tr> </tbody> </table>	Subject		Proposed Meeting Date	<b>Corporate Management and Governance</b>	<ul style="list-style-type: none"> <li>• <i>Council strategic and improvement planning (Council Plan)</i></li> </ul>	<i>Already on FWP</i>	<ul style="list-style-type: none"> <li>• Council performance and performance systems</li> </ul>	Annually – May	<ul style="list-style-type: none"> <li>• Customer Services and contact</li> </ul>	Annually – May	<ul style="list-style-type: none"> <li>• <i>Finance Strategy</i></li> </ul>	<i>Already on FWP</i>	<ul style="list-style-type: none"> <li>• <i>Revenue and capital strategic planning Revenue and capital budget monitoring</i></li> </ul>	<i>Already on FWP</i>	Subject	Proposed Meeting Date	<b>Clwyd Pension Fund</b>	Annually – TBC	Subject	Proposed Meeting Date	<b>ICT and Digital Strategies</b>	Annually – TBC
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Subject		Proposed Meeting Date
People Strategy	<ul style="list-style-type: none"> <li>Organisational Design &amp; Change Programme</li> </ul>	Annually – September

Subject		Proposed Meeting Date
Corporate Services	<ul style="list-style-type: none"> <li>Corporate Communications</li> </ul>	Annually – TBC
	<ul style="list-style-type: none"> <li>Financial services</li> </ul>	Annually – TBC
	<ul style="list-style-type: none"> <li>ICT Services</li> </ul>	Annually – TBC
	<ul style="list-style-type: none"> <li><i>Information and Business Services Procurement</i></li> </ul>	<i>Already on FWP</i>
	<ul style="list-style-type: none"> <li>HR Business Partnering</li> </ul>	Annually – TBC
	<ul style="list-style-type: none"> <li>Occupational Health and Wellbeing Employment Services</li> </ul>	Annually – TBC
	<ul style="list-style-type: none"> <li>Legal Services</li> </ul>	Annually – TBC
	<ul style="list-style-type: none"> <li>Democratic Services</li> </ul>	Annually – TBC
	<ul style="list-style-type: none"> <li><i>Revenues</i></li> </ul>	<i>Already on FWP</i>

Subject		Proposed Meeting Date
Strategic and Partnership Working	<ul style="list-style-type: none"> <li>Partnership and collaborative working frameworks</li> </ul>	Annually – May
	<ul style="list-style-type: none"> <li>Public Service Board</li> </ul>	Annually – May
	<ul style="list-style-type: none"> <li>Civil Contingencies</li> </ul>	Annually – May
	<ul style="list-style-type: none"> <li>Emergency Planning</li> </ul>	Annually – May

Subject		Proposed Meeting Date
Crime and Disorder	<ul style="list-style-type: none"> <li>Community Safety Partnership</li> </ul>	Annually – April
	<ul style="list-style-type: none"> <li>North Wales Fire &amp; Rescue Authority &amp; Service</li> </ul>	Annually – April
	<ul style="list-style-type: none"> <li>North Wales Police &amp; Crime Commissioner North</li> </ul>	Annually – April
	<ul style="list-style-type: none"> <li>Wales Police Service</li> </ul>	Annually – April
	<ul style="list-style-type: none"> <li>North Wales Probation Service</li> </ul>	Annually – April

Note. Corporate Resources Overview & Scrutiny is also the designated 'crime & disorder scrutiny' committee.

		<b>Subject</b>	<b>Proposed Meeting Date</b>
<b>Capital Programme and Assets</b>	•	Corporate Property Maintenance Service	Annually – September
	•	Property and Design Consultancy	Annually – September
	•	Valuation and Estates Service	Annually – September
	•	Community Assets	Annually – September
	•	Community Asset Transfer Programme	Annually – September
		<b>Subject</b>	<b>Proposed Meeting Date</b>
		<b>NEWydd</b>	<i>Already on FWP</i>
1.04	<p>In identifying any additional topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none"> <li>1. Will the review contribute to the Council's priorities and/or objectives?</li> <li>2. Is it an area of major change or risk?</li> <li>3. Are there issues of concern in performance?</li> <li>4. Is there new Government guidance of legislation?</li> <li>5. Is it prompted by the work carried out by Regulators/Internal Audit?</li> <li>6. Is the issue of public or Member concern?</li> </ol>		

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	Not applicable.

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

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix 1 – Draft Forward Work Programme.</p> <p>Appendix 2 – Corporate Resources Overview &amp; Scrutiny Committee Terms of Reference</p>



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

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Steven Goodrum, Democratic Services Manager</p> <p><b>Telephone:</b> 01352 702320</p> <p><b>E-mail:</b> <a href="mailto:Steven.Goodrum@flintshire.gov.uk">Steven.Goodrum@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	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 (March 2023)**

Date of meeting	Subject	Purpose of Report / Presentation	Scrutiny Focus	Responsible / Contact Officer	ToR
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 19</p> <p>Thursday 20<sup>th</sup> April, 2023</p>	<p><b>Revenue budget monitoring 2022/23 (month 11)</b></p>	<p>To provide the latest revenue budget monitoring position for 2022/23 for the Council Fund and Housing Revenue Account.</p>	<p>Performance monitoring</p>	<p>Corporate Finance Manager</p>	
	<p><b>Employment and Workforce Half-Yearly Update</b></p>	<p>This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.</p>	<p>Assurance</p>	<p>Corporate Manager, People and Organisational Development</p>	
	<p><b>Delivering public services through outsourcing or shared services</b></p>	<p>To explore the financial benefits of outsourcing or sharing some Council services.</p>	<p>Consultation</p>	<p>Corporate Manager, Corporate Property and Assets</p>	
	<p><b>Council Plan 2023-28 Development</b></p>	<p>To share the Council Plan 2023-28 Part 1 and Part 2 draft content for review/feedback prior to sign off at Cabinet.</p>	<p>Consultation</p>	<p>Chief Executive</p>	
	<p><b><i>Community Foundation in Wales Flintshire Funds Impact Report 2022</i></b></p>	<p><i>To share with the Committee the Flintshire Funds Impact Report 2022 which has been produced by the Community Foundation in Wales</i></p>	<p><i>Consultation</i></p>	<p><i>Nicola McCann / Andrea Powell</i></p>	

CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

Date of meeting	Subject	Purpose of Report / Presentation	Scrutiny Focus	Responsible / Contact Officer	ToR
		<i>(CFIW).</i>			
	<b>NEWydd Business Plan 2023/24</b>	<i>To present the NEWydd Catering &amp; Cleaning Ltd Business Plan 2023/24 for endorsement.</i>	<i>Consultation</i>	<i>Corporate Manager, Corporate Property and Assets</i>	
<b>Thursday 18<sup>th</sup> May, 2023</b>  Page	<b>Revenue Budget Monitoring 2022/23 (Outturn) and Capital Programme Monitoring 2022/23 (Outturn)</b>	To present the Revenue Budget Monitoring (Outturn) and Capital Programme Monitoring (Outturn) for 2022/23.	Performance monitoring	Corporate Finance Manager	
<b>Thursday 15<sup>th</sup> June, 2023</b>	<b>Revenue budget monitoring 2023/24 (month 1)</b>	To provide the latest revenue budget monitoring position for 2023/24 for the Council Fund and Housing Revenue Account.	Performance monitoring	Corporate Finance Manager	
	<b>Council Plan 2022-23 Year-End Performance</b>	To review the levels of progress in the achievement of activities and performance levels identified in the Council Plan.	Performance monitoring	Chief Executive	

## CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

Date of meeting	Subject	Purpose of Report / Presentation	Scrutiny Focus	Responsible / Contact Officer	ToR
Thursday 13 <sup>th</sup> 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.	Performance monitoring	Corporate Finance Manager	
	<i>Local Government Finance Act 1992, Section 13A (Sub-section 1C)</i>	<i>To review Flintshire County Council's policy on discretionary powers held by councils to discount or write-off the amount of Council Tax payable on a case-by-case basis.</i>	<i>Policy review</i>	<i>Corporate Finance Manager</i>	

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

### Item(s) to be scheduled:

Proposed Month	Subject	Purpose of Report / Presentation	Responsible / Contact Officer
September	North Wales Economic Ambition Board	To receive an update from the North Wales Economic Ambition Board.	TBC
TBC	North Wales Councils Regional Emergency Planning Service (NWCREPS) - Annual Report 2021/22	To receive an update on the preparedness of the Council to plan for emergencies and specific follow-up reports to any major local or regional emergency events to which the Council has had to respond.	Chief Executive
TBC	Community Safety Partnership Annual Report	This item fulfils the statutory requirement for the committee to hold an annual 'crime & disorder' scrutiny meeting.	Sian Jones
TBC	Flintshire Community Endowment Fund - Annual Report		Fiona Mocko

## CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

### Regular Items

Month	Subject	Purpose of Report / Presentation	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
Twice-Yearly	Employment and Workforce 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)

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# Corporate Resources Overview & Scrutiny Committee Terms of Reference

## Main Contributors

- Leader of the Council and Cabinet Member for Education, Welsh Language, Culture and Leisure
- Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
- Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources
- Chief Executive
- Chief Officer (Governance)
- Corporate Finance Manager

## Scope

To fulfil all the functions of an Overview & Scrutiny committee, including Performance, Improvement and Policy Development as they relate to the list below.

### **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

### **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

### **Capital Programme and Assets**

- Corporate Property Maintenance Service
- Property and Design Consultancy
- Valuation and Estates Service
- Community Assets
- Community Asset Transfer Programme
- NEWydd

Note. Corporate Resources Overview & Scrutiny is also the designated 'crime & disorder scrutiny' committee.



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 8 <sup>th</sup> March 2023
<b>Report Subject</b>	Corporate Self-Assessment 2021/22
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Education Welsh Language, Culture and Leisure
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Assurance

### EXECUTIVE SUMMARY

The Local Government and Elections Act (Wales) 2021 sets out a duty to report on performance and states 'A council must produce a self-assessment report in respect of each financial year. The report must set out its conclusions on the extent to which it met the performance requirements during that year, and any actions it intends to take, or has already taken, to increase the extent to which it is meeting the performance requirements.'

The duty came fully into effect in April 2022 and work has taken place to carry out the organisations first Corporate Self-Assessment. There is no prescribed model for how to undertake a self-assessment. We developed a three-stage process having drawn on our experience and in consultation with national advisors:

**Stage one** - 'desk-based' analysis and evaluation.

**Stage two** - Opinion sourcing, consultation and engagement.

**Stage three** - final published assessment and improvement plan.

As an organisation, the results of the Corporate Self-Assessment has identified, that there is good evidence of performance against the assessment and scored between good and best practice in 79% of the questions asked. In 15% of the questions it was identified that there was good / more evidence required and in 6% there was a need for further action.

The theme / question scored as 'very best practice' identified in the self-assessment relates to:

- **Theme F – Partnership Working**

Question: Does the Council engagement in local, regional, and national partnerships and collaborations (F24).

Two Themes / Three questions scored as 'having evidence but further action needed' related to:

- **Theme B – Resource Planning and Management**
  - Question: Are these strategies sustainable, and dynamic, in adapting to change and the future? (B11)
- **Theme G – Customer and Community Engagement**
  - Question: Does the Council have comprehensive and maintained plans and policies for customer and community engagement in place ? (G27)
  - Question: Does the Council use Customer Service feedback effectively in reviewing performance and shaping services? (G28)


## RECOMMENDATIONS

1	To approve the findings of the Corporate Self-Assessment 21/22.
2	To approve the opportunities for improvement identified in Corporate Self-Assessment 21/22.

## REPORT DETAILS

<b>1.00</b>	<b>Explaining the Corporate Self-Assessment 2021/22</b>
1.01	The Local Government and Elections Act (Wales) 2021 sets out a duty to report on performance and states 'A council must produce a self-assessment report in respect of each financial year. The report must set out its conclusions on the extent to which it met the performance requirements during that year, and any actions it intends to take, or has already taken, to increase the extent to which it is meeting the performance requirements.' This document aims to achieve the duty set out above for the act and for the use by the Council.
1.02	Under the Local Government and Elections (Wales) Act 2021, the Council must put in place a system of corporate self-assessment to review the extent to which: <ul style="list-style-type: none"> <li>a) it is exercising its functions effectively,</li> <li>b) it is using its resources economically, efficiently, and effectively, and</li> <li>c) its governance is effective for securing the matters set out in paragraphs (a) and (b).</li> </ul>
1.03	The Self-Assessment model focuses on eight themes and considers a set of core questions within each of these themes outlined further in this document. As with all models there will inevitably be overlaps across themes however, the themes are sufficiently defined and demarked to avoid too much overlapping or duplication. <p>The Self-Assessment Model follows three stages:</p> <p style="text-align: center;"><b>Stage One</b> - 'desk-based' analysis and evaluation  <b>Stage Two</b> - opinion sourcing, consultation and  <b>Stage Three</b> - final published assessment and improvement plan</p>

1.04	<p>A Project Board was established comprising of a Project Board Chair, a senior responsible officer and officers from across portfolios that are either currently Performance Leads or officers who were part of the Governance Recovery Group during the Council's response phase to the pandemic. Each of the officers who sit on the Project Board are considered to have the ability to conceptualise new models and new ways of working, have an understanding of their service whilst having sufficient seniority within the Council to take the Self-Assessment forward.</p>
1.05	<p>Stage one of the self-assessment will be against the themes below:</p> <ul style="list-style-type: none"> <li>• <b>A</b> - Vision, Strategy and Performance</li> <li>• <b>B</b> - Resource Planning and Management</li> <li>• <b>C</b> - Organisational Governance, Ethics and Values</li> <li>• <b>D</b> - Organisational Leadership and Operating Models</li> <li>• <b>E</b> - Innovation and Change Management</li> <li>• <b>F</b> - Partnership Working</li> <li>• <b>G</b> - Customer and Community Engagement</li> <li>• <b>H</b> - Risk Management and Business Continuity</li> </ul>
1.06	<p>We drew upon the Council's Annual Governance Statement (AGS) model of evaluation and scoring and evidence capturing as this model is known to be effective. The model is a useful platform for challenging and moderating variations in opinion through facilitated review. The scoring criteria is listed below:</p> <p><b>Score 5</b> – Very best practice  <b>Score 4</b> – Good evidence  <b>Score 3</b> – Evidence but further action required  <b>Score 2</b> – Some evidence but lacking in key areas  <b>Score 1</b> – No evidence</p>
1.07	<p>Stage two of the self-assessment sets out the conclusions from the analysis and evaluation of stage one. This was carried out by the project board using peers from other portfolios to keep the assessment focused and to give consistency of check and challenge.</p> <p>During Stage Two the results of the assessment were considered, challenged and evaluated at a specially convened Senior Leadership Academi. A separate consultation process was not undertaken for this year. The final results of the self-assessment are detailed in the graph below:</p>

	<p style="text-align: center;">Corporate Self-Assessment Results 2021/22</p>  <ul style="list-style-type: none"> <li>■ Score 5 - Very best practice</li> <li>■ Score 4/5 Good evidence, almost best practice</li> <li>■ Score 4 - Good evidence</li> <li>■ Score 3/4 Good evidence, could enhance further</li> <li>■ Score 3 - Evidence but further action required</li> </ul>
1.08	<p>Stage three is being presented here which includes published assessment and improvement plan which will be led by the Cabinet and run through the Corporate Resources Overview and Scrutiny Committee (CROSC) and Governance and Audit Committee for input and assurance in March 2023.</p>
1.09	<p>Overall based on the range of questions asked against the eight Themes it is considered that the Council:</p> <ol style="list-style-type: none"> <li>a) Does exercise its functions effectively.</li> <li>b) Uses its resources economically, efficiently, and effectively; and</li> <li>c) Has effective governance for securing the matters set out in paragraphs (a &amp; b)</li> </ol> <p>This is consistent with the Council Annual Governance Statement and the Annual Performance Report for the year 2021/22.</p> <p>The Self-Assessment has identified two themes / three questions which scored a 3 as 'having evidence but further action needed'. There is always areas where we strive for improvement and the following list of opportunities have been identified following engagement which are felt can be achieved in the short term and have some real benefits in doing so. This relates to:</p> <ul style="list-style-type: none"> <li>• <b>Theme B – Resource Planning and Management.</b> <ul style="list-style-type: none"> <li>• Question: Are these strategies sustainable, and dynamic, in adapting to change and the future? (B11)</li> </ul> </li> <li>• <b>Theme G – Customer and Community Engagement.</b> <ul style="list-style-type: none"> <li>• Question: Does the Council have comprehensive and maintained plans and policies for customer and community engagement in place? (G27)</li> <li>• Question: Does the Council use Customer Service feedback effectively in reviewing performance and shaping services? (G28)</li> </ul> </li> </ul> <p>The improvement plan can be found in Appendix A.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>Resource implications were felt as this was the first time of carrying out the Corporate Self-Assessment. However now the work has been completed the implications in the future will be less.</p>

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<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Chief Executive, Chief Officers, and Senior Officers (Senior Leadership Academi) have all been consulted on the Corporate Self-Assessment. Cabinet now has the opportunity to consider and review the content of the Corporate Self-Assessment and Improvement Plan.

<b>4.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
4.01	Integrated Impact Assessments and Risk Management feed the Corporate Self-Assessment and are assessed within the Themes and questions.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Corporate Self-Assessment 2021/22

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Council Plan 2021/22 Council Plan Monitoring Reports 2021/22 Annual Governance Statement 2021/22

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Lisa Brownbill, Internal Audit, Performance and Risk Manager <b>Telephone:</b> 01352 702231 <b>E-mail:</b> <a href="mailto:lisa.brownbill@flintshire.gov.uk">lisa.brownbill@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<b>Council Plan:</b> the document which sets out the annual priorities of the Council.  <b>Medium Term Financial Strategy:</b> a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

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2021/22

Flintshire County Council  
Corporate Self-Assessment

Final

## What is the purpose of this document?

This document details the Council's Corporate Self-Assessment and identifies areas of best practise and areas for further improvement. The document explains:

Section	Content	Page
1.	What the Corporate Self-Assessment is	2
2.	Process of review and timeframe	3
3.	Scoring Criteria	3
4.	Summary of the Effectiveness of the Council's Corporate Self-Assessment	4
5.	Key themes of the Corporate Self-Assessment:	5
	Theme A – Vision, Strategy and Performance	6
	Theme B – Resource Planning and Management	7
	Theme C – Organisational Governance, Ethics and Values	8
	Theme D – Organisational Leadership and Operating Models	9
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6.	Conclusion and Opportunities for Improvement	14
7.	Certification	16

# 1. What is the Corporate Self-Assessment?

The Local Government and Elections Act (Wales) 2021 sets out a duty to report on performance and states 'A council must produce a self-assessment report in respect of each financial year. The report must set out its conclusions on the extent to which it met the performance requirements during that year, and any actions it intends to take, or has already taken, to increase the extent to which it is meeting the performance requirements.' This document aims to achieve the duty set out above for the act and for the use by the Council.

The Corporate Self-Assessment is a comprehensive assessment of the corporate organisation and not a detailed assessment of the performance of each service portfolio, the assessment themes are designed in this way.

The self-assessment is meant to provide a platform for assurance and self-improvement and would lead to an improvement plan for the organisation.

The Self-Assessment model focused on eight themes and considered a number of core questions within each of these themes outlined further in this document. As with all models there will inevitably be overlaps across themes however, the themes are sufficiently defined and demarked to avoid too much overlapping or duplication.

The Self-Assessment Model followed three stages:

- **Stage One** - 'desk-based' analysis and evaluation of available documents and evidence and some internal triangulation through review and moderation
- **Stage Two** - opinion sourcing, consultation and engagement and 'triangulation'
- **Stage Three** - production of a formal and final published assessment and improvement plan which will be led by the Cabinet and run through both the Corporate Resources Overview and Scrutiny Committees and the Governance and Audit Committee for input and assurance.

The first stage was more evidential e.g., the presence of strategies and evaluative reports e.g. regulatory reports, the Annual Governance Statement (AGS), the Annual Performance Report. The second stage, more qualitative whilst the third stage is the closing stage involving the production and publication of a formal and final assessment and action plan.

## 2. Process of Review and Timeframe

A timeframe to complete each of the three stages of the Corporate Self-Assessment was identified as follows:

Stage	Task	Timeline
One	Desk-based' analysis and evaluation of available documents and evidence and some internal triangulation through review and moderation	September 2021
Two	Opinion sourcing, consultation and engagement and 'triangulation'	January 2022
Three	This will be the closing stage and will involve the production of a formal and final published assessment and action plan which will be led by the Cabinet and run through both the Overview and Scrutiny Committees and the Governance and Audit Committee for input and assurance	By January 2023

A Project Board was established comprising of a Project Board Chair, a senior responsible officer, and officers from across portfolios that were either currently Performance Leads or officers who were part of the Governance Recovery Group during the Council's response phase to the pandemic. Each of the officers who sat on the Project Board were considered to have the ability to conceptualise new models and new ways of working, understand their portfolio services whilst having sufficient seniority within the Council to take the Self-Assessment forward.

We drew upon the Council's AGS model of evaluation and scoring and evidence capturing as this model was known to be effective. The model was a useful platform for challenging and moderating variations in opinion through facilitated review.

A report was shared at Governance and Audit Committee in July 2021 on the development of the Self-Assessment model, the proposed model for the first corporate self-assessment was endorsed.

The results of the Stage One were independently examined by Internal Audit and shared at a Senior Leadership Academy where the results were considered, challenged, and evaluated further. Based on the findings within the report, a consultation process was not undertaken for this year.

## 3. Scoring Criteria:

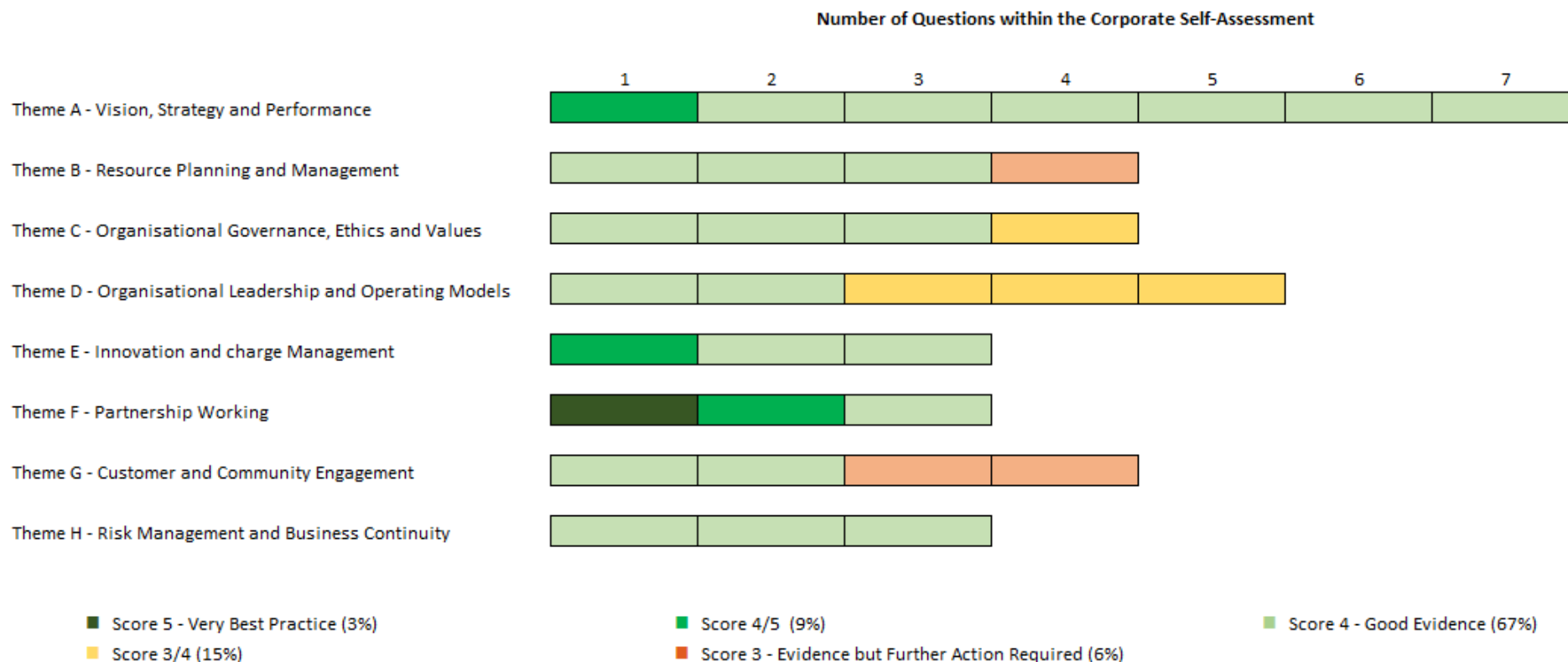
**Score 5** – Very best practice,  
**Score 2** – Some evidence but lacking in key areas,

**Score 4** – Good evidence,  
**Score 1** – No evidence

**Score 3** – Evidence but further action required,

## 4. Summary of the Effectiveness of the Council’s Corporate Self-Assessment

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**Areas of Very Best Practice:**

- (F24) - Council engagement in local, regional and national partnerships and collaborations

**Further Action Required:**

- (B11) - Strategies sustainable, and dynamic, in adapting to change and the future
- (G27, G28) - Comprehensive and maintained plans and policies for customer and community engagement in place

## 5. Key themes of the Corporate Self-Assessment

The eight key themes of the Corporate Self-Assessment are listed below:

<b>Theme A</b>	Vision, Strategy and Performance
<b>Theme B</b>	Resource Planning and Management
<b>Theme C</b>	Organisational Governance, Ethics and Values
<b>Theme D</b>	Organisational Leadership and Operating Models
<b>Theme E</b>	Innovation and Change Management
<b>Theme F</b>	Partnership Working
<b>Theme G</b>	Customer and Community Engagement
<b>Theme H</b>	Risk Management and Business Continuity

Against these themes, the Council reviewed whether:

- It was exercising its functions effectively
- It was using its resources economically, efficiently, and effectively
- Governance was effective for securing the above.

## Theme A – Vision, Strategy and Performance

Questions		How we do this / How we achieve this
A1	Does the Council have a set of corporate and service strategies in place which set out vision and ambition?	<ul style="list-style-type: none"> <li>• Council Plan 2021-22 which sets out the Council’s vision and ambition for the year.</li> <li>• A set of corporate and service strategies were in place which set out the Council’s vision and ambition e.g. the Digital Strategy, MTFs and the Capital Strategy, etc.</li> </ul>
A2	Are these strategies locked-in to national and regional Government strategy, and collaborative planning with key partners?	<ul style="list-style-type: none"> <li>• The Council Plan priorities were clearly defined and locked into national and regional priorities and strategies.</li> <li>• The Council Plan 2021-22 identified clear linkages to national and regional policies/strategies which were captured in the document.</li> </ul>
A3	Are these strategies being followed and are they achieving their aims and objectives?	<ul style="list-style-type: none"> <li>• The Council Plan was reported at Cabinet and Overview and Scrutiny Committees for six monthly performance monitoring reviews.</li> <li>• The MTFs and Capital strategy were both updated annually alongside the Council’s budget process.</li> <li>• Service Strategies were reviewed within their set timeframes (set timeframes varied between each of the strategies).</li> <li>• Reports were provided to the relevant committees stating whether strategies were meeting their agreed aims and objectives.</li> </ul>
A4	Are these strategies sustainable, and dynamic, in adapting to change and the future?	<ul style="list-style-type: none"> <li>• The Council Plan had an annual refresh in 2021/22 to ensure appropriateness. Engagement was conducted with all members of the Council and all Officers in several different ways which included committee meetings and management meetings.</li> </ul>
A5	Are these strategies supported by portfolio service business plans which are consistent with the overall aims and objectives of the Council?	<ul style="list-style-type: none"> <li>• During the year each Portfolio had recovery business plans in place which supported the Council Priorities set in the Council Plan. These replaced business plans which in the past had aligned the Council Plan.</li> <li>• Capital schemes included within the Capital Programme were selected based on priorities within the Council Plan and Portfolio Business Plans.</li> </ul>
A6	Are these portfolio service plans being followed and are they achieving their aims, objectives, and performance targets?	<ul style="list-style-type: none"> <li>• Portfolio Performance was tracked through Performance measures identified at the initial stage of the Pandemic. These were reported on a six-monthly basis to Cabinet and Overview and Scrutiny Committees.</li> </ul>
A7	Is there effective democratic oversight of portfolio service direction and performance?	<ul style="list-style-type: none"> <li>• Performance reporting cycles that we had in place ensured that we had robust assurance and scrutiny in place.</li> <li>• Performance reports were approved by Cabinet and shared at relevant Overview and Scrutiny Committees.</li> </ul>

## Theme B – Resource Planning and Management

Questions		How we do this/how we achieve this
B8	Does the Council have comprehensive and maintained strategies for workforce, finance, procurement, and assets in place?	<ul style="list-style-type: none"> <li>The Council had a number of comprehensive and maintained strategies in place which included; People Strategy, MTFS, Housing Asset Management Strategy, Code of Corporate Governance, Procurement Strategy and a Capital Strategy.</li> </ul>
B9	Are these strategies achieving their aims and objectives at a corporate level?	<ul style="list-style-type: none"> <li>Updates were provided to Cabinet and/or Overview and Scrutiny Committees on the progress of the strategies.</li> </ul>
B10	Are these strategies achieving their aims and objectives at a portfolio level?	<ul style="list-style-type: none"> <li>Updates were provided to Cabinet and/or Overview and Scrutiny Committees on the progress of the strategies.</li> </ul>
B11	Are these strategies sustainable, and dynamic, in adapting to change and the future?	<ul style="list-style-type: none"> <li>The Council's strategies were reviewed and updated annually. Reports were provided to the relevant Committees on the progress of these strategies. However, there were some areas between Portfolios and Corporate that could be improved. This included the timeliness of reviewing and monitoring key strategies and plans which sit below the Council Plan.</li> </ul>

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Areas identified for Further Improvement
<ul style="list-style-type: none"> <li>There were some areas between Portfolios and Corporate that could be improved. This included the timeliness of reviewing and monitoring key strategies and plans which sit below the Council Plan (B11).</li> </ul>



## Theme C – Organisational Governance, Ethics and Values

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Questions	How we do this/how we achieve this
<p>C12 Does the Council have comprehensive and maintained frameworks and codes in place for governance, ethics and values?</p>	<ul style="list-style-type: none"> <li>• The Council's Constitution, a comprehensive document, was reviewed and maintained during 2021-22. A 'user friendly' guide to the Constitution is being developed.</li> <li>• The Council's Code of Corporate Governance was reviewed and updated by the Corporate Governance Working Group which comprised of senior officers from the relevant portfolios. Their assessments were subject to challenge by statutory officers.</li> <li>• IA Report (ethics) - We ensured that the seven principles of public life were central to decision making.</li> <li>• Code of Conduct - Good conduct was of paramount importance and adherence to the code was ensured by the Council having a robust Standards Committee, the membership of which was refreshed through stringent recruitment of new lay members.</li> <li>• Suite of Policies and Procedures – The Council's policies and procedures must be kept relevant and focused, and they were updated as required.</li> <li>• We upheld Principle A of our Corporate Governance Framework, which requires us to behave with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law. Our Annual Governance Statement (AGS) was subject to Member challenge, and we plan greater Member involvement in preparing the Annual Governance Statement for 2022.</li> </ul>
<p>C13 How well are these frameworks and codes applied and observed?</p>	<ul style="list-style-type: none"> <li>• The AGS is a self-assessment of our Code of Corporate Governance based on the evidence and knowledge we have within the organisation and was reviewed by Audit Wales.</li> </ul>
<p>C14 Is the application of ethics and values evident in the way the Council appraises options and makes decisions?</p>	<ul style="list-style-type: none"> <li>• Strong corporate values are evidenced in the continued delivery of discretionary services/decisions made for the benefit of our residents despite financial pressures to cut such services.</li> </ul>
<p>C15 Does the Council work productively with its external regulators and demonstrate sound compliance?</p>	<ul style="list-style-type: none"> <li>• A robust ethical framework was in place - mapped through to monitoring and reporting structures.</li> <li>• The ethical framework was visible in the Constitution and supporting policies and protocols.</li> <li>• The Council had all policies and protocols expected of a forward-thinking council.</li> </ul>

## Theme D – Organisational Leadership and Operating Models

Question	How we do this/how we achieve this
D16 Is there strong and effective political leadership?	<ul style="list-style-type: none"> <li>The AGS, Principle A evidence identified a number of documents which set out Codes of Conduct along with the Code of Corporate Governance and also set out a standard to achieve.</li> <li>During 2021/22 the Council had a minority Labour administration. The Council Leader had two deputies, who were, responsible for Governance and Partnerships. The leader of the largest opposition group was the leader of the Independent Alliance. The emphasis was on joint working: regular Group leaders’ meetings were held between the leaders of each of the Council’s political groups and attended by the statutory officers (Chief Executive/Head of Paid Service, Chief Officer (Governance)/Monitoring Officer, Corporate Finance Manager/Section 151 Officer and Head of Democratic Services).</li> </ul>
D17 Is there strong and effective professional leadership?	<ul style="list-style-type: none"> <li>The AGS Principle A evidenced identified a number of documents which set out Codes of Conduct along with the Code of Corporate Governance which also sets out a standard to achieve.</li> <li>Strong and professional leadership was provided through the Chief Officer Team (COT) and the portfolio Department Management Teams, supported by the senior Leadership Academy, comprising of Chief Officers and their portfolio Service Managers.</li> </ul>
D18 Does the Council have an adopted organisational operating model and a preferred working culture?	<ul style="list-style-type: none"> <li>The Council’s ‘flat structure’ operating model was adapted in 2014, following an extensive review. The original structure of Chief Executive and nine Chief Officers moved to one of a Chief Executive and six Chief Officers.</li> </ul>
D19 How effective is the operating model?	<ul style="list-style-type: none"> <li>The structure was effective, and this was demonstrated by the performance of the organisation at corporate performance level and the performance across a number of various projects in which the different areas worked in a collaborative way.</li> </ul>
D20 Is it evident that the preferred working culture is pre-dominant and effective?	<ul style="list-style-type: none"> <li>The working culture was collegiate with officers from different portfolios working together on projects.</li> </ul>

## Theme E – Innovation and Change Management

Question		How we do this/how we achieve this
E21	Does the Council have a proven appetite for innovation and change management?	<ul style="list-style-type: none"> <li>The Council Plan was an ambitious document and has been for a number of years. Target dates, measures and actions were stretched/ambitious but realistic in nature. Within the Council Plan there were a number of examples that demonstrated innovation and change management.</li> </ul>
E22	How well has the Council implemented its chosen innovation and change programmes and projects against time, budget, transition and performance objectives and targets?	<ul style="list-style-type: none"> <li>Performance of the Joint Social Value Procurement Strategy demonstrated progress made against the strategy.</li> </ul>
E23	How well does the Council compare to its peers in being an innovator?	<ul style="list-style-type: none"> <li>Audit Wales carried out a Review of local authorities during the pandemic and the Council was reviewed in a number of areas for innovation and change management to ways of working, collaborations, partnership working, technological development – Audit Wales Review.</li> </ul>

## Theme F – Partnership Working

Question		How we do this/how we achieve this
F24	Does the council engage well in local, regional, and national partnerships and collaborations?	<ul style="list-style-type: none"> <li>There was a wide amount of evidence throughout a number of documents which demonstrated engagement locally, regionally and nationally. Examples of these documents included the Public Services Board - Wellbeing Plan, Joint Public Service Board Plan, Council Plan 2021/22, AGS - Principle B, Code of Corporate Governance and Regional Emergency Planning.</li> </ul>
F25	Do the partnerships and collaborations for which the council is (co) responsible/relies upon have sound and effective governance arrangements in place?	<ul style="list-style-type: none"> <li>Clear terms of reference were agreed where necessary to ensure clarity of the governance arrangements. For example, the Public Service Board Terms of Reference set out the Governance arrangements for the Board.</li> </ul>
F26	How well do the key partnerships and collaborations for which the council is responsible/relies upon perform against their aims and objectives?	<ul style="list-style-type: none"> <li>Performance of key partnerships and collaboration was strong, an example of this was the performance of Aura Leisure and Libraries against the business plan it set.</li> </ul>

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### What has worked well during 2021/22 (Area of Best Practice)

- Engagement in local, regional, and national partnerships and collaborations (F24)

## Theme G – Customer and Community Engagement

Question	How we do this/how we achieve this
G27 Does the Council have comprehensive and maintained plans and policies for customer and community engagement in place?	<ul style="list-style-type: none"> <li>The Council had a corporate strategy for delivery of Customer Services for, Face to Face, Telephone and Online.</li> <li>Core principles for public engagement and consultation were adopted in 2012 to underpin the Welsh National Principles for Public Engagement.</li> </ul>
G28 Does the Council use customer and community feedback effectively in reviewing performance and shaping services?	<ul style="list-style-type: none"> <li>Services engaged with customers and communities to gain feedback on performance to help shape services.</li> </ul>
G29 How well does the Council perform in meeting its customer services standards and targets?	<ul style="list-style-type: none"> <li>Performance against Corporate Complaints was monitored and reported to Cabinet, Corporate Resources Overview and Scrutiny Committee, Governance and Audit Committee as well as annually to the PSOW annual letter and half yearly update. The Chief Officers Team received monthly performance reports.</li> </ul>
G30 How well does the Council engage with stakeholders in framing policy and in the making of key service policy decisions?	<ul style="list-style-type: none"> <li>Engagement with key stakeholders such as partners had been identified in the AGS as working well. There was strong evidence of partnership working, relationship management and formal and informal partnerships.</li> </ul>

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### Areas identified for Further Improvement

- The Core Principles for public engagement and consultation document is nearly 10 years old and needs review (G27)
- There was no forward work programme for corporate engagement activity which leaves a disjunction between corporate and portfolio activity (G27)
- Lack of understanding across all portfolios of what consultation/engagement is taking place with who, when and why (G27)
- Insufficient understanding of who our range of stakeholders were (G27) & (G28)

## Theme H – Risk Management and Business Continuity

Question	How we do this/how we achieve this
H31 Does the Council have comprehensive and maintained strategies for risk management and business continuity in place?	<ul style="list-style-type: none"> <li>• Risk management had a review in early 2020, this assisted greatly in managing the Council through the pandemic and ensuring good risk management was embedded.</li> <li>• Risk Registers for each portfolio were produced and for Recovery areas of the organisation at a corporate level.</li> </ul>
H32 Have these strategies proved effective in real-time and/or test scenario settings?	<ul style="list-style-type: none"> <li>• The newly developed Risk Management User Guide was rolled out during the early response phase of the Pandemic. Timelines were accelerated and training implemented. Over two months risk registers for each portfolio were developed together with a corporate recovery risk register. These risk registers continued to be managed and maintained throughout 2021/22.</li> </ul>
H33 Are these strategies dynamic in adapting to change and ensuring resilience for the future?	<ul style="list-style-type: none"> <li>• The Risk Management User Guide was reviewed and shared with Governance and Audit Committee for review and agreement of the framework. Development takes place yearly to ensure the latest trends and best practice is being upheld.</li> </ul>

## 6. Conclusion and Opportunities for Improvement

The Project Board engaged with all who took part in the Self-Assessment. Over based on the range of questions asked against the eight Theme it is considered that the Council:

- a) Does exercise its functions effectively,
- b) Uses its resources economically, efficiently, and effectively, and
- c) Has governance is effective for securing the matters set out in paragraphs

This is consistent with the Council Annual Governance Statement and the Annual Performance Report for the year 2021/22. There is always areas where we strive for improvement and the following list of opportunities have been identified following engagement which are felt can be achieved in the short term and have some real benefits in doing so.

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Opportunity for improvement	Target Completion Date	Theme which it contributes to	Owner	Progress RAG	Progress Comment
Forward work programme of consultation/engagement activity across all portfolios to be generated and shared on the web (G27)	March 2024	G - Customer and Community Engagement	Rebecca Jones Gill Watkins	<b>Amber</b>	A programme of consultation and engagement activity across the Council is to be developed based on the input from all portfolios. The outcome of this will be published on our website.

Opportunity for improvement	Target Completion Date	Theme which it contributes to	Owner	Progress RAG	Progress Comment
<p>1) The creation of a consultation and engagement database to be used by all services to register their consultation and engagement activity (G27)</p> <p>2) The development of a consultation and engagement portal on Flintshire’s website to provide a central resource for closed, current and future consultations/engagement undertaken by the Council (G27)</p> <p>3) The creation of a consultation and engagement stakeholder database to hold the details of a wide range of network information to ensure that when engaging we are reaching as far and as wide as possible including with the protected characteristic groups (G27) (G28)</p>	<p>March 2025</p>	<p>G - Customer and Community Engagement</p>	<p>Rebecca Jones Gill Watkins</p>	<p><b>Amber</b></p>	<p>The Digital Strategy Board rejected a business case to develop a local solution owing to competing priorities and capacity within IT. A third-party solution was due to be procured but a shift in budget priorities resulted in a pressure bid being withdrawn as non-essential spend. The opportunities are long term ambitions subject to funding and/or capacity to develop our own solution.</p>
<p>Review the national position in relation to the National Principles and their standing across Wales - review and reaffirm our commitment depending on outcome of research (G27)</p>	<p>September 2023</p>	<p>G - Customer and Community Engagement</p>	<p>Rebecca Jones</p>	<p><b>Green</b></p>	<p>Refreshed National Principles have recently been released by WLGA (August 2022) and these will be communicated to the workforce. They have been updated on our website.</p>
<p>Look at workforce strategies to allow for more flexibility in resource planning and responding to recruitment challenges (B11)</p>	<p>January 2023 - Complete</p> <p>October 2023</p>	<p>B - Resource Planning and Management</p>	<p>Chief Officer Team</p>	<p><b>Green</b></p>	<p>Revised vacancy management approval process in place to ensure critical posts are prioritised for recruitment.</p> <p>Recruitment/retention are two of the main themes in the new people strategy (currently in development) and the new People priority in the Council Plan. Initiatives include a new workforce planning framework.</p>



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## 7. Certification

The Corporate Self-Assessment undertaken provides a comprehensive assessment of the organisation and provides a platform of assurance.

Opportunities to improve have been identified through this review. We pledge our commitment to addressing these issues over the coming year and we will monitor their implementation and operation as part of our next annual review.

Signed on behalf of Flintshire County Council

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**Neal Cockerton – Chief Executive**

**Cllr. Ian B Roberts – Leader of the Council**

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 9 <sup>th</sup> March 2023
<b>Report Subject</b>	Joint Corporate Procurement Unit - Annual Report for 2021/22
<b>Cabinet Member</b>	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
<b>Report Author</b>	Chief Officer (Governance)

### EXECUTIVE SUMMARY

The Council continues to operate a joint procurement service with Denbighshire County Council, with Denbighshire acting as the lead authority.

As part of the service level agreement, the joint procurement service produces a joint annual report on its regulated procurement activities.

This report is presented to Scrutiny members for the purposes of providing an annual update on procurement performance for 2021/22.

This report also provides Scrutiny Committee with an update on 'FastTrack', an initiative launched in 2021/22 which gives suppliers the option to be paid as soon as their invoice is authorised and ahead of their payment terms, in exchange for a small, pre-agreed rebate. The rebate is applied as the invoice is paid and is proportionate to how many days the payment is accelerated by. The Free Pay initiative also provides small businesses and suppliers with accelerated payments for free.

### RECOMMENDATIONS

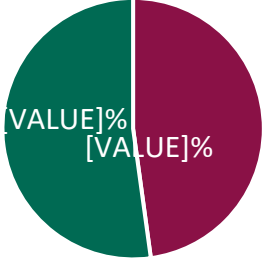
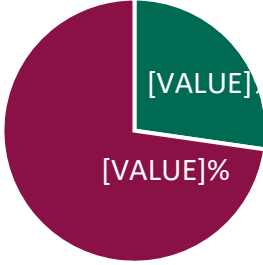
1	That the Committee considers and endorses the Procurement Annual Report for 2021/22.
2	The Committee is asked to note progress with the FastTrack and Free Pay initiatives.

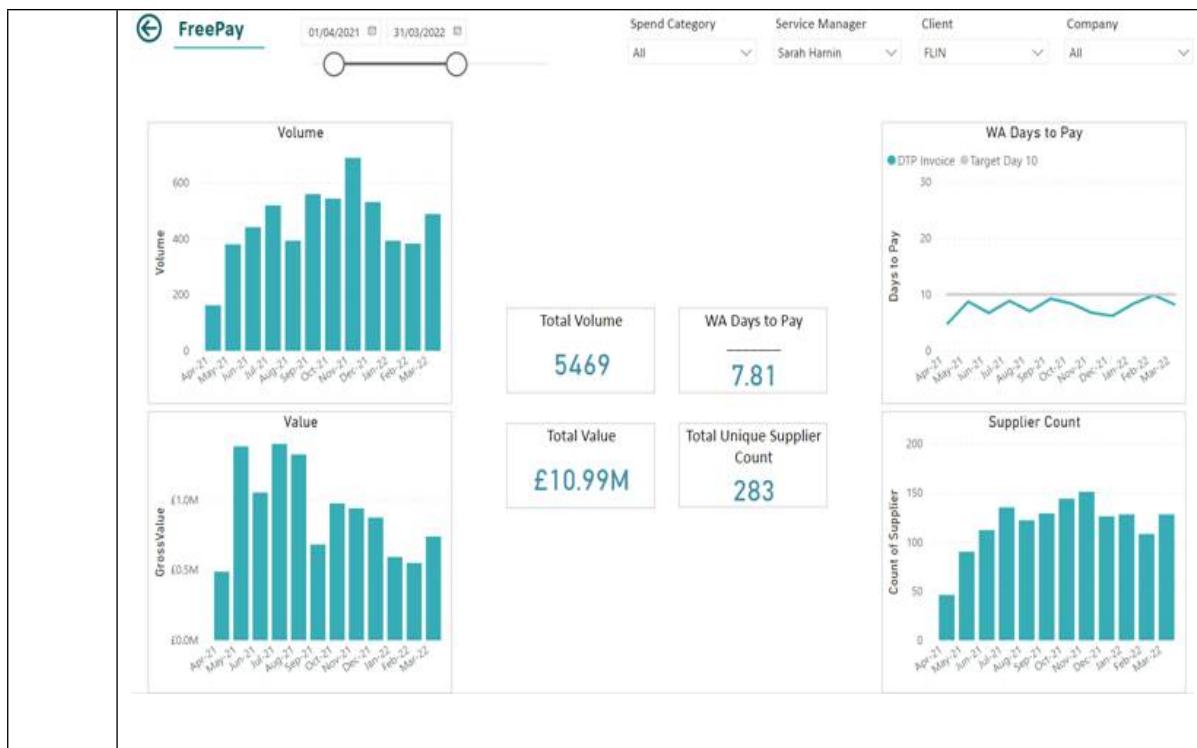
## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE PROCUREMENT ANNUAL REPORT FOR 2021/22 AND THE DEVELOPMENT OF 'FAST TRACK' AND 'FREE PAY'</b>
1.01	The Council entered a shared service arrangement in 2014 with Denbighshire County Council (“DCC”) for the delivery of procurement advice. DCC continues to be the lead authority and employs the specialist team who deliver the service on behalf of both Councils.
1.02	The shared service agreement also requires the service, led by DCC, to report annually on its performance and the Councils’ achievement of their aims in the Procurement Strategy. The executive report for 2021/22 is set out in Appendix 1 to this report.
1.03	The Joint Procurement service supports all services across both Councils equating to £165m of annual expenditure and primarily supports procurement activities for contracts and purchases of £20k and above, it does not support the low-level purchases below £20k.
1.04	<p>The Joint Procurement Unit continues to co-ordinate and support commissioning and procurement activities across the Council. It has a key role in:</p> <ul style="list-style-type: none"> <li>• Promoting awareness and the need for compliance with legislation and the Council’s own contract procedure rules and financial regulations</li> <li>• Promoting awareness of the need to collaborate on procurement and commissioning across the two Councils</li> <li>• Providing assurance to Elected Members and management that the objectives in the Procurement Strategy are being met</li> <li>• Ensuring that the risks associated with commissioning and procurement activities are being identified and met</li> <li>• Ensuring that opportunities to drive through greater efficiencies and improvements are identified and implemented</li> <li>• To incorporate Social Value within our procurements, including making a positive commitment to addressing climate change and supporting the local economy.</li> </ul>
1.05	<p>Considering the current extraordinary rate of inflation and market conditions Denbighshire &amp; Flintshire Collaborative Procurement Service have recently sought approval, via the appropriate decision-making process, to suspend the current Contract Procedure Rules £10k threshold for one quote and increase this to £20k.</p> <p>The Constitution Committee have now approved this for any Goods, Services or Works up to £20k, and services now only need to seek a minimum of one quote if the purchase is based on price only, and quotes continue to be tracked by using the Quick Quotes functionality within the Proactis e-tendering portal. However, as good practice services are still encouraged to seek more than one quote when possible.</p>

	For any purchases up to £20k where services incorporate a quality assessment within a tender evaluation there is still a need to seek a minimum of four quotes.										
1.06	During 2021/22 the Joint Procurement Service supported service areas to compliantly award 45 FCC Contracts and 82 DCC Contracts, excluding the contracts awarded for school transport, all of which FCC & DCC Transport Department Award themselves following further competition from their Dynamic Purchasing System (DPS), which was established in 2017/18.										
1.07	Over three quarters of Flintshire contracts now include Social Value elements. This is a significant improvement on previous year's outturns of 58.8% for 19/20 and 47.2% for 18/19.										
1.08	The Procurement team continues to work closely with DCC's Community Benefits Hub and FCC's Social Value Development Officer to ensure full consideration is given to Community Benefits/Social Value at point of tender, and that these commitments become contractual requirements that the successful supplier must deliver against.										
1.09	<p>The joint procurement service continues to explore opportunities, wherever possible, to undertake collaborative procurements between DCC &amp; FCC and during 2021-22 there were two collaborative procurements.</p> <p>This remains an area where improvements can be made as it is reported that 95% of the procurements undertaken in 2021/22 did not lend themselves to collaboration and where very specific to either DCC or FCC e.g. maintenance works in specific DCC/FCC schools.</p> <p>Those which did lend themselves to collaboration but did not progress collaboratively were all due to either the requirements of the two LA's not aligning or timing. As of end of March 2021 there were 4 actual collaborative procurements underway and another 12 identified as potential collaborations going into 2022/23.</p> <p>Where contracts could not be let collaboratively due to different expiry dates, procurement officers have asked the commissioning officers to set the length of contract so that it brings the expiry date into alignment with the other council.</p>										
1.10	<p>The SLA also requires the service to report annually on its key performance indicators and the tables below show performance for 2021/22 compared to previous year's performance.</p> <p><b><i>Outcome 1 - the Council achieves value for money from the goods, works and services it procures:</i></b></p> <table border="1"> <thead> <tr> <th>PI No</th> <th>DESCRIPTION</th> <th>18-19</th> <th>19-20</th> <th>21-22</th> </tr> </thead> <tbody> <tr> <td>CPS2</td> <td>Number of Procurement Challenges</td> <td>0%</td> <td>0%</td> <td>0%</td> </tr> </tbody> </table>	PI No	DESCRIPTION	18-19	19-20	21-22	CPS2	Number of Procurement Challenges	0%	0%	0%
PI No	DESCRIPTION	18-19	19-20	21-22							
CPS2	Number of Procurement Challenges	0%	0%	0%							

	CPS3	% of contracts delivering anticipated savings	17/38 44.7%	20/44 45.4%	21/45 46.7%
	CPS 4	% of Procurements AWARDED collaboratively	6/38 15.8%	3/44 6.8%	2/25 8.0%
<b>Outcome 2 - the Council improves the contribution its procurement activity has on the local economy:</b>					
	<b>PI No</b>	<b>DESCRIPTION</b>	<b>18-19</b>	<b>19-20</b>	<b>21-22</b>
	CPS5	% of spend with suppliers based within Mersey Dee Alliance	33.8%	33.3%	31.0%
	CPS6	% of spend with suppliers based within Wales	49.3%	51.0%	53.2%
	CPS9	% of spend with suppliers based within Flintshire	25.7%	25.5%	24.6%
	CPS7b	% of Flintshire contracts between £25,000 and £1,000,000 containing Community Benefits	17/36 47.2%	20/34 58.8%	29/37 78.4%
1.11	<p>During 2021-22, the joint Procurement Team has also worked with colleagues in Flintshire to support and facilitate the ongoing rollout of the Fast Track early payment scheme into the tendering process.</p> <p>In conjunction with our external partners, Oxygen Finance, the Council's FastTrack programme went live for goods and services contracts in April 2021, and construction contracts in August 2021. Implementation provided the opportunity to review and upgrade our payment processes whilst strengthening our relationships with suppliers and providing an opportunity for them to improve cash flow.</p>				
1.12	<p>FastTrack gives suppliers the option to be paid as soon as their invoice is authorised and ahead of their payment terms, in exchange for a small, pre-agreed rebate. The rebate is applied as the invoice is paid and is proportionate to how many days the payment is accelerated by. Payment is targeted at day 10 as standard; the Council's standard payment terms are 30 days from receipt of a valid invoice for goods and services contracts and 28 days from receipt of a valid invoice for construction and works contracts.</p>				
1.13	<p>Not all spend is within the scope of the FastTrack programme and contracts must be assessed for their eligibility. Direct payments, (such as those for foster carers and carers), personal care and some other projects whose payment terms differ from the Council's standard are excluded from the scope of FastTrack.</p>				
1.14	<p>46 contract awards were logged in total during the period of 2021-2022. Of these awards, FastTrack was offered to 22 suppliers</p>				

	<p style="text-align: center;"><b>Total Awards 21/22</b></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: left;"> <ul style="list-style-type: none"> <li>■ FT included</li> <li>■ FT not included</li> </ul> </div>  </div> <p>Of the 22 suppliers who were offered the opportunity to sign up to FastTrack, 6 indicated they wished to participate in the programme. Rebateable spend totalled circa £1.4 million.</p> <div style="text-align: center; margin-top: 20px;"> <p><b>FastTrack Included</b></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: left;"> <ul style="list-style-type: none"> <li>■ Accepted</li> <li>■ Declined</li> </ul> </div>  </div> </div> <p>Of the £1.4 rebateable spend, the Council has generated a rebate of £14.6k</p>
1.15	<p>To support small, local businesses the Council and Oxygen Finance also operate Free Pay. Businesses which meet the criteria below are automatically enrolled and receive accelerated payments for free (i.e. without paying the rebate). The criteria to qualify are:</p> <ul style="list-style-type: none"> <li>• an annual turnover below £650,000 and</li> <li>• fewer than 20 employees; and</li> <li>• a registered head office within Flintshire</li> </ul>
1.16	<p>Overall during 2021/22 as part of Free Pay the Council paid</p> <ul style="list-style-type: none"> <li>• 5,469 invoices across</li> <li>• 283 individual suppliers</li> <li>• to a total value of £11m</li> <li>• in an average of 7.81 days</li> </ul>



<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The service level agreement states that the Council’s will split the running costs based on their share of the combined overall spend of both Councils and historically Flintshire has made a 55% contribution towards the overall running costs.
2.02	Spend inevitably varies from year to year but a recent analysis of the past four years of workloads indicates the need to now adopt a different split in favour of Flintshire. From 2023/24, there will be a revised 50:50 split on running costs. In other words, there is a 5% reduction in our funding contribution which will result in an efficiency saving of £9k for our Council.
2.03	The Collaborative Procurement Service is currently made up of: 1.0 full time equivalent Team Leader Post; 4.8 full time equivalent Procurement Business Partners; 1.0 full time equivalent Procurement Officer; 1.0 full time equivalent Systems Officer & Data Analyst.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	Effective procurement involves having adequate numbers of appropriately qualified staff and appropriate organisational structures and policies to manage and govern procurement activity.
3.02	The immediate challenge is the practical resourcing of procurement activity in Councils and there is an ongoing issue with a shortage of skilled capacity, particularly at a high level. Recruitment at all levels of Procurement remains a risk for public sector organisations and during 2021/22 the joint Procurement service have experienced a number of



	<p>staffing and recruitment challenges, in particular the in-ability to recruit to the Strategic Procurement Managers post which has been vacant since Q3 in 2020, despite several recruitment campaigns. However, the service has recruited a Team Leader Post and were able to appoint an existing member of the service to this post, as well as recruiting a replacement System's Officer and Data Analyst externally.</p>
3.03	<p>Looking ahead there are significant legislative and procedural changes on the horizon for public sector procurement.</p> <p>The Transforming Public Procurement programme aims to improve the way public procurement is regulated to:</p> <ul style="list-style-type: none"> <li>• Create a simpler and more flexible, commercial system that better meets the UK and Welsh needs while remaining compliant with international obligations.</li> <li>• Open-up public procurement to new entrants such as small businesses and social enterprises so that they can compete for more public contracts</li> </ul> <p>The Procurement Bill, which will reform the existing Procurement Rules has now been introduced in the UK Parliament. The UK Government have indicated that the Procurement Bill is unlikely to be implemented before late 2023 at the very earliest. However, it should be noted that this may be subject to change. Secondary legislation, which includes legislation that is relevant to the proposed transparency regime, is also currently being developed by the Welsh Government. It is the intention of WG to engage with stakeholders on the draft legislation prior to its introduction to the Senedd.</p> <p>Further changes to procurement systems may be required. The Welsh Government will be taking these aspects forward and further detail on required changes to systems will be provided in due course.</p>
3.04	<p>It is envisaged that any additional resource obligations arising from the changes will be largely mitigated by the enhanced automation of procurement systems and platforms. Welsh Government is working to develop its own platforms and is working closely with UKG to ensure that any resource impacts from the Bill are minimised as far as possible.</p>
3.05	<p>Other challenges and priorities ahead include:</p> <ul style="list-style-type: none"> <li>• Decarbonisation through procurement will be a key area of focus for the team, and a carbon reduction post is to be created to help commissioning officers prepare specifications that will reduce carbon.</li> <li>• Launch of a new Procurement Strategy 2023 – 2028 linked to the changes to procurement bill.</li> <li>• The revision of Contract Procedure Rules (CPRs) once the new Procurement Rules have been introduced.</li> </ul>

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	The report for 2021/22 has been considered by the Procurement Joint Management Board which continues to meet on a quarterly basis and receives quarterly data and performance management information.
<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Joint Corporate Procurement Unit Annual Report for 2021/22
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.
<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officers:</b> David Barnes, Revenues &amp; Procurement Manager Lisa McQuaide, Project Manager</p> <p><b>Telephone:</b> 01352 703652 01352 702357</p> <p><b>E-mail:</b> david.barnes@flintshire.gov.uk lisa.mcquaide@flintshire.gov.uk</p>
<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<b>Key Performance Indicator</b> - a type of performance measurement used to evaluate the success of an organisation or of a particular activity in which it engages.

# Collaborative Procurement Service Annual Report 2021/2022

## Staffing

2021/22 saw a number of staffing and recruitment challenges for the Collaborative Procurement Service, with one Procurement Business Partner going on maternity leave in December 2021 and another Procurement Business Partner on long term sick from December 2021 to date.

Unfortunately, during 2021/22 the service was unable to recruit to the Managers post which has been vacant since Oct 2020. However, the service did recruit for a Team Leader Post and were able to appoint an existing member of the service to this post, as well as recruiting a replacement System's Officer and Data Analyst externally.

The Collaborative Procurement Service is currently made up of:

- 1 x FT Team Leader Post
- 4 x FT Procurement Business Partner
- 1 x 0.8 Procurement Business Partner
- 1 x FT Procurement Officer
- 1 x FT Systems Officer & Data Analyst

## Commissioning Forms, Exceptions Report and Contract Variation/Extension Reports

During 2021/22 the CPS received the following number of Commissioning Forms, Exceptions Report and Contract Variation/Extension Reports

	<b>Commissioning Forms</b>	<b>Exceptions Reports</b>	<b>Contract Variation/ Extension Report</b>
<b>DCC</b>	120	43	33
<b>FCC</b>	58	38	27

Following concerns raised by the former CPS Manager with regards to the volume of Exception Reports and Contract Variation/Extension Reports being received, in July 2021 DCC Internal Audit undertook an Audit of Exception Reports and Contract Variation/Extension Reports received by the Collaborative Procurement Service from DCC Service areas. This DCC Internal Audit was given a low assurance and an Action Plan put in place (see attached Audit Report).

Unfortunately, many of the Exceptions and Contract Variations/Extension are due to poor contract management which is devolved to service areas and a DCC Internal Audit Report into Contract Management within DCC also received a low assurance.

A Report was presented to DCC SLT highlighting the weakness identified with contract management and non-compliance with CPRs with a view to DCC SLT reviewing arrangements in their own services.

The CPS are fully committed to working with service areas to address the actions allocated to them within the DCC Exceptions and Contract Variations/Extension Action Plan as well as the DCC Contract Management Action Plan.

Procurement Business Partners regularly attend DMT's with Procurement Progress reports, including a list of those contracts which we currently have a record of on Proactis Contract Management, and the BP's are actively encouraging service areas to work with them to ensure timely planning of procurements and raising awareness of the CPR's.

The CPS is also actively working with the Business Support Team in BIM in respect of Contract Management to address actions within the Internal Audit Report.

### **Awarded Contracts**

During 2021/22 the CPS supported service areas to compliantly award 82 DCC Contracts and 45 FCC Contracts. This does not include the contracts awarded for school transport, all of which FCC & DCC Transport Department Award themselves following further competition from their Dynamic Purchasing System (DPS), which the CPS helped both Transport departments establish in 2017/18.

The total value of the DCC contracts awarded during 21/22 was £22,670,609 and total value of the FCC Contracts awarded was £10,476,189.

Potential savings at contract award (difference between the initial estimated contract value and the final award) was £1,294,947 for DCC and £520,835 for FCC.

Of the 82 DCC Contracts awarded 57% (47 Contracts) included Community Benefits and of the 45 FCC Contracts 73% (33 Contracts) included Social Value. This is a great improvement on 20/21 when only 12% of DCC contracts awarded included Community Benefits and only 25% of FCC Contracts awarded included Community Benefits.

### **Community Benefits & Social Value**

The CPS continue to work closely with DCC's Community Benefits Hub and FCC's Social Value Development Officer to ensure full consideration is given to Community Benefits/Social Value at point of tender, and that these commitments become contractual requirements that the successful supplier must deliver against.

The impact of DCC having a Community Benefits Policy and Community Benefits Hub, and FCC having a Social Value Policy and Social Value Development Officer is that DCC has seen a 45% increase from 20/21 to 21/22 in the number of contracts including Community Benefits, and FCC has seen a 48% increase from 20/21 to 21/22 in the number of contracts including Social Value.

The Community Benefits/Social Value Commitments included in contracts are recorded and monitored by the Community Benefits Hub and the Social Value Development Officer.

## **Local Spend**

During 2021/22, 36% of DCC spend was with suppliers with an invoice address within Denbighshire, within Flintshire it was 25%. This does not include spend which may have been with a supplier with an invoice address outside of Denbighshire/Flintshire but whom have a local outlet's that we use i.e. Jewson's and Travis Perkins.

As per Contract Procedure Rules all tender for Goods & Services above £25k and all those for works above £250k must be openly advertised on Sell2Wales and be available for all suppliers to bid and those above the OJEU Threshold must be openly advertised throughout the UK.

We are not able to ring fence contacts for local suppliers but we always aim to make the process as uncomplicated as we possibly can within the rules set out in DCC/FCC CPR's and Public Contract Regulations 2015, so as to ensure we do not disadvantage our local SME's. We also sign post local SME's to organisations such as Business Wales who offer training and support to businesses in respect of bid writing.

## **Collaboration**

During 21/22 there were only 2 collaborative procurements between DCC & FCC undertaken.

95% of the procurements undertaken in 2021/22 did not lend themselves to collaboration and where very specific to either DCC or FCC e.g. maintenance works in specific DCC/FCC schools.

Those which did lend themselves to collaboration but did not progress collaboratively where all due to either the requirements of the two LA's not aligning or timing and the alignment of existing contracts.

The CPS continue to work tirelessly to promote, encourage and facilitate collaboration and as of end of March 2021 there were 4 actual collaborative procurements underway and another 12 identified as potential collaborations going into 2022/23.

During 2021/22 the CPS has worked collaboratively with colleagues in Flintshire to support and facilitate the introduction of their FastTrack early payment scheme into the tendering process.

The CPS has also worked collaboratively with the Climate Change Team in both DCC and FCC in respect of Carbon Reduction within the supply chain and to support both LA's to achieve their ambitious NetZero target by 2030. This will continue to be a strong focus for the CPS going forward into 2022/23 and beyond.

## Future Challenges and Opportunities

- New Contract Procedure Rules and Social Partnership Bill
  - Timescales for the introduction of the new PCR's is beginning of 2024 and SP Bill will align. WG are as off Oct 2022 starting to run workshops and events for procurement professionals on the new PCR's & SP Bill.
  - In turn the Collaborative Procurement Service will also need to present workshops to service area's throughout both DCC & FCC to make them aware of changes to PCR's and the SP Bill and how this impacts on them directly.
  - It will be a huge challenge for the Collaborative Procurement Team to be able to manage all these changes, roll them out across and service areas whilst also still familiarising ourselves with the changes, particularly with no strategic lead within the service at present and being stretched to capacity operationally.
  - The new PCR's bring a host of new Transparency rules and as a service we will be required to publish 100's more procurement notices each year than we currently publish and will also have to publish a procurement pipeline and a contract register, this will be a huge administrative burden on the Collaborative procurement service.
  - The new PCR's together with the SP Bill will hopefully allow more freedom to tailor procurement requirements to meet the specific needs of each LA in terms of meeting corporate plans/objectives.
- Decarbonisation through procurement
  - A key area of focus for procurement but little resource within the current team to be able to focus on it and therefore seeking to recruit and appoint a Procurement BP to focus specifically on this area.
  - Now mandatory for all procurements of £5M to request suppliers to submit a carbon reduction plan but there is much work to be done in terms of tailored quality questions for tenders regarding carbon reduction and also engaging with suppliers to ensure they are able to meet our requirements in terms of Carbon Reductions. WLGA and WG currently looking at Procurement toolkits and training for procurement professionals to support with this area. FCC have a working group focused on procurement and decarbonisation, which is one of many working groups focusing on the various areas of the FCC Carbon Reduction Strategy. Procurement and DCC Climate Change Team are in regular contact and have a set of actions to work towards – however once again capacity within the team is currently preventing the required action being progressed.
- Launch of new Procurement Strategy
- Revision of Contract Procedure Rules – LISA
- Potential restructure of CPS to align with NW Construction Framework and Community Benefits Hub, reinforcing the existing links between these teams and strengthening resource capacity.



## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 9th March, 2023
<b>Report Subject</b>	Revenue Budget Monitoring 2022/23 Month 10
<b>Cabinet Member</b>	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2022/23 (Month 10).

### RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2022/23 (Month 10) report. Any specific matters for attention will be noted and reported back to the Cabinet when it considers the report.
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### REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2022/23 (MONTH 10)</b>
1.01	The Revenue Budget Monitoring 2022/23 (Month 10) report will be presented to Cabinet on Tuesday 14 <sup>th</sup> March, 2023. A copy of the report is attached as Appendix A to this report.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in Appendix A; Revenue Budget Monitoring 2022/23 (Month 10).

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	As set out in Appendix A; Revenue Budget Monitoring 2022/23 (Month 10).

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

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A; Revenue Budget Monitoring 2022/23 (Month 10).

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

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

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



## CABINET

<b>Date of Meeting</b>	Tuesday 14 <sup>th</sup> March, 2023
<b>Report Subject</b>	Revenue Budget Monitoring Report 2022/23 (Month 10)
<b>Cabinet Member</b>	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### **EXECUTIVE SUMMARY**

This monthly report provides the latest detailed overview of the budget monitoring position in 2022/23 for the Council Fund and Housing Revenue Account for the financial year and presents the position, based on actual income and expenditure as at Month 10.

This report projects how the budget would stand at the close of the financial year, without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control is:

#### **Council Fund**

- An operating surplus of (£0.693m) (excluding the impact of the pay award which has been met by reserves), which is a favourable movement of (£0.810m) from the deficit figure reported at Month 9.
- A projected contingency reserve available balance as at 31 March 2023 of £7.024m.

#### **Housing Revenue Account**

- Net in-year revenue expenditure forecast to be £3.101m higher than budget
- A projected closing balance as at 31<sup>st</sup> March, 2023 of £3.373m

Hardship Funding from Welsh Government helped secure over £16m of direct financial help in 2021/22 and we have continued to claim payments totalling £4.8m in 2022/23 for Self-isolation and Statutory Sick Pay Enhancement, along with Free School Meals direct payments and Winter Fuel Payments within their eligible periods.

## RECOMMENDATIONS

1	To note the report and the estimated financial impact on the 2022/23 budget.
2	To approve the carry forward requests included in paragraph 1.11
3	To approve a transfer of £0.200m from the contingency reserve to replenish the Winter Maintenance Reserve as set out in paragraph 1.21

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING 2022/23</b>
1.01	<p><b>Council Fund Projected Position</b></p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none"><li>• An operating surplus of (£0.693m) (excluding the impact of the pay award which has been met by reserves), which is a favourable movement of (£0.810m) from the figure reported at Month 9.</li><li>• A projected contingency reserve available balance as at 31 March 2023 of £7.024m.</li></ul> <p>To assist with managing risks and mitigating the overall projected overspend, the review of non-essential spend and a vacancy management process continues.</p>
1.02	<p>Hardship Funding from Welsh Government helped secure over £16m of direct financial help in 2021/22 and we have continued to claim payments totalling £4.8m in 2022/23 for Self-isolation and Statutory Sick Pay Enhancement, along with Free School Meals direct payments and Winter Fuel Payments within their eligible periods.</p>

1.03

**Table 1. Projected Position by Portfolio**

The table below shows the projected position by portfolio:

<b>Portfolio/Service Area</b>	<b>Approved Budget</b>	<b>Projected Outturn</b>	<b>In-Year Over / (Under) spend</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Social Services	79.985	80.397	0.412
Out of County Placements	15.101	16.067	0.966
Education & Youth	10.299	9.888	(0.410)
Schools	108.401	108.401	0.000
Streetscene & Transportation	39.931	41.060	1.129
Planning Env & Economy	7.238	6.730	(0.508)
People & Resources	4.670	4.562	(0.107)
Governance	11.281	10.727	(0.555)
Strategic Programmes	6.116	6.177	0.061
Assets	1.034	0.963	(0.071)
Housing & Communities	14.964	14.963	(0.002)
Chief Executive	1.692	1.584	(0.107)
Central & Corporate Finance	25.971	24.471	(1.500)
<b>Total</b>	<b>326.682</b>	<b>325.989</b>	<b>(0.693)</b>

1.04

The reasons for the projected variances are summarised within Appendix 1 and shows the detail of all variances over £0.050m and a summary of minor variances for each portfolio.

**Significant Movements from Month 9**

1.05

**Social Services (£0.277m)**

The net favourable movement relates to:

**Children's Services (£0.234m):**

- Grants (£0.063m) – Projected advocacy costs less than previously anticipated
- Family Support (£0.034m) - Due to reduced levels of expected service activity.
- Legal and Third Party (£0.123m) - Legal costs for a specific case now funded from a Contingency Reserve contribution.
- Residential Placements (£0.113m) – Additional Welsh Government grant of £0.085m to support radical reform of the care of looked after children and additional RIF funding to fund costs of £0.030m.

	<ul style="list-style-type: none"> <li>Professional Support £0.109m - This includes additional costs for a team of contract agency workers to maintain the service whilst vacancies for experienced social worker posts remain high.</li> <li>Minor Variances (£0.010m)</li> </ul> <p>Further minor variances across the Portfolio account for the remainder of the movement totalling (£0.043m).</p>
1.06	<p><b>Education &amp; Youth £0.110m</b></p> <p>The movement relates to:</p> <ul style="list-style-type: none"> <li>Inclusion &amp; Progression - A request for Carry Forward of a previously reported underspend of £0.114m (paragraph 1.11 refers).</li> <li>School Improvement Systems (£0.029m) - Movement in Early Entitlement due to utilising Early Years Pupil Development Grant against established staff. Also, the Non-Maintained Settings payments for January were lower than anticipated. Small movement in School Improvement due to additional income from the Adult Community Learning Engagement Grant which is being offset against core staff.</li> </ul> <p>Minor variances across the Portfolio account for the remainder (£0.025m).</p>
1.07	<p><b>Planning Environment &amp; Economy (£0.061m)</b></p> <p>Minor variances across the Portfolio account for the favourable movement each less than £0.025m.</p>
1.08	<p><b>Governance £0.108m</b></p> <p>The movement relates to a request for Carry Forward of underspend £0.200m in Customer Services para 1.11 refers. The movement is mitigated by vacancy savings, higher than expected Registrars Fee Income and commitment challenge across the Service (£0.040m)</p> <p>Minor variances across the Portfolio account for the remainder (£0.052m).</p>
1.09	<p><b>Central &amp; Corporate (£0.640m)</b></p> <p>As reported previously, the Council has not taken out any new short or long-term borrowing during the year resulting in the Council generating increased income from investments (which have increased in line with bank interest rates). This has continued for the remaining months of the financial year.</p> <p>A combination of this and the reduced borrowing interest costs has had the effect of a further favourable movement of £0.650m on the Central Loans and Investment Account. This is expected to be a temporary benefit as the Council is likely to revert to a borrowing requirement during 2023/24.</p> <p>Minor variances account for the remainder £0.010m.</p>
1.10	<p>There are a number of minor variances across the other Portfolios each below £0.035m that account for the remainder of the overall movement (£0.050m).</p>

1.11	<p><b>Carry Forward Requests</b></p> <p><u>Education &amp; Youth – Inclusion &amp; Progression</u></p> <p>The carry forward of a service underspend of £0.280m is requested to support the education of pupils who are not attending school either due to medical difficulties, including mental health and anxiety, permanent exclusion and the lack of available specialist provision.</p> <p>The current year costs have been covered by grant funding which will not be available in the coming year and this carry forward request would help to mitigate a large part of the projected pressure.</p> <p><u>Governance – Customer Services</u></p> <p>The carry forward of a £0.200m service underspend is requested to supplement Digital Strategy Board funding.</p> <p>The underspend has arisen due to salary savings across the service as a number of projects have been unable to be progressed/completed due to limited or no resource/capacity.</p> <p>The funding will provide additional resource for two x 2 year fixed contracts to retain the current digital higher-level trainees. Recruitment and retention of staff issues mean that securing the existing staff would ensure continuity of service operations.</p>
1.12	<p><b>Tracking of In-Year Risks and Emerging Issues</b></p> <p>Members were made aware when setting the budget that there were a number of open risks that would need to be kept under close review. An update on these is provided below.</p>
1.13	<p><b>Council Tax Income</b></p> <p>‘In-year’ Council Tax collection levels, up to January 2023, are 93.4% compared to 93.7% in the previous year. Collections remain challenging as the rising costs-of-living are impacting on the ability of some households to make payment of council tax on time. Current collections for 2022/23 are still 0.3% ahead of 2020/21 collections during the height of the pandemic.</p>
1.14	<p><b>Pay Award (Teacher and Non-Teacher)</b></p> <p>The offer from the National employers for NJC employees of £1,925 on all spinal column points has now been accepted with back pay made to employees in November. This equated to an increase of 2.54% on the highest scale point to 10.5% on the lowest point.</p> <p>The Minister for Education has confirmed the pay award for teachers at 5%.</p>

	<p>The Council has provided for an uplift of 3.5% for Teaching and Non-Teaching staff – the increase above this level requires the Council to utilise reserves to fund the difference in the current financial year.</p> <p><b>The impact on 2022/23 is as follows:</b>  The in-year additional cost of the 2022/23 pay awards that have been met from reserves is £3.955m after taking into account the reversal of the additional 1.25% rate of National Insurance (NI) from November.</p>
1.15	<p><b>Other Tracked Risks</b></p> <p>In addition, there are a number of risks being tracked which may be subject to change and these are summarised below.</p>
1.16	<p><b>Medium Term Financial Strategy (MTFS) Impact</b></p> <p>The Council met to approve a balanced budget for 2023/24 on 23 February 2023.</p> <p>The budget report included an updated medium-term position for 2024/25 and 2025/26 and work on this will continue over the coming months.</p> <p>All Portfolios consider their financial position, the risks within their service and the impacts on the Medium Term on a monthly basis as part of their Portfolio Management Team meetings.</p>
1.17	<p><b>Out of County Placements</b></p> <p>The risks include continued high demand for placements where children and young people cannot be supported within in-house provision, and market supply limitation factors and inflationary pressures leading to higher costs.</p> <p>There is a projected net overspend of £0.966m for the current cohort of placements. However, this is likely to increase if demand for new placements remains at the current levels. There have been 62 new placements in the year to date with costs totaling £3.3m within the total projected spend for the year of £16.1m, which amounts to over 20%.</p> <p>The service areas within this pooled budget will continue to 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>
1.18	<p><b>Benefits</b></p> <p>Council Tax Reduction Scheme (CTRS) – Based on current demand, costs are currently projected to be £0.732m below budget, although this will be monitored closely throughout the year due to the potential for growth.</p> <p>There is continued high demand across the whole of the Benefits service which is expected to remain the case for the foreseeable future. There is a significant pressure on recovery of overpayments which is a combination of a shortfall of recovery against the level of income target budget which is partly</p>

	<p>influenced by lower number of overpayments occurring, and also the need to increase the bad debt provision on historic debt.</p> <p>The increased staffing levels are still required, and those costs are now being met in full from the additional funding of £0.300m previously approved to provide the service with the additional flexibility needed to adapt to and meet the sustained increase in customer demand.</p>
1.19	<p><b>Homelessness</b></p> <p>The risk is a consequence of the cessation of funding support from the Welsh Government COVID-19 Hardship Fund at the end of 2021/22.</p> <p>Although, there is continued support via the new Homelessness – No One Left Out grant, with a further allocation of £0.256m being confirmed recently, this still falls well below the amount of support the Council received via the Hardship Fund in 2020/21 and 2021/22.</p> <p>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 &amp; Breakfast provision will continue to present significant challenges. There is a recent trend of increased numbers of households in Bed &amp; Breakfast accommodation with numbers increasing progressively month on month from 29 in October to 61 in January, so more than doubling over a period of three months. This is due to a combination of more new placements and fewer households moving on. At this rate of net growth there remains a clear risk of overspend despite additional in-year funding having been provided by Welsh Government.</p> <p>The service continues 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.</p> <p>The service demand currently impacting on 2022/23 outturn will continue into 2023/24 and a pressure of £1.000m has been included in the 2023/24 budget to reflect this.</p>
1.20	<p><b>School Transport</b></p> <p>Since the start of the Autumn school term from September 2022, there have been a number of transport pressures emerging relating to increased costs in the provision of additional key service routes for Additional Learning Needs (ALN) and Pupil Referral Units (PRU) from re-procurement increases and additional statutory provision that is necessary, as well as increased transport contractor costs due to fuel, insurance, driver costs etc. These increased costs currently impacting on 2022/23 outturn will continue into 2023/24 and a pressure has been included in the 2023/24 budget to reflect this.</p>

1.21	<p><b>Winter Maintenance</b></p> <p>Due to the amount of more severe winter weather encountered in January, in addition to the prolonged period of icy weather through December, spend is anticipated to exceed the £0.846m annual budget. Therefore, there is now likely to be a requirement of at least £0.200m from the Winter Maintenance Reserve in 2022/23 which will reduce the balance to £0.050m. It is recommended that consideration be given to replenishing the Winter Maintenance Reserve up to £0.250m from Contingency Reserve to mitigate the risk of increasing costs from more severe winters into the future.</p>
1.22	<p><b>Waste Recycling Infraction Charge</b></p> <p>Due to the Council not meeting the statutory minimum target for the percentage of municipal waste which must be recycled, prepared for re-use and composted, as specified in Section 3 of the Waste (Wales) Measure 2010 (64%) in 2021/22, Welsh Government can now take steps to impose a penalty on the Council by way of an infraction fine. This has been confirmed as a penalty of up to £0.663m so is a very significant financial risk to the Council. Discussions are set to take place in early March between WG and the Council as to the reason for not achieving the target and whether the penalty will be levied.</p>
1.23	<p><b>Achievement of Planned In-Year Efficiencies</b></p> <p>The 2022/23 budget contains £1.341m of specific efficiencies which are tracked and monitored throughout the year. The Council aims to achieve a 95% rate in 2022/23 as reflected in the MTFS KPI's and fully achieved all efficiencies in the previous financial year</p> <p>It is projected that all efficiencies will be achieved in 2022/23 and further details can be seen in Appendix 3.</p>
1.24	<p><b>Unearmarked Reserves</b></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 being a total of £5.316m as a safeguard against the continuing impacts of the pandemic (additional costs and lost income).</p> <p>Some claims for March 2022 were disallowed by WG and Internal claims for Quarter 1 and 2 have been made in 2022/23 relating to additional costs in Schools, Streetscene &amp; Transportation and for income losses within AURA and Holywell Leisure Centre. These currently total £1.684m and the balance on the COVID-19 Emergency Reserve is currently £3.632m.</p> <p>The earmarked reserve of £2.432m from the additional Revenue Support allocation received at the end of the 2021/22 financial year has been transferred to the Contingency Reserve to enhance the level remaining as reported at Month 9, together with the approved Contingency Reserve request of £0.250m for additional legal costs in Children's Services.</p>



	<p>After taking into account all of the above there is a projected contingency reserve available balance as at 31 March 2023 of £7.024m.</p> <p>Following the approval of the Local Development plan (LDP), a further amount of £0.127m can be released to the Contingency Reserve from the Local Development Plan (LDP) Earmarked Reserve after allowing for remaining commitments from the reserve to enable LDP adoption. This would increase the projected contingency reserve available balance as at 31 March 2023 to £7.151m.</p>
1.25	<p><b>Housing Revenue Account</b></p> <p>The 2021/22 Outturn Report to Cabinet on 12 July 2022 showed an un-earmarked closing balance at the end of 2021/22 of £3.616m and a closing balance of earmarked reserves of £1.622m.</p>
1.26	The 2022/23 budget for the HRA is £37.755m which includes a movement of £2.858m to reserves.
1.27	The monitoring for the HRA is projecting in year expenditure to be £3.101m higher than budget and a closing un-earmarked balance as at 31 March 2023 of £3.373m, which at 9% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%. Appendix 5 attached refers.
1.28	<p>The monthly movement of (£0.107m) from Month 9 is as follows:</p> <ul style="list-style-type: none"> <li>• Income (£0.067m) – Revised Bad Debt Provision</li> <li>• Management &amp; Support Services (£0.020m) – reduction in Insurance costs</li> </ul> <p>Minor movements account for the remainder (£0.019m)</p>
1.29	The budget contribution towards capital expenditure (CERA) is £10.898m with the actual contribution projected to be £13.755m at outturn.

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

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

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

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Council Fund – Movement in Variances from Month 9 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

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

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

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

**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.

## MONTH 10 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
<b>Social Services</b>		
<b>Older People</b>		
Localities	0.037	Domiciliary care costs have increased by £0.023m due to increased activity. Maternity cover has been built in on workforce budget resulting in a £0.015m increase. Net minor variance result in a decrease of £0.001m.
<b>Adults of Working Age</b>		
Resources & Regulated Services	0.065	Increased service demands have resulted in increased costs this month.
Transition & Disability Services Team	-0.050	Some Regional Integration Fund (RIF) grant has been allocated which is being used to fund a post previously funded from base budget.
Supporting People	-0.047	Additional allocation from Supporting People funding above the expected amount.
Residential Placements	-0.026	Decrease in service costs as a result of changes to care demand.
Minor Variances	-0.010	
<b>Children's Services</b>		
Grants	-0.063	An in-year reduction to expected advocacy costs has resulted in reduced expenditure
Family Support	-0.034	Due to reduced levels of expected service activity
Legal & Third Party	-0.123	Agreement for some legal costs for a specific case to be funded from a Contingency Reserve contribution.
Residential Placements	-0.113	There has been an additional grant from Welsh Government, £0.085m in value, to support radical reform of the care of looked after children. In addition some RIF funding has been made available to fund costs of £0.030m.
Professional Support	0.109	This includes costs for a team of contract agency workers required to prevent deterioration of the service whilst vacancies for experienced social worker posts remain high.
Minor Variances	-0.010	
<b>Safeguarding &amp; Commissioning</b>		
Charging Policy income	0.039	Changes to forecasted charging policy income
Safeguarding Unit	-0.029	Additional in-year grant funding from Welsh Government for Deprivation of Liberty Safeguards
Impact of Covid-19	-0.020	
Minor Variances	-0.003	
<b>Total Social Services (excl Out of County)</b>	<b>-0.277</b>	
<b>Out of County</b>		
Children's Services	-0.016	
Education & Youth	0.014	
<b>Total Out of County</b>	<b>-0.003</b>	
<b>Education &amp; Youth</b>		
Inclusion & Progression	0.114	The Service Manager for Inclusion has put in a carry forward request due to a significant potential cost pressure that has been identified as a portfolio risk. The carry forward of underspend is required to support the education of pupils who are not attending school either due to medical difficulties, including mental health and anxiety, permanent exclusion and the lack of available specialist provision. There is currently an in year pressure which has been covered by grant funding, however, the range of grants available to support this will not be available in the coming year. A range of strategies are being explored to reduce the need for this provision, however, this is unlikely to bring around significant reduction in need/cost. The carry forward of £0.280m would help to mitigate the majority of the 2023/24 pressure.
School Improvement Systems	-0.029	Movement in Early Entitlement due to utilising Early Years Pupil Development Grant against established staff. Also, the Non Maintained Settings payments for January were lower than anticipated. Small movement in School Improvement due to additional income from the Adult Community Learning Engagement Grant which is being offset against core staff.
Minor Variances	0.025	
<b>Total Education &amp; Youth</b>	<b>0.110</b>	
<b>Schools</b>	<b>0.000</b>	
<b>Streetscene &amp; Transportation</b>		
Other Minor Variances	-0.007	
<b>Total Streetscene &amp; Transportation</b>	<b>-0.007</b>	
<b>Planning, Environment &amp; Economy</b>		
Minor Variances	-0.061	Cumulative minor positive movements across the portfolio
<b>Total Planning &amp; Environment</b>	<b>-0.061</b>	
<b>People &amp; Resources</b>		
HR & OD	0.026	Minor movements across the Service each less than £0.005m
Corporate Finance	-0.056	Schools Grant Income £0.015m higher than forecast, Pay Award budget allocation for Vacant Posts together with minor movements across the Service
<b>Total People &amp; Resources</b>	<b>-0.031</b>	
<b>Governance</b>		
Customer Services	0.160	The movement follows a request a carry forward of the sum £0.200m underspend to supplement the Digital Strategy Board funding. A result of salary savings across the service and a number of projects that have been unable to be progressed/completed due to limited or no resource/capacity this funding will provide the resources required to fund projects attached to the Digital Strategy. This additional funding will allow the Board to resource two 2 year fixed contracts to retain the current digital higher-level trainees. Recruitment and retention of staff issues mean that securing the existing staff would ensure continuity of service operations. This is mitigated by vacancy savings, higher than projected fee income levels and minor movements across the service (£0.040m)
Minor Variances	-0.052	Cumulative movements across the portfolio
<b>Total Governance</b>	<b>0.108</b>	
<b>Strategic Programmes</b>		
Minor Variances	-0.013	
<b>Total Strategic Programmes</b>	<b>-0.013</b>	
<b>Assets</b>		
Caretaking & Security	0.025	Reduced vacancy savings
<b>Total Assets</b>	<b>0.025</b>	
<b>Housing and Community</b>		
Minor Variances	-0.008	
<b>Total Housing and Community</b>	<b>-0.008</b>	
<b>Chief Executive's</b>	<b>-0.012</b>	
<b>Central &amp; Corporate Finance</b>	<b>-0.645</b>	As reported earlier in the year, the Council had not taken out new short or long term borrowing and has invested a significant amount of funds. This pattern has continued during the remaining months of this financial year resulting in no short term borrowing costs being incurred and the Council and generating increased income from investments, which have increased in line with bank interest rates.
Soft Loan Mitigation	0.005	
<b>Grand Total</b>	<b>-0.810</b>	

## Budget Monitoring Report - Month 10

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
<b>Social Services</b>							
<b>Older People</b>							
Localities	20.690	20.152	-0.538		-0.575	The commissioned Older People domiciliary and Direct Payment budget is projecting a £0.920m underspend based on current activity. There continue to be recruitment and retention challenges within the care sector which is limiting the amount of homecare which can be commissioned. The residential care budget is projecting a £0.329m overspend due to the cost of placements net of income such as Free Nursing Care, Regional Integration Fund contributions and property income. The Localities workforce budget is expected to overspend by £0.035m. There is an underspend on the Day Care budget of £0.031m and an overspend of the Minor Adaptations budget of £0.049m.	
Regional Integration Fund	0.000	0.151	0.151		0.151	The Step Down Regional Integration Fund (RIF) scheme, which enables quicker hospital discharges by placing people into short term care before they can return home safely, has been spent in full. At this time it seems unlikely that additional funding will be available to cover additional costs.	
Impact of Covid-19	0.000	0.000	0.000	0.000	0.000		
Minor Variances	1.269	1.265	-0.004		-0.005		
<b>Adults of Working Age</b>							
Resources & Regulated Services	29.316	29.776	0.461		0.396	The PDSI (Physically Disabled and Sensory Impaired) budget is reporting a £0.171m overspend due to net costs of care packages. The in-house supported living service is £0.302m overspent and will likely increase further a recruitment challenges continue and service demand increases. This is offset by Learning Disability day services and work scheme budget being £0.006m underspent. In addition, the care package costs for independently provided care for Learning Disability Services is a £0.006m underspend.	
Children to Adult Transition Services	0.951	1.066	0.115		0.134	These are the costs of care for young adults who are transferring to Adult Social Care from Childrens Services within this financial year. Care costs are initially estimated but once services have been confirmed the actual costs may be different.	
Transition & Disability Services Team	0.903	0.845	-0.058		-0.008	The underspend is due to the use of RIF funding to pay for a post.	
Supporting People	-0.323	-0.417	-0.094		-0.047	The in-year allocation of Supporting People funding has increased above the expected amount.	
Residential Placements	1.956	2.452	0.496		0.522	The overspend is due to the current care cost of commissioned care packages to support people with mental illness.	
Minor Variances	3.576	3.498	-0.078		-0.088		
<b>Children's Services</b>							
Family Placement	2.862	2.725	-0.136		-0.120	Due to current spend for in-house Foster Placements and Special Guardianship Orders.	
Family Support	0.375	0.469	0.094		0.128	Costs are based upon the current activity levels over the last few months and projected forward for the rest of the year. Employee costs, mostly sessional staff, are the primary cost driver for this service.	
Legal & Third Party	0.232	0.639	0.407		0.530	Legal costs are overspent by £0.207m due to the number of cases through the courts and some use of legal professionals. Direct Payment demand and resulting costs continue to be in excess of the budget by £0.200m. Funding from Contingency Reserve has reduced this pressure at Month 10.	
Residential Placements	1.312	0.682	-0.630		-0.517	The in-year opening of in-house Childrens Residential Care settings will mean one off cost savings. There are also a number of time limited Welsh Government Grants being used to offset expenditure.	

## Budget Monitoring Report - Month 10

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
Professional Support	6.193	6.781	0.588		0.480	To support adequate levels of child protection, the established staffing structure needs to be at a sufficient level to meet mandatory safeguarding standards. Vacancies need to be minimised and additional temporary posts are sometimes required to meet the challenges and demands of Childrens Services.	
Minor Variances	0.676	0.673	-0.003		0.053		
<b>Safeguarding &amp; Commissioning</b>							
Business Systems & Financial Assessments	0.831	0.890	0.059		0.073	There are additional one off costs of £0.018m for an IT system upgrade. In addition there are additional staff costs due to temporary uplift in hours and additional support assistants. These additional posts are fund using the underspend from the Business Support Services.	
Charging Policy income	-3.104	-3.185	-0.081		-0.120	Income results from the demand for chargeable services and is based upon each individuals ability to pay resulting from a financial assessment.	
Business Support Service	1.195	1.123	-0.072		-0.050	Due to decreasing staff costs from vacant posts which are unlikely to be appointed to this financial year.	
Safeguarding Unit	1.302	1.086	-0.216		-0.187	A consultation for updated Liberty Protection Safeguard legislation continues to be undertaken. Due to the delay in implementing the legislation there will be an in-year saving. In addition there is some Welsh Government grant funding.	
Commissioning	0.686	0.634	-0.052		-0.056	The underspend is a result of posts being vacant during part of the financial year.	
Impact of Covid-19	0.000	-0.020	-0.020	-0.020	-0.000		
Minor Variances	0.166	0.181	0.015		-0.014		
<b>Total Social Services (excl Out of County)</b>	<b>79.985</b>	<b>80.397</b>	<b>0.412</b>	<b>-0.020</b>	<b>0.689</b>		
<b>Out of County</b>							
Children's Services	10.097	11.423	1.325		1.342	The projected overspend reflects significant additional demands on the service in the year to date with 37 new placements having been made in the year to date - most of which are high cost residential placements - there is provision for a contingency sum of £0.100m, for net impacts of further new placements and other placement changes, but this may not prove to be enough.	
Education & Youth	5.004	4.644	-0.360		-0.373	The latest underspend reflects projected costs for the current cohort of placements and there have been 26 new placements in the year to date with further new placements also likely to emerge in the remainder of the year, for which contingency provision of £0.050m has been made.	
<b>Total Out of County</b>	<b>15.101</b>	<b>16.067</b>	<b>0.966</b>	<b>0.000</b>	<b>0.969</b>		
<b>Education &amp; Youth</b>							
Inclusion & Progression	5.472	5.466	-0.005		-0.119	The £0.119m variance as reported at Month 9 has been removed on the assumption that the budget c/f request will be agreed for reasons outlined in Appendix 1.	
Integrated Youth Provision	1.042	0.974	-0.068		-0.073	The projected underspend is mainly due to staffing savings	
School Improvement Systems	1.909	1.693	-0.216		-0.187	Favourable variance relates to several Welsh Government grants that are being used against core staff within the Early Entitlement service and School Improvement.	
School Planning & Provision	0.694	0.617	-0.078		-0.069	Projected underspend on insurance liability claims costs and some salary savings	
Minor Variances	1.181	1.137	-0.044		-0.071		
<b>Total Education &amp; Youth</b>	<b>10.299</b>	<b>9.888</b>	<b>-0.410</b>	<b>0.000</b>	<b>-0.520</b>		
<b>Schools</b>	<b>108.401</b>	<b>108.401</b>	<b>0.000</b>		<b>-0.000</b>		
<b>Streetscene &amp; Transportation</b>							

## Budget Monitoring Report - Month 10

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Service Delivery	9.277	9.550	0.273		0.273	The service has a recurring pressure of £0.100m for security costs due to vandalism/break-ins at the Household Recycling Centres. Street lighting is also incurring a £0.070m pressure on the community council income budget. The remaining £0.100m is attributable to high sickness levels/agency costs. The service is also expected to cover costs of £0.060m related to the State Funeral and Proclamation Events. The overall overspend is partially offset by additional income achieved through in-house construction work.	
Highways Network	8.096	8.574	0.478		0.492	Highways is incurring a pressure of £0.400m in Fleet services as a result of increased fuel costs. An additional £0.050m is due to an increase in contractor costs for weed spraying following a recommendation from Scrutiny Committee, which cannot be covered by existing budgets.	
Transportation	10.031	10.481	0.450		0.456	Local bus subsidy is incurring additional overspend of £0.100m due to the Park and Ride Service and Service 5 re-procurement. School Transport is incurring a pressure of £0.090m, due to a shortfall in budget for 3 school days related to Easter timelines in this financial year. Since Month 5, there has been an additional pressure of £0.200m in School Transport due to 6 additional routes (PRUs/ALN) in total equating to £2,700 extra per day. School transport is also facing an additional revenue pressure of £0.030m from Month 7 due to capacity issues on a commercial bus service. There may be further cost increases up to the end of the financial year end due to rising transport operator costs (fuel, driver wages, insurance, energy etc.).	
Regulatory Services	12.527	12.455	-0.072		-0.085	The Service is incurring £0.060m revenue pressure due to increased residual waste tonnages, which is creating a risk in achieving WG Recycling Targets. The overspend is largely offset by an underspend of £0.053m due to vacancies within the service, increased rebate rates for the sale of electricity, recycling income and car parking income, which has increased income by £0.064m, including other minor variances with a reduction in recycling disposal costs of £0.030m.	
Other Minor Variances	0.000	0.000	0.000		0.000		
<b>Total Streetscene &amp; Transportation</b>	<b>39.931</b>	<b>41.060</b>	<b>1.129</b>	<b>0.000</b>	<b>1.136</b>		
<b>Planning, Environment &amp; Economy</b>							
Community	0.979	1.040	0.061		0.077	Fee income shortfalls in Licensing and Pest Control and historic business planning efficiency £0.024m not realised	
Development	0.180	-0.493	-0.673		-0.693	Favourable variance based on projected over recovery of Fee Income which includes the receipt of two high value one off Planning Fee each approx £0.300m	
Access	1.522	1.652	0.130		0.154	Adverse variance relates to the projected costs of Ash Die Back to March, 2023, together with historic grant income target not realised	
Regeneration	0.841	0.753	-0.089		-0.069	Revised projection in Markets Fee Income over recovery, minor variances across the Service	
Management & Strategy	1.445	1.497	0.052		0.069	The new Agile Case Management System requiring a commitment for a potential renewal of the contract with Civica for a further one year use of Flare.	
Minor Variances	2.269	2.281	0.012		0.015		
<b>Total Planning &amp; Environment</b>	<b>7.238</b>	<b>6.730</b>	<b>-0.508</b>	<b>0.000</b>	<b>-0.446</b>		
<b>People &amp; Resources</b>							
HR & OD	2.412	2.436	0.024		-0.002		
Corporate Finance	2.257	2.126	-0.131		-0.075	Variance includes the receipt of a 50% Welsh Government Admin Grant for administering the Free School Meals Programme together with staff savings from vacant posts	
<b>Total People &amp; Resources</b>	<b>4.670</b>	<b>4.562</b>	<b>-0.107</b>	<b>0.000</b>	<b>-0.077</b>		

## Budget Monitoring Report - Month 10

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
<b>Governance</b>							
Legal Services	0.934	1.030	0.097		0.074	Additional costs for locum services covering vacant posts	
Democratic Services	2.468	2.384	-0.084		-0.076	Variance as a result of the Members Allowances new rate not being implemented until May, 2022 and lower than anticipated take up of both Broadband and Pension Allowances (£0.108m) ; mitigated by the inception of the new Climate Change Committee Chair person Allowance plus minor variances across the service	
Internal Audit	1.050	0.964	-0.086		-0.063	Vacancy savings together with revised/reduced projected cost for Postage within Central Despatch	
ICT	5.095	5.009	-0.086		-0.064	Vacancy Savings	
Revenues	0.295	-0.079	-0.374		-0.351	The variance results from the projected potential surplus on the Council Tax Collection Fund (£0.320m) based on current information; minor variance across the service	
Impact of Covid-19	0.000	0.001	0.001	0.001	0.001		
Minor Variances	1.439	1.418	-0.022		-0.182		
<b>Total Governance</b>	<b>11.281</b>	<b>10.727</b>	<b>-0.555</b>	<b>0.001</b>	<b>-0.663</b>		
<b>Strategic Programmes</b>							
ADM's & CAT's	6.069	6.130	0.061		0.074	Adverse variance as a result of an agreed £0.050m contribution to support the Aura Pay award, £0.011m minor variances.	
Minor Variances	0.047	0.047	-0.000		-0.000		
<b>Total Strategic Programmes</b>	<b>6.116</b>	<b>6.177</b>	<b>0.061</b>	<b>0.000</b>	<b>0.074</b>		
<b>Assets</b>							
Caretaking & Security	0.314	0.259	-0.055		-0.080	Savings on staffing due to vacancies	
Industrial Units	-1.527	-1.591	-0.064		-0.058	Reduced costs of Repair and Maintenance plus some additional rent income	
Minor Variances	2.247	2.295	0.047		0.042	Cumulative minor movemens across the portfolio	
<b>Total Assets</b>	<b>1.034</b>	<b>0.963</b>	<b>-0.071</b>	<b>0.000</b>	<b>-0.096</b>		
<b>Housing and Community</b>							
Minor Variances	14.964	14.963	-0.002		0.006		
<b>Total Housing and Community</b>	<b>14.964</b>	<b>14.963</b>	<b>-0.002</b>	<b>0.000</b>	<b>0.006</b>		
<b>Chief Executive's</b>	<b>1.692</b>	<b>1.584</b>	<b>-0.107</b>		<b>-0.096</b>	Variance relates to vacant post and not all staff at top of scale	
<b>Central &amp; Corporate Finance</b>	<b>23.188</b>	<b>21.628</b>	<b>-1.560</b>		<b>-0.915</b>	Over recovery of planned pension contributions recouperment against actuarial projections based on the current level of contributions together with a further revised projection on the Central Loans and investment Account (CLIA) at Month 10 where as reported earlier in the year, the Council had not taken out new short or long term borrowing and has invested a significant amount of funds. This pattern has continued during the remaining months of this financial year resulting in no short term borrowing costs being incurred and the Council and generating increased income from investments, which have increased in line with bank interest rates.	The benefit on the Central Loans & Investment Account is expected to be a temporary benefit as the Council is likely to revert to a borrowing requirement during 2023/24.
Centralised Costs	2.783	2.778	-0.005		-0.005		
Soft Loan Mitigation	0.000	0.065	0.065		0.060	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 on Council Tax levels.	
<b>Grand Total</b>	<b>326.682</b>	<b>325.989</b>	<b>-0.693</b>	<b>-0.020</b>	<b>0.117</b>		



2022/23 Efficiencies Outturn Tracker - Month 10

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
		2022/23 £m	2022/23 £m	2022/23 £m		
<b>Portfolio</b>						
<b>Corporate</b>						
Increase in Reserves	Rachel Parry Jones	0.471	0.471	0.000	C	G
Utility Inflation	Rachael Corbelli	0.085	0.085	0.000	C	G
Efficiency from Restructure	Corporate Policy Rachel Parry Jones	0.025	0.025	0.000	C	G
Recharge to HRA	Chief Executive post to HRA 50% Rachel Parry Jones	0.027	0.027	0.000	C	G
<b>Total Corporate Services</b>		<b>0.608</b>	<b>0.608</b>	<b>0.000</b>		
<b>Housing &amp; Assets</b>						
Connahs Quay Power Station	Neal Cockerton	0.290	0.290	0.000	C	G
Rent Newydd	Neal Cockerton	0.020	0.020	0.000	C	G
<b>Total Housing &amp; Assets</b>		<b>0.310</b>	<b>0.310</b>	<b>0.000</b>		
<b>Social Services</b>						
Sleep in Pressure not Required	Neil Ayling	0.123	0.123	0.000	C	G
<b>Total Social Services</b>		<b>0.123</b>	<b>0.123</b>	<b>0.000</b>		
<b>Governance</b>						
Single Person Discount Review (One Off)	Gareth Owens	0.300	0.300	0.000	O	G
<b>Total Governance</b>		<b>0.300</b>	<b>0.300</b>	<b>0.000</b>		
<b>Total 2022/23 Budget Efficiencies</b>		<b>1.341</b>	<b>1.341</b>	<b>0.000</b>		

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	%	£
Total 2022/23 Budget Efficiencies	100	1.341
Total Projected 2022/23 Budget Efficiencies Underachieved	0	0.000
Total Projected 2022/23 Budget Efficiencies Achieved	100	1.341
<b>Total 2022/23 Budget Efficiencies (Less Previously agreed Decisions)</b>		
Total Projected 2022/23 Budget Efficiencies Underachieved	100	0.000
Total Projected 2022/23 Budget Efficiencies Achieved	0	0.000

Corporate Efficiencies Remaining from Previous Years

Income Target Remaining		£m	
Income Target Efficiency remaining from Previous Years	All Portfolios	0.041	
Fees and charges increase 1st October, 2022	Full Year effect 1st April 2023	(0.026)	
<b>Total Income Efficiency Remaining</b>		<b>0.015</b>	(0.015)

**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2022	18.438	
Less - Base Level	(5.769)	
<b>Total Reserves above base level available for delegation to Cabinet</b>		12.669
Less - COVID-19 Emergency Funding Allocation		5.316
Less - Childrens Services Social Work Costs (approved 21/22)		0.157
Less - Children's Services front door service - agency workers (approved by Cabinet on 28th June)		0.300
Add - Total Balances Released to Reserves (Month 5)		1.208
Add - Additional Revenue Support (Month 8)		2.432
Less - impact of the final pay awards		3.955
Less - Children's Services Legal Costs (Month 9)		0.250
Less - Month 10 projected outturn		(0.693)
<b>Total Contingency Reserve available for use</b>		<b>7.024</b>

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

**MONTH 10 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account</b>						
Income	(37.755)	(37.228)	0.526	0.593	Currently projecting a variance of £0.526m due to loss of rental income in relation to void properties. Of this, £0.395m relates to void properties, £0.096m relates to utilities costs on void properties and £0.049m relates to void garages. Additional income in respect of new properties transferred into the stock during the year (£0.045m). Pressure relating to the draw down of grant in respect of delayed SHARP schemes £0.158m. We are forecasting a reduction in the requirement to top up the Bad Debt Provision of (£0.150m). The remaining £0.023m relates to other minor variances.	
Capital Financing - Loan Charges	6.723	6.723				
Estate Management	2.263	1.998	(0.266)	(0.253)	Additional cost of agency positions of £0.180m, which is offset by vacancy savings of (£0.240m) and additional funding from the Housing Support Grant of (£0.120m). Other minor variances of (£0.086m).	
Landlord Service Costs	1.265	1.348	0.083	0.084	Salary savings of (£0.054m) are currently being projected within the service which offset agency costs of £0.023m. There is a forecasted pressure on utilities costs of £0.079m. The remaining variance of £0.035m is down to other minor movements.	
Repairs & Maintenance	10.908	10.968	0.060	0.065	Additional net cost of £0.066m in relation to vacant trades positions currently being covered by agency. Admin Vacancy savings of (£0.034m) due to delayed recruitment. Savings on the cost of materials of (£0.102m). Additional cost of fleet forecasted to be £0.154m. Other minor variances of (£0.024m).	
Management & Support Services	2.716	2.557	(0.159)	(0.139)	Savings of (£0.067m) have been projected based on current vacancies within the service and a further (£0.171m) efficiency has been identified through a review of central support recharges. Costs of legal advice in respect of the Renting Homes Wales Act £0.019m. Pressure in relation to insurance costs currently forecasted to be £0.077m. Other minor variances of (£0.017m).	
Capital Expenditure From Revenue (CERA)	10.898	13.755	2.857	2.857		
HRA Projects	0.122	0.123	0.000	(0.000)		
Contribution To / (From) Reserves	2.858	2.858				
<b>Total Housing Revenue Account</b>	<b>(0.000)</b>	<b>3.101</b>	<b>3.101</b>	<b>3.208</b>		

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