

Public Document Pack

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To:

Members of the Corporate Resources Overview & Scrutiny Committee

12 May 2023

Dear Sir/Madam

NOTICE OF HYBRID MEETING
CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE
THURSDAY, 18TH MAY, 2023 at 10.00 AM

Yours faithfully

Steven Goodrum
Democratic Services Manager

Please note: Attendance at this meeting is either in person in the Lord Barry Jones 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 **APPOINTMENT OF CHAIR**

Purpose: At the Annual Meeting, Council determined that the Independent Group will chair this Committee. The Committee is advised that Councillor Richard Jones is the Chair of the Committee for the municipal year.

2 **APPOINTMENT OF VICE-CHAIR**

Purpose: To appoint a Vice-Chair for the Committee.

3 **APOLOGIES**

Purpose: To receive any apologies.

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

Purpose: To receive any Declarations and advise Members accordingly.

5 **MINUTES** (Pages 3 - 10)

Purpose: To confirm as a correct record the minutes of the meeting on 20 April 2023.

6 **ACTION TRACKING** (Pages 11 - 18)

Report of Democratic Services Manager -

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

7 **FORWARD WORK PROGRAMME** (Pages 19 - 26)

Report of Democratic Services Manager -

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

8 **EMPLOYMENT AND WORKFORCE END OF YEAR UPDATE** (Pages 27 - 48)

Report of Corporate Manager, People and Organisational Development -

Purpose: To present end of year workforce statistics and their analysis.

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

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **20 APRIL 2023**

Minutes of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held as a hybrid meeting on Thursday, 20 April 2023

PRESENT: Councillor Richard Jones (Chairman)

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

SUBSTITUTE: Councillor: Rob Davies (for Bernie Attridge)

CONTRIBUTORS: 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, Strategic Finance Manager, Corporate Manager (Capital Programme & Assets) and Strategic Executive Officer (Capital Programme & Assets)

For minute number 94

Andrea Powell - Community Foundation in Wales

For minute number 99

Steve W Jones - Managing Director of NEWydd Catering & Cleaning Ltd
Rachael Corbelli - Strategic Finance Manager (Commercial and Housing)

IN ATTENDANCE: Democratic Services Manager and team

90. DECLARATIONS OF INTEREST

None.

91. MINUTES

The minutes of the meeting held on 9 March 2023 were approved, as moved and seconded by Councillors Bill Crease and Linda Thomas.

RESOLVED:

That the minutes be approved as a correct record.

92. ACTION TRACKING

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

The recommendation was moved and seconded by Councillors Allan Marshall and Bill Crease.

RESOLVED:

That the Committee notes the progress which has been made.

93. FORWARD WORK PROGRAMME

The Democratic Services Manager presented the current forward work programme for consideration and noted the following changes:

- Outturn report for Revenue Budget and Capital Programme 2022/23 - to be moved from May to July
- Revenue Budget Monitoring 2023/24 Month 1 to be removed from June to allow for an Interim Revenue Budget Monitoring 2023/24 Report in July.

On that basis, the recommendations were moved and seconded by Councillors Bill Crease and Linda Thomas.

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.

94. FLINTSHIRE FUNDS IMPACT REPORT 2022

The Chief Executive introduced the Flintshire Funds Impact Report for 2022 which outlined progress with the Flintshire Community Endowment Fund and Tri-partite Welsh Church Act Fund, both of which were overseen by the Community Foundation Wales.

The Committee was introduced to Andrea Powell of Community Foundation Wales who gave a short presentation on the following areas, as appended to the report:

- Introduction
- Update including distribution of grants
- Fund History and Overview
- Financial Performance
- Case Studies

In response to questions from Councillor Alasdair Ibbotson, clarification was given on the grant panel membership and distribution of awards. It was also confirmed that ethical investment policies were adapting over the longer term to support climate change.

The Chairman welcomed the presentation and accompanying case studies which highlighted the benefits to individuals and groups.

His comments were echoed by Councillor Paul Johnson who made particular reference to the work of 'Emerge Community Arts', one of the groups which had benefitted from a grant.

The recommendation was moved and seconded by Councillors Bill Crease and Rob Davies.

RESOLVED:

That having considered the contents of the Flintshire Funds Impact Report 2022, the Committee supports the work of the Community Foundation Wales.

95. COUNCIL PLAN 2023-28

The Chief Executive presented a report on the refreshed priorities, sub-priorities and well-being objectives within the Council Plan for 2023-28 which reflected a long-term view of recovery, projects and ambitions over the period. Part 2 of the Council Plan was being considered by Overview & Scrutiny committees to ensure full coverage of Part 1 and its respective measures and targets, prior to adoption by County Council.

Under Learning Environments, Councillor Bill Crease highlighted the development of a school modernisation strategy within the Saltney area by March 2024. He referred to previous plans for work at St. David's High School which had not been progressed due to site issues and commented on the urgent need to develop further proposals to improve conditions at the school.

The Chief Executive noted the specific point regarding the condition of the roof and reminded the Committee that the school had the option to utilise its delegated budgets to undertake repairs before minor repairs became significant requiring LEA intervention. On the specific matter of the school modernisation strategy and more specifically Saltney St. David's, the Chief Executive agreed to refer the matter to the Education, Youth & Culture Overview & Scrutiny Committee.

Under Green Society and Environment, Councillor Sam Swash asked why reference to forthcoming legislation on councils establishing their own municipal bus companies was not included in actions for the Active and Sustainable Travel Options sub-priority.

The Chief Executive reported that further information on the changes had not yet been received from Welsh Government. He agreed that some reference could be included and would refer back to the Chief Officer.

The following points were raised by the Chair to be referred to the relevant Overview & Scrutiny committees and Cabinet:

- To review the rationale for removing sub-priorities on Empty Properties, Renewable Energy and Spending Money for the Benefit of Flintshire.

- Income Poverty - to consider the timeliness of actions, particularly bullet-point 7 on maximising benefit entitlement.
- Child Poverty - to clarify how outcomes could be controlled and measured where external grant funding was involved.
- Housing Support and Homeless Prevention - whether the amended wording to ensure homelessness “is rare, brief and non-recurring” could be viewed as lowering that target.
- Net Zero Carbon Council - to consider whether wording on actions being “central to Covid-19 recovery” should apply to this five year Plan.
- Climate Change Adaptation - query on how Flood Risk Management could be controlled and measured if this service was outsourced and also no mention of renewable energy projects.
- Transport Connectivity - disagreed with the second bullet-point on supporting the establishment of Corporate Joint Committees.
- Independent Living - clarity on how ensuring children had the best start in life could be measured.
- Safeguarding - questioned the lengthy period to prepare for the implementation of the new Liberty Protect Safeguard procedures.
- Educational Engagement and Achievement - to consider an earlier target date to develop options to support the rising number of pupils struggling to engage with education due to mental health issues.
- People - to clarify whether implementing a compliant and sustainable new pay model by October 2023 meant that the current model is not compliant.

Part 2 of the Council Plan:

- Poverty - Income Poverty and Fuel Poverty - some 2023/24 targets do not show improvement from the 2021/22 baseline data.
- Affordable and Accessible Housing - Housing Support and Homeless Prevention and Social Housing - no improvement shown in targets for 2023/24.
- Green Society and Environment - Phosphates Mitigation - to clarify how the Council could influence outcomes on the upgrade of Mold and Buckley wastewater treatment works given the involvement of an external organisation.
- Economy - Business sub-priority - significant reduction in targets.
- Personal and Community Well-being - Independent Living and Safeguarding - some 2023/24 targets do not show improvement from the 2021/22 baseline data.
- Education and Skills - Educational Engagement & Achievement and Learning Environments - targets do not show improvement.
- Education and Skills - Digital Learning Opportunities - no targets set for some achievement measures.
- Education and Skills - Specialist Educational Provision - no achievement measures indicated.
- Well Managed Council - People - reduced target for apprenticeships with positive outcomes.

- Well Managed Council - Digital - target for the percentage of answered calls to the corporate Contact Centre should align to the wording in the achievement measure.

On the sub-priority for Local Development Plan (LDP) targets, Councillor Alasdair Ibbotson referred to the associated risk on slow progress with the Strategic Development Plan failing to set context for LDP 2. He questioned why work on developing the second LDP was not reflected in this Council Plan, particularly given the significant work involved.

The Chief Executive noted that the LDP had only recently been adopted by the Council and that progress with LDP2 would need to consider the links with the Strategic Development Plan. He agreed to refer this specific matter within the plan to the Chief Officer (Planning, Economy and Environment) for consideration.

Due to the number of comments made, the Chairman moved an amendment to the recommendation and was seconded by Councillor Bill Crease.

RESOLVED:

- (a) That subject to the comments, the Committee receives and notes the Council Plan 2023-28 Part 1 and Part 2 documents that outline the actions, measures and risks that underpin the Priorities, Sub-Priorities and Well-being objectives of the Council Plan 2023-28; and
- (b) That the comments made by the Committee be referred to respective Overview & Scrutiny committees and Cabinet for consideration.

96. REVENUE BUDGET MONITORING 2022/23 MONTH 11

The Strategic Finance Manager presented the 2022/23 month 11 position for the revenue budget monitoring for the Council Fund and Housing Revenue Account (HRA), prior to consideration by Cabinet.

On the Council Fund, the projected year-end position reported an operating surplus of £2.106m (excluding the impact of the pay award met by reserves). This would leave a contingency reserve balance of £8.364m at year-end which included the in-year additional cost of £3.955m for 2022/23 pay awards to date and £2.4m of earmarked reserves transferred in from the additional revenue support 2021/22 allocation, approved in December 2022. Significant movements from month 10 were mainly due to changes to grant funding across Social Services and the allocation from the Regional Integration Fund which impacted positively on the position with Out of County Placements. The positive movement in Central & Corporate was due to one-off windfall income from NDR savings and a further reduction in short-term borrowing costs in the Central Loans & Investment Account, in addition to increasing income from temporary investment resulting from rising bank interest rates. There were a number of requests to carry forward funding into the 2023/24, totalling £1.4m across portfolios, as set out in Appendix 6.

A summary of tracked in-year risks reported the current position with Council Tax collection levels and pay awards, along with other risks such as the waste recycling infraction charge on which a decision by Welsh Government was awaited.

An update on unearmarked reserves reported the current balance on the Covid-19 Emergency Reserve as £3.610m, to be utilised to meet Covid-related costs and wider demands.

On the HRA, net in-year revenue expenditure was forecast to be £2.839m higher than budget and would leave a closing un-earmarked balance of £3.635m, which was above the recommended guidelines on spend.

In response to questions from Councillor Sam Swash and the Chairman on the waste recycling infraction charge, it was explained that a demand had been issued to the Council and that negotiations were ongoing to establish the penalty imposed. This risk would be assessed as part of year-end commitments in terms of a contingency allocation in the accounts depending on the outcome of those negotiations.

As requested previously, the Chairman asked that future reports include explanation on movements (however minor) in approved budgets to add clarity.

The recommendation, as amended to reflect the debate, was moved and seconded by Councillors Bill Crease and Rob Davies.

RESOLVED:

That having considered the Revenue Budget Monitoring 2022/23 (month 11) report, the Committee wishes the risk around the potential waste recycling infraction charge to be raised with Cabinet.

97. DELIVERING PUBLIC SERVICES IN THE 21ST CENTURY - AN OVERVIEW

The Chief Executive introduced a report to explore the benefits and limitations of outsourcing and/or creating shared services as a means to deliver Council services, as requested previously by the Committee.

The Committee was introduced to Kelly Oldham-Jones, the Strategic Executive Officer (Capital Programme & Assets), who provided an overview of the main areas of the report. She explained that in addition to summarising a wider selection of alternative delivery models (ADMs), the report highlighted broader core principles and legislative requirements that should be considered. In setting out the Council's approach, reference was made to key criteria - including Welsh Government guidance - and the need to develop each model to meet specific needs and with appropriate resources to implement, as demonstrated in the examples shared.

The Chairman said that managing back-office services from a central location to achieve cost savings worked well in the private sector, acknowledging

the impact on staff, and suggested a further report to consider options for the Council and potential impacts.

In highlighting the Joint Procurement Unit as a shared service with Denbighshire County Council, the Chief Executive said it should be recognised that a significant level of work had been undertaken over the past few years to transform services, including protecting services for communities through ADMs and Community Asset Transfers (CATs). As such, a key consideration for options for shared services should be an understanding of the benefits to the Council and its partners.

The Chairman acknowledged the complexities involved and suggested that the Committee identify one option to enable a detailed report to be shared to consider the implications.

Councillor Paul Johnson said it was important that any change improved upon that service.

In commenting on the comprehensive list of options shared in the report, Councillor Bill Crease said that scrutinising proposals and cost analysis to understand benefits should become an embedded culture across the organisation.

The Chief Executive advised that any considerations should have due regard to key criteria such as the Well-being of Future Generations (Wales) Act 2015 and TUPE¹ rights. In response to the comments raised, he assured Members that consideration was given to the viability of appropriate models.

The Chairman proposed an amendment to the recommendations to reflect the debate. He was seconded by Councillor Allan Marshall.

RESOLVED:

- (a) That the Committee notes the different models that can be used as alternatives to deliver services;
- (b) That the Committee recognises the wider factors, such as legislative parameters and core principles, which need to be observed when considering the delivery of services through alternative delivery models;
- (c) That the Committee is assured that the Council considers all appropriate alternative delivery models, and the benefits and limitations of these, as part of a broader options appraisal when reviewing services; and
- (d) That the Committee receives a future report on shared services at a future date.

¹ Transfer of Undertakings (Protection of Employment)

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

Exclusion of the press and public was moved and seconded by Councillors Allan Marshall and Bill Crease.

RESOLVED:

That the press and public be excluded from the meeting as the following item was considered to be exempt by virtue of paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

99. NEWYDD BUSINESS PLAN 2023/24

The Chief Executive introduced the annual Business Plan 2023/24 for NEWydd Catering & Cleaning Ltd for consideration prior to submitting to Council for formal approval.

Steve W Jones, the Managing Director of NEWydd Catering & Cleaning Ltd, provided a summary of the key elements of the Business Plan along with financial pressures identified for 2023/24 with associated mitigating actions.

In response to questions from Members, the Managing Director and Strategic Finance Manager (Commercial and Housing) provided clarification on responsibilities and financial arrangements.

The recommendation was moved and seconded by Councillors Bill Crease and Rob Davies.

RESOLVED:

That the Committee notes the strategic risks facing the business and the Business Plan 2023/24, which includes the mitigation of the risks identified, and commends the Business Plan to Cabinet.

100. MEMBERS OF THE PRESS IN ATTENDANCE

None.

(The meeting started at 10am and ended at 12 noon)

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Chairman



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 18 May 2023
Report Subject	Action Tracking
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report shows the action points from previous meetings of the Corporate Resources Overview & Scrutiny Committee and the progress made in completing them.

Any outstanding actions will be reported back to the next monthly meeting.

RECOMMENDATIONS

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

1.00	EXPLAINING THE ACTION TRACKING REPORT
1.01	<p>In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points.</p> <p>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.</p>
1.02	<p>This paper summarises those points and where appropriate provides an update on the actions resulting from them.</p> <p>The Action Tracking details are attached in appendix 1.</p>

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

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Not applicable.

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

5.00	APPENDICES
5.01	Appendix 1 – Corporate Resources OSC Action Points.

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

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

8.00	GLOSSARY OF TERMS
8.01	Not applicable.

ACTION TRACKING FOR THE CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Meeting Date	Agenda item	Action Required	Action Officer(s)	Action taken	Status
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 for a workshop in September / October. Date still to be finalised.	Open
20.04.2023	5. Forward Work Programme	<p>Move the following reports on the FWP:</p> <ul style="list-style-type: none"> • Outturn report for Revenue Budget and Capital Programme 2022/23 - move from May to July. • Revenue Budget Monitoring 2023/24 Month 1 - remove from June to allow for an Interim Revenue Budget Monitoring 2023/24 Report in July. 	Steven Goodrum	FWP amended accordingly.	Closed
	7. Council Plan 2023-28	Following an item raised by Cllr. Crease in relation to plans for work at St. David's High School, it was agreed to refer this to the Education, Youth & Culture Overview & Scrutiny Committee.	Steven Goodrum	Item referred to Scrutiny Co-Ordinator for scheduling on the FWP.	Closed

	<p>A number of observations were made in relation to the Council Plan:</p> <ul style="list-style-type: none"> • To review the rationale for removing sub-priorities on Empty Properties, Renewable Energy and Spending Money for the Benefit of Flintshire. • Income Poverty - to consider the timeliness of actions, particularly bullet-point 7 on maximising benefit entitlement. • Child Poverty - to clarify how outcomes could be controlled and measured where external grant funding was involved. • Housing Support and Homeless Prevention - whether the amended wording to ensure homelessness “is rare, brief and non-recurring” could be viewed as lowering that target. • Net Zero Carbon Council - to consider whether wording on actions being “central to Covid-19 recovery” should apply to this five year Plan. • Climate Change Adaptation - query on how Flood Risk Management could be controlled and measured 	<p>Steven Goodrum</p>	<p>Items referred to the appropriate Scrutiny Co-Ordinator for scheduling on the relevant committee’s FWP.</p>	<p>Closed</p>
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	<p>if this service was outsourced and also no mention of renewable energy projects.</p> <ul style="list-style-type: none">• Transport Connectivity - disagreed with the second bullet-point on supporting the establishment of Corporate Joint Committees.• Independent Living - clarity on how ensuring children had the best start in life could be measured.• Safeguarding - questioned the lengthy period to prepare for the implementation of the new Liberty Protect Safeguard procedures.• Educational Engagement and Achievement - to consider an earlier target date to develop options to support the rising number of pupils struggling to engage with education due to mental health issues.• People - to clarify whether implementing a compliant and sustainable new pay model by October 2023 meant that the current model is not compliant.• <u>Poverty</u> - Income Poverty and Fuel Poverty - some 2023/24 targets do			
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	<p>not show improvement from the 2021/22 baseline data.</p> <ul style="list-style-type: none"> • <u>Affordable and Accessible Housing</u> - Housing Support and Homeless Prevention and Social Housing - no improvement shown in targets for 2023/24. • <u>Green Society and Environment</u> - Phosphates Mitigation - to clarify how the Council could influence outcomes on the upgrade of Mold and Buckley wastewater treatment works given the involvement of an external organisation. • <u>Economy</u> - Business sub-priority - significant reduction in targets. • <u>Personal and Community Well-being</u> - Independent Living and Safeguarding - some 2023/24 targets do not show improvement from the 2021/22 baseline data. • <u>Education and Skills</u> - Educational Engagement & Achievement and Learning Environments - targets do not show improvement. • <u>Education and Skills</u> - Digital Learning Opportunities - no targets set for some achievement measures. 			
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		<ul style="list-style-type: none"> • <u>Education and Skills</u> - Specialist Educational Provision - no achievement measures indicated. • <u>Well Managed Council</u> - People - reduced target for apprenticeships with positive outcomes. • <u>Well Managed Council</u> - Digital - target for the percentage of answered calls to the corporate Contact Centre should align to the wording in the achievement measure. • Why work on developing the second LDP was not reflected in this Council Plan. 			
	<p>8. Revenue Budget Monitoring 2022/23 Month 11</p>	<p>It was asked for future reports to include an explanation where there are any movements (however minor) between approved budgets.</p>	<p>Corporate Finance Manager</p>	<p>Future reports to include the relevant details.</p>	<p>Closed</p>
	<p>9. Delivering public services in the 21st Century - an overview</p>	<p>It was requested that the Committee receives a report on shared services at a future date.</p>	<p>Corporate Manager for Capital Programme and Assets</p>	<p>Included on Committee FWP for scheduling.</p>	<p>Closed</p>

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 18 May 2023
Report Subject	Forward Work Programme
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

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

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

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 Committee’s 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 & 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 FWP was reviewed against the committee’s terms of reference at the March meeting to ensure it is complete and current. From this review, the committee has been agreed that future meetings (from September) will be ‘themed’ around specific elements from the Committee’s Terms of Reference. These include:</p> <p>September 2023: Capital Programme and Assets ‘themed’ meeting</p> <p>To receive updates regarding Capital Programme and Assets, including: Corporate Property Maintenance Service; Property and Design Consultancy; Valuation and Estates Service; Community Assets; Capital Programme and Assets; and, Community Asset Transfer Programme.</p> <p>Community Safety Partnership Annual Report This item fulfils the statutory requirement for the committee to hold an annual ‘crime & disorder’ scrutiny meeting.</p> <p>Proposed Month Subject Purpose of Report / Presentation</p> <p>October 2023: Corporate Services ‘themed’ meeting</p> <p>To receive updates regarding Corporate Services, including: Corporate Communications; Financial services; ICT Services; HR Business Partnering; Occupational Health and Wellbeing Employment Services; Legal Services; and, Democratic Services. Proposed Month Subject Purpose of Report / Presentation</p> <p>November 2023: Strategic and Partnership Working ‘themed’ meeting</p> <p>To receive updates regarding Strategic and Partnership Working, including: Partnership and collaborative working frameworks; Public</p>

	<p>Service Board; Civil Contingencies; Strategic and Partnership Working; and, Emergency Planning</p> <p>In addition, the following items will also be scheduled for a meeting in the autumn:</p> <ul style="list-style-type: none"> • <i>North Wales Economic Ambition Board.</i> • <i>Organisational Design & Change Programme.</i>
1.04	Members are also encouraged to consider and propose items for inclusion on the FWP, noting the guidance at paragraph 1.06. The Committee's 'Terms of Reference' is included as Appendix 2 to help with this.
1.05	In addition to the 'targeted' work items, there are standard, regular reports that follow a 'pattern'. These are included in Appendix 1 under 'Regular Items'.
1.06	<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"> 1. Will the review contribute to the Council's priorities and/or objectives? 2. Is it an area of major change or risk? 3. Are there issues of concern in performance? 4. Is there new Government guidance of legislation? 5. Is it prompted by the work carried out by Regulators/Internal Audit? 6. Is the issue of public or Member concern?

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

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Not applicable.

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

5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

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

8.00	GLOSSARY OF TERMS
8.01	Not applicable.

CORPORATE RESOURCES OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

Current FWP (May 2023)

Date of meeting	Subject	Purpose of Report / Presentation	Scrutiny Focus	Responsible / Contact Officer
Thursday 15th June, 2023	Council Plan 2022-23 Year-End Performance	To review the levels of progress in the achievement of activities and performance levels identified in the Council Plan.	Performance monitoring	Chief Executive
Page 23	Interim Revenue Budget Monitoring 2023/24 Report.	To provide the latest revenue budget monitoring position for 2023/24 for the Council Fund and Housing Revenue Account.	Performance monitoring	Corporate Finance Manager
	Local Government Finance Act 1992, Section 13A (Sub-section 1C)	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.	Policy review	Corporate Finance Manager
	Joint Funded Care Packages – Update Report	To provide an update on the budget management of outstanding invoices raised by the Council for payment by BCUHB.	Performance monitoring	Chief Officer (Social Services) and Corporate Finance Manager
	Revenue Budget Monitoring 2022/23 (Outturn) and Capital Programme Monitoring 2022/23 (Outturn)	To present the Revenue Budget Monitoring (Outturn) and Capital Programme Monitoring (Outturn) for 2022/23.	Performance monitoring	Corporate Finance Manager

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)

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

Date of Meeting	Thursday, 18 May 2023
Report Subject	Employment and Workforce End of Year Update
Cabinet Member	Cabinet Member for Governance and Corporate Services including Health and Safety and Human Resources
Report Author	Corporate Manager, People and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

To provide Members with a review of the organisational workforce data for 2022/23. This report provides details of the following:

- Headcount and Full Time Equivalent (FTE)
- Organisation Age Profile (Non –Schools and Schools)
- Employee Turnover and Stability (Including Redundancies and Early Retirements)
- Attendance
- Equality and Diversity
- Achievements made by Human Resources within the quarter

The report is intended to provide a focus on organisational performance and trends and provides a brief narrative on the overall performance against several indicators. A more detailed explanation is provided on an exceptional basis where performance is falling below organisational performance indicators or where there has been a significant movement, either upwards or downwards, in the reported trends. The narrative will include an explanation for the movement in trend and details of any proposed actions to improve or maintain performance.

The performance information is provided for the whole organisation but split to show Schools and Non-Schools data separately.

On a periodic basis, this report will highlight key achievements or projects undertaken in support of the People Strategy and/or Council Plan.

RECOMMENDATIONS

1	Members note and provide their comments on the end of year Workforce Information Report for 2022/23.
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REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	<p>Headcount and Full Time Equivalent (FTE)</p> <p>The headcount and FTE figures during at mid-year shows an increase of 174 FTE across the Council when compared to last year. Non-schools show an increase of 143 FTE, some attributable to the transfer of the Test, Trace and Protect (TTP) into the Flintshire Establishment (42 FTE); Schools show an overall increase of 31 FTE.</p> <p>During the period 1 April 2022 to 31 March 2023, 99 employees took maternity leave, the majority of whom were backfilled, which contributes to the increase in headcount when compared to last year.</p>
1.02	<p>Age Profiling</p> <p>Age profiling the organisation is an important part of understanding the age demographics of our workforce and where we may need to focus attention.</p> <p>Understanding our workforce, enables the Council to assess supply and potential problem areas within a given service/portfolio and aids succession planning by identifying any skill gaps that may arise. Without an analysis of age profile (and skills profile), no workable long-term planning can be made.</p> <p>As of 31 March 2023, most employees across Portfolios and Schools are within the age ranges of 35-44 (23.45%) followed by 25-34 (16.80%), 50-54 (15.60%) and 55–59 (14.12%). Our age profile is consistent with other local authorities.</p>
1.03	<p>Employee Turnover and Stability (Including Redundancies and Early Retirements)</p> <p>The year-end cumulative turnover percentage for 2022/23 is 11.46%. This shows an increase when compared to the previous year (10.53%).</p> <p>Of the 704 employees that have left during 2022/23, 50% have left voluntarily (352 employees). The largest area of employees leaving voluntarily is within Schools (179 employees), the majority of which is part of the natural turnover/cycle we see at the end of each academic year. The second largest area is within Social Services (88 employees).</p>

The cessation of the Test, Trace, protect (TTP) service resulted in 23 employees being made redundant, 16 people left due to their fixed term contract ending. 3 employees were successfully redeployed into alternative roles.

Nationally, there are significant workforce pressures across a range of sectors, including public services and specific areas across local authority portfolios. Within Social Services the recruitment and retention of Social Workers, Occupational Therapists, domiciliary and children's residential care staff are particularly challenging and locally a specific Task and Finish Group was established to address these challenges.

1.04 **Attendance**

The year-end cumulative full time equivalent (FTE) days lost for 2022/23 is 11.78, which is an improvement when compared the previous year (11.87).

The FTE days lost for 2022/23 excluding COVID absence is 10.15.

Long term sickness (absence over four weeks) accounts for 6.18 days per FTE with the remainder (5.60) attributed to short-term absence.

24% of all absences across the Council are related to mental health, 16.04% musculoskeletal, 13.88% are COVID related, and 10% due to infections.

Attendance continues to be managed closely, with Managers, Occupational Health (OH) and HR working together to provide additional support, including mindfulness, counselling, stress management courses, stress risk assessments etc. CareFirst is also available to provide additional support.

Occupational Health colleagues have identified several factors which they consider are affecting attendance at work. These are:

Aging workforce

There is an increase in the number of employees who are being referred to OH who have musculoskeletal concerns associated with aging.

Portfolios do their best in these cases to accommodate the long-term restrictions which are necessary to support the employees return to work, or to remain at work with restricted duties.

Changes to Cohort of service users in social care setting

Employees are reporting that in some settings, the cohort of service users have shown to have increased needs which are complex and often

	<p>physically challenging, for example, an increase in moving and positioning which has potential to exacerbate musculoskeletal issues.</p> <p><u>Delays in employees having appointments with consultants, investigations, scans, x rays etc</u></p> <p>We have a number of employees whose absence from work has and continues to be impacted due to waiting for diagnostics and initial assessment which impacts on the timescale for effective treatment to begin and results in employees remaining absent from work longer than anticipated.</p> <p><u>Delays in receiving treatment</u></p> <p>As above, the delay in initial investigations have a knock-on effect in that treatment cannot start, and conditions worsen whilst waiting. This results in the employee remaining absent from work longer than the initial timeframes indicated in their treatment plan or remaining in work with restricted duties.</p> <p><u>Delays obtaining reports form consultants and GPs in relation to Ill Health Retirement</u></p> <p>There is an increase in the number of employees who are applying for ill health retirement. Historically, these requests have been straightforward to progress in those employees have had investigations and reports from consultants regarding the pathway or prognosis of their illness. In the absence of reports or medical evidence with which we can reasonably predict a return to work (or not), reaching the criteria for ill-health retirement is proving a challenge and is time-consuming.</p> <p><u>Covid related absence</u></p> <p>We do have number of employees who are absent or on restricted roles due to both Long Covid and Covid anxiety.</p> <p>Covid anxiety in relation to returning to full substantive role, and Long Covid which is now being considered as a long-term condition such as fibromyalgia</p> <p><u>Recruitment challenges</u></p> <p>The knock-on effect of vacant positions is having an impact on some parts of our workforce.</p>
1.05	<p>Resource Management (Agency Workers)</p> <p>As of 31 March 2023, there were 91 active agency placements on Matrix across all portfolios.</p>

	<p>The cumulative agency expenditure for 2022/23 is £3.61m. The largest agency spend is within Street scene and Transportation at £1.52m. The second largest spend is within Social Services at £1.26m.</p> <p>There is a live advert for 17 x Streetscene Operatives (with interviews planned for 25/26 May). Further recruitment exercises are planned for 9 additional posts in the coming weeks which should lead to further reductions in the number of agency workers.</p> <p>The cumulative 'Off-contract' spend for 2022/23 is £1,48m, which equates to 41.13% of the overall agency spend. The main reasons for 'off-contract' spend is where there is a need to fill specialist, hard to fill roles such as Social Workers.</p> <p>Over the last six months, and in response to the increasing instability in the recruitment market, local authorities in Wales have been working together to develop a joint approach to the use of agency social workers in children's services. All 22 Welsh authorities have signed an All-Wales Pledge which is a commitment to work co-operatively and transparently to manage the agency supply chain, improve the quality of staff and regulate pay rates within agency. The pledge comes into effect on 1 May 2023 for one year and will be reviewed in January 2024.</p>
1.06	<p>Equality and Diversity Workforce Monitoring</p> <p>It is important to us that we recruit and retain the best workforce that reflects the diversity of the communities we serve. We monitor our workforce to find out whether it broadly reflects our local communities and to ensure our practices are free from discrimination, helping us to deliver appropriate and accessible services to all our communities.</p> <p>The Council collects diversity information on recruitment and the make-up of our workforce to help us meet our obligations under the Single Equality Act 2010, and the Public Sector Equality Duty. Information gathered can, if analysed regularly, help us to identify barriers that prevent access to employment and career development for certain groups of people, and to develop solutions, such as positive action plans or alternative policies and practices.</p>
1.07	<p>Specific achievements / initiatives during the reporting period</p> <p>After a successful recruitment campaign, 26 apprentices across 14 disciplines were appointed and commenced work in September 2022. Most of the apprentices attend college once a week, as well as four corporate days where they join existing trainees (from the previous cohort) in a development activity (for example, team building).</p> <p>On 10 February 2023, in line with National Apprentice week a celebration was held at Coleg Cambria for Flintshire County Council's Apprentices. It was an opportunity to celebrate and thank the apprentices for the</p>

	<p>contribution they make to our organisation. It was also an opportunity to recognise those who have shown outstanding progress and commitment to public service by the presentation of awards.</p> <p>The event was hosted by the Leader of the Council, The Chief Executive of Flintshire County Council, and the Chief Executive of Coleg Cambria. Food was prepared and served by Coleg Cambria's hospitality and catering students / apprentices. It was a great event prepared by students, for students. The catering students were not only supporting our Apprentices they were also gaining real work experience to enhance their own portfolios.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Not applicable.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None arising directly from this report.

5.00	APPENDICES
5.01	Appendix A – Workforce Dashboard

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Sharon Carney, Senior Manager, People and Organisational Development.</p> <p>Telephone: 01352 702139</p> <p>E-mail: sharon_carney@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	None.

**CORPORATE DASHBOARD
REPORTS
(FLINTSHIRE COUNTY COUNCIL)
YEAR END 2022/23**

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2022/23 DASHBOARD

FLINTSHIRE COUNTY COUNCIL CUMULATIVE TOTALS

TOTAL HEADCOUNT

6,238

TOTAL FTE

5,001

LEAVERS / TURNOVER

704/11.46%

AGENCY SPEND 2022/23

£3.61m

TARGET 2022/23

£1.70m

DAYS LOST PER FTE 2022/23

11.78

TARGET 2022/23

8.00

YEAR END 2022/23 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

2,984

TOTAL FULL TIME EQUIVALENT

2,632

31/03/2022
2,811

Increase of
173 people
(+6.15%)

31/03/2023
2,984

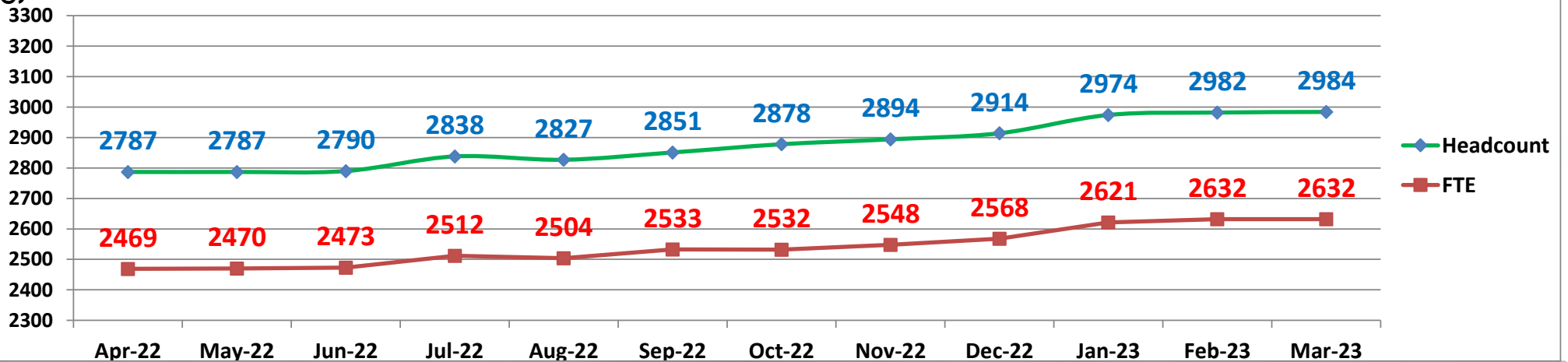
31/03/2022
2,483

Increase of
143 FTE
(+5.78%)

31/03/2023
2,632

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HEADCOUNT AND FTE - 12 MONTH TREND

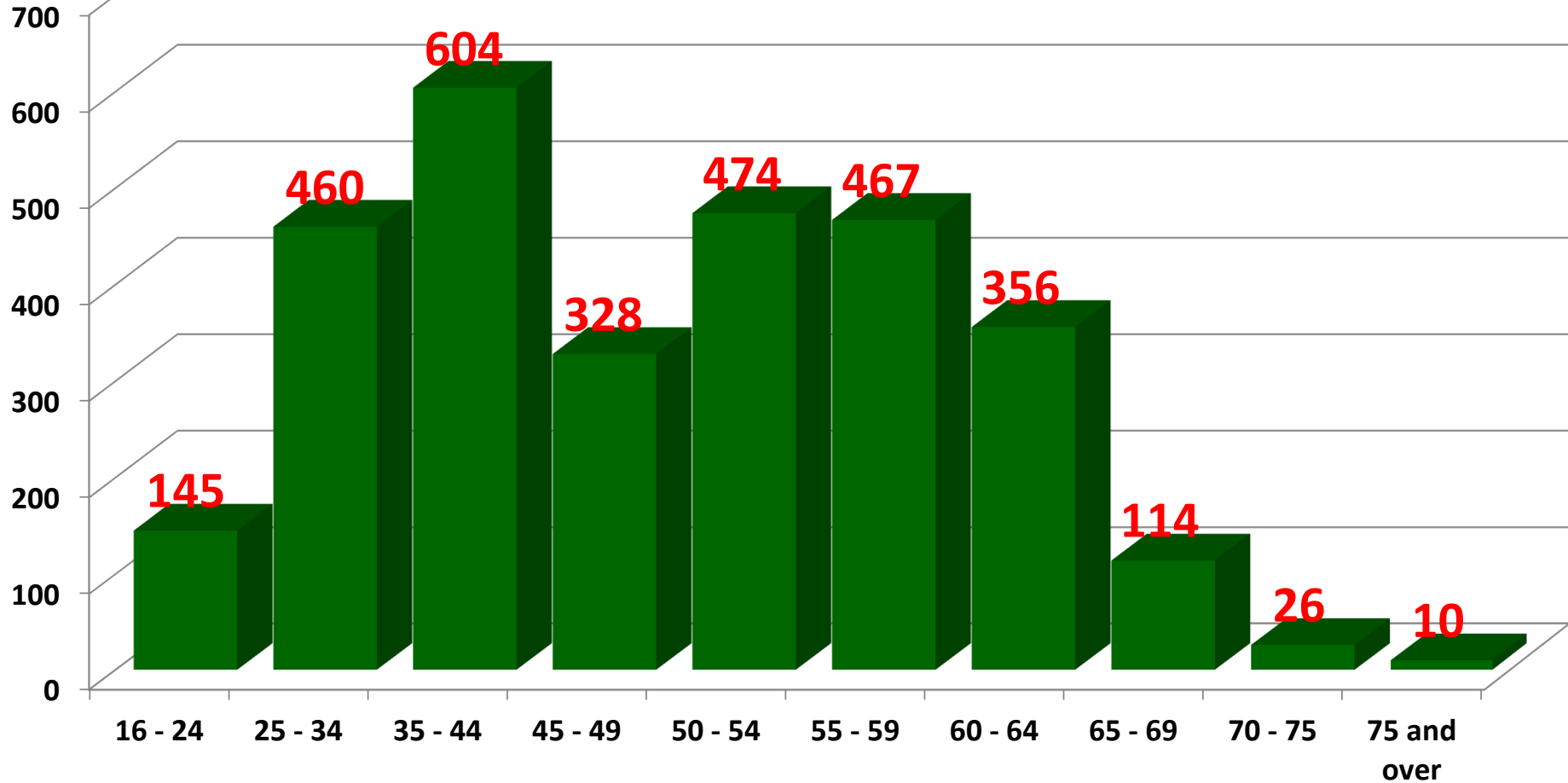


YEAR END 2022/23 DASHBOARD

AGE PROFILE - NON-SCHOOLS

5

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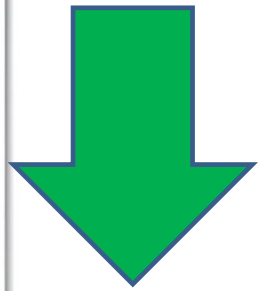


YEAR END 2022/23 DASHBOARD

ATTENDANCE - NON-SCHOOLS

6

DAYS LOST PER FTE 2022/23



31/03/2022
13.48

13.40

31/03/2023
13.40



Improvement of 0.08

TOP 4 REASONS

1. STRESS, DEPRESSION, ANXIETY
2. MUSCULOSKELETAL
3. COVID-19
4. INFECTIONS

YEAR END 2022/23 DASHBOARD

TURNOVER AND STABILITY - NON SCHOOLS

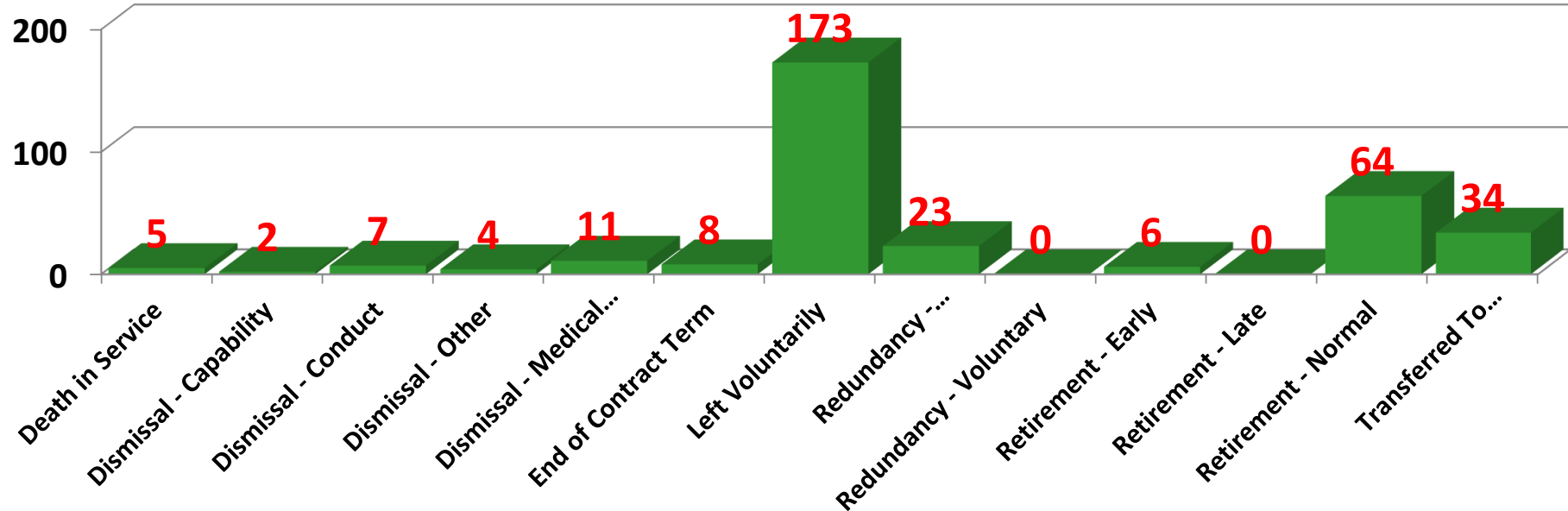
7

LEAVERS - 2022/23

337

LEAVER REASON - 2022/23

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YEAR END 2022/23 DASHBOARD

EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

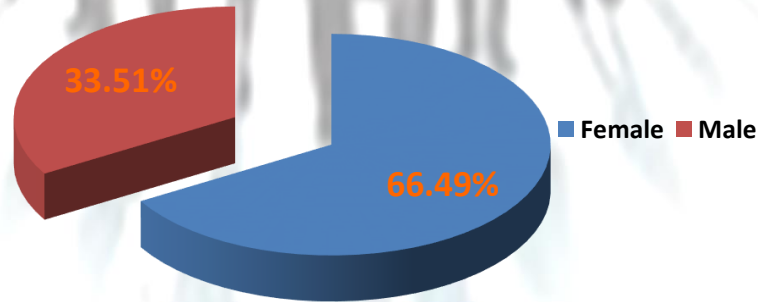
MALE

1,000
(33.51%)

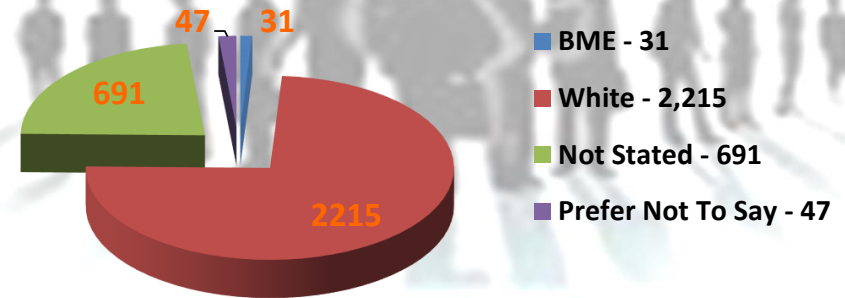
FEMALE

1,984
(66.49%)

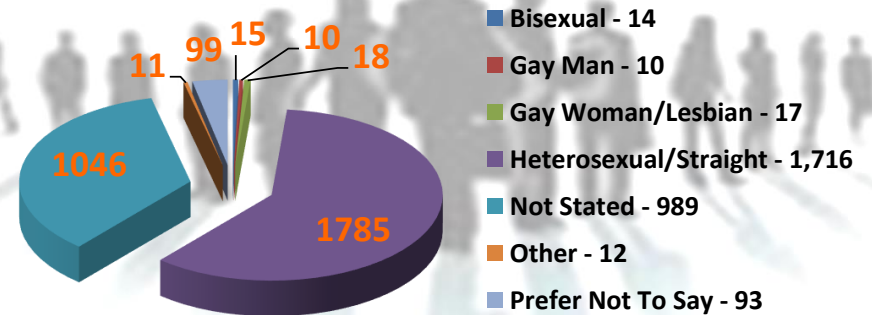
GENDER BREAKDOWN (%)



ETHNICITY



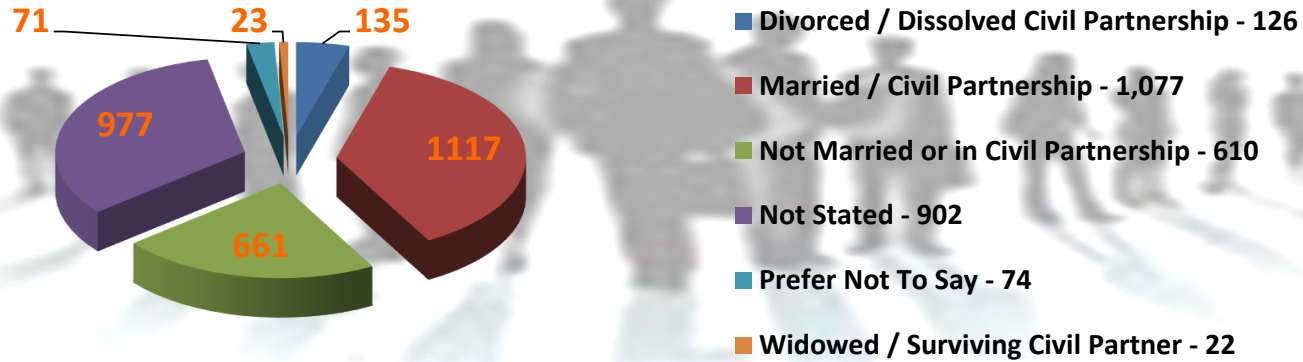
SEXUAL ORIENTATION



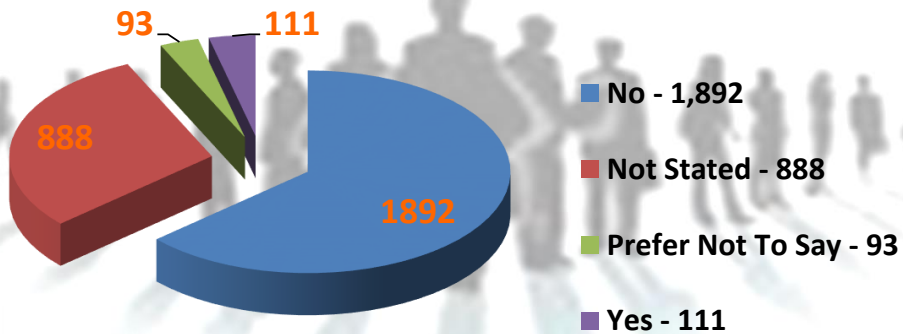
YEAR END 2022/23 DASHBOARD

EQUALITY AND DIVERSITY - NON-SCHOOLS

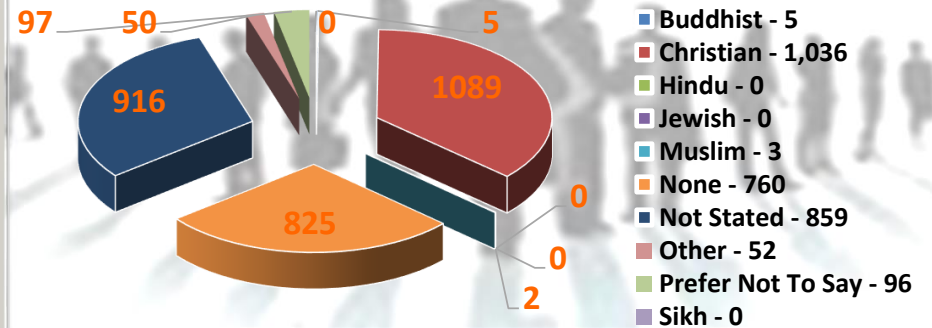
MARITAL STATUS



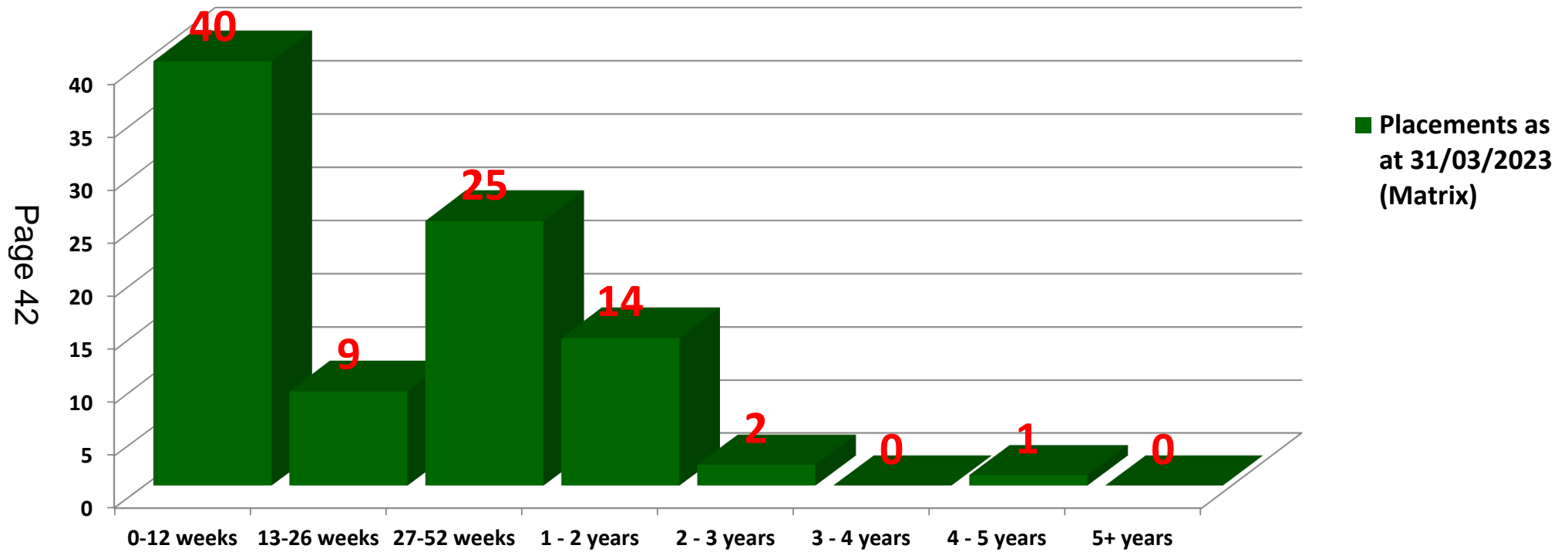
DISABILITY



RELIGION OR BELIEF



Agency Tenure Management



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YEAR END 2022/23 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,254

TOTAL FULL TIME EQUIVALENT

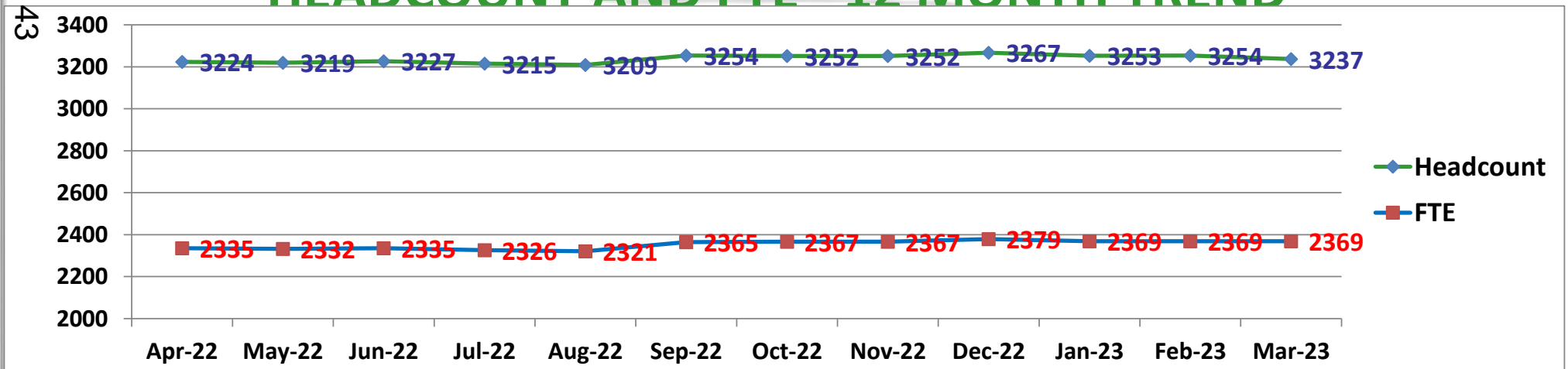
2,369

31/03/2022 **3,237** Increase of 17 people (+0.53%) 31/03/2023 **3,254**

31/03/2022 **2,338** Increase of 31 FTE (+1.33%) 31/03/2023 **2,369**

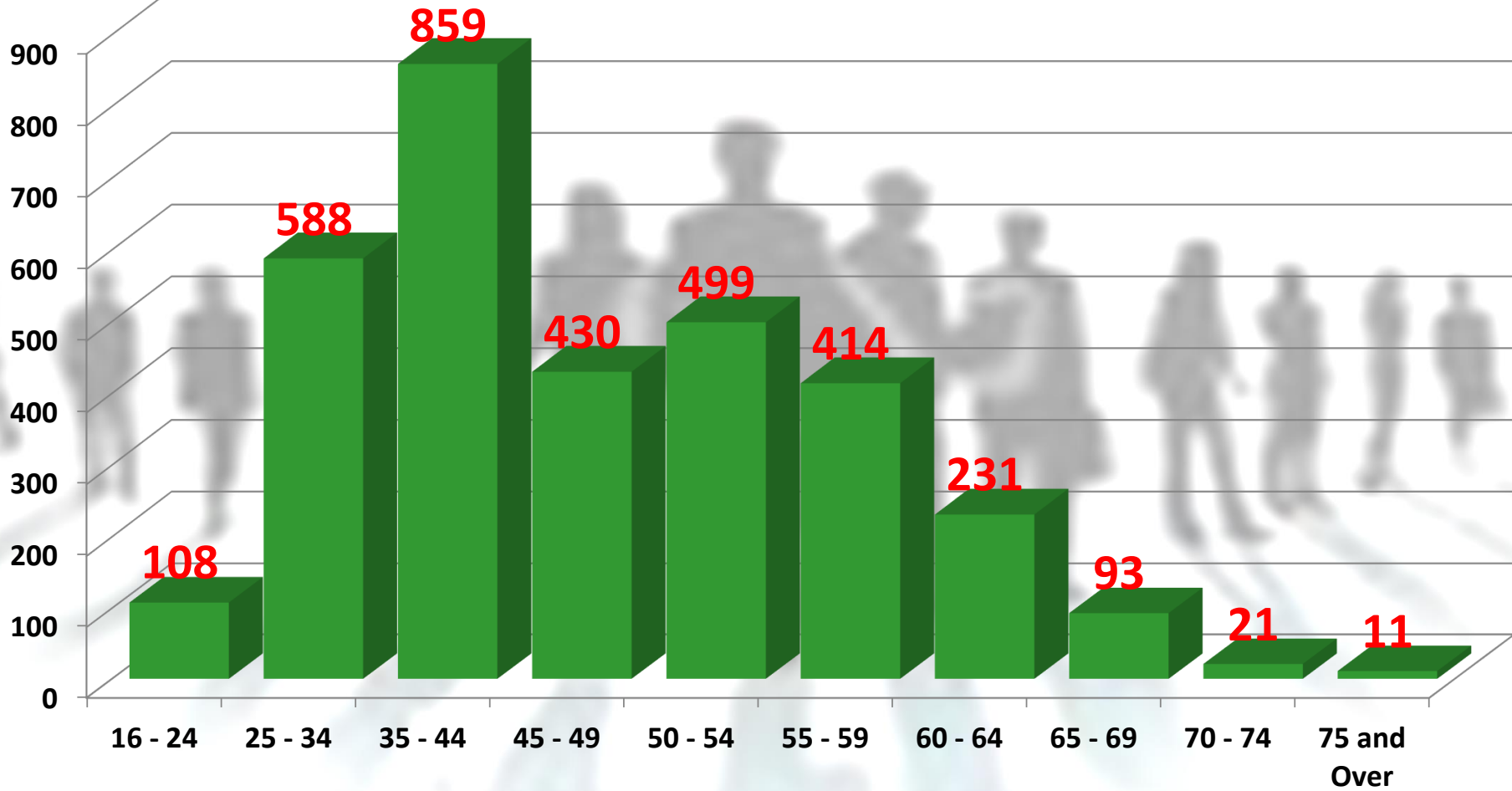
HEADCOUNT AND FTE - 12 MONTH TREND

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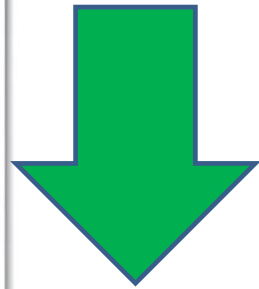


YEAR END 2022/23 DASHBOARD

AGE PROFILE - SCHOOLS



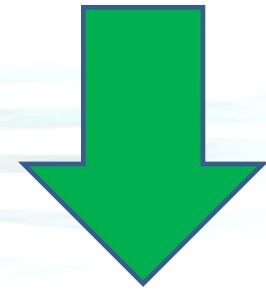
DAYS LOST PER FTE 2022/23



31/03/2022
10.12

10.06

31/03/2023
10.06



Improvement of 0.06

TOP 4 REASONS

1. STRESS, DEPRESSION, ANXIETY
2. COVID-19
3. MUSCULOSKELETAL
4. INFECTIONS

YEAR END 2022/23 DASHBOARD

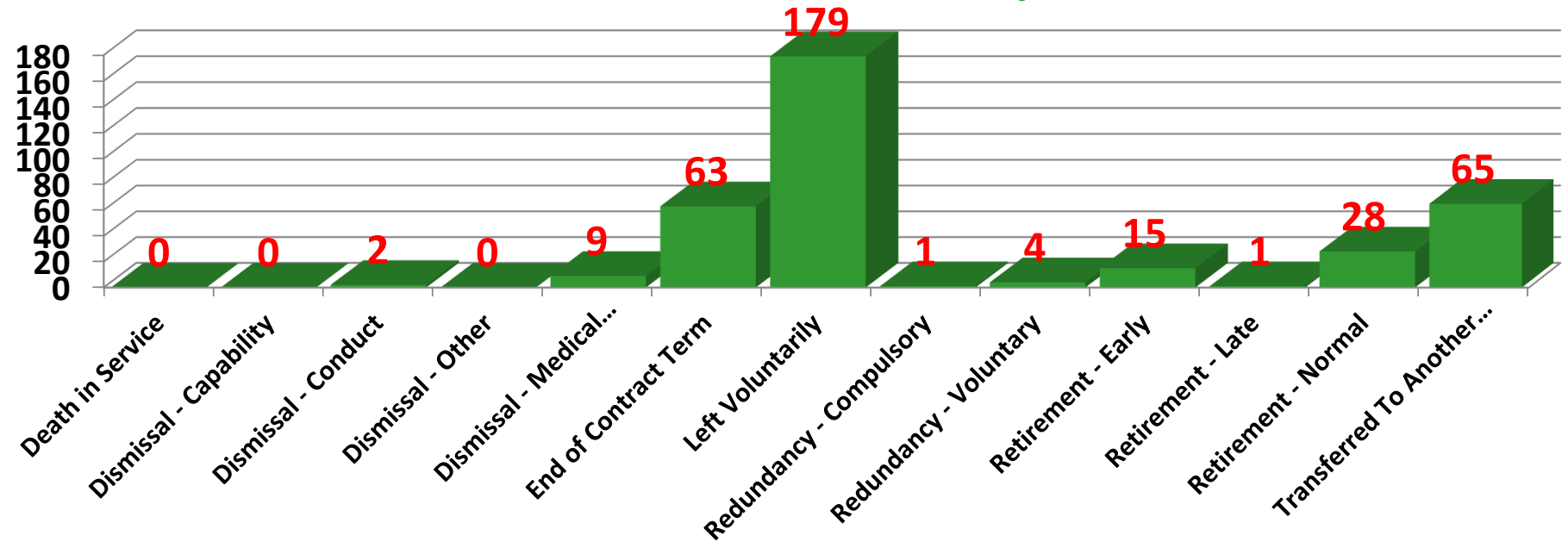
TURNOVER AND STABILITY - SCHOOLS

LEAVERS - 2022/23

367

LEAVER REASON - 2022/23

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YEAR END 2022/23 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

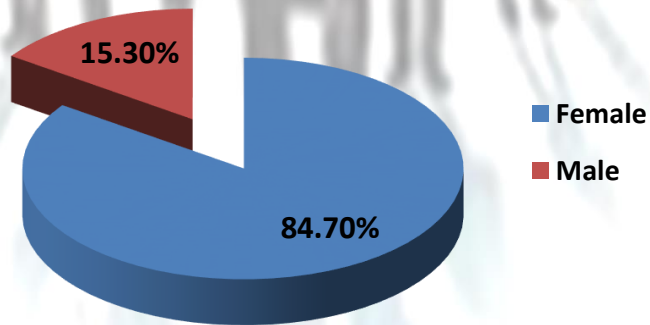
MALE

498
(15.30%)

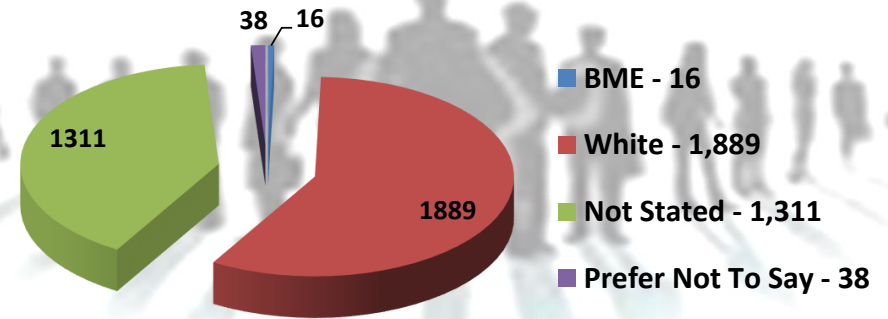
FEMALE

2,756
(84.70%)

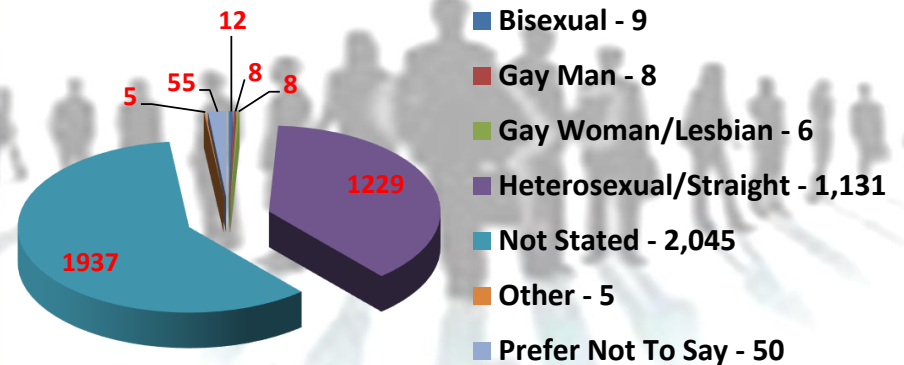
GENDER BREAKDOWN (%)



ETHNICITY



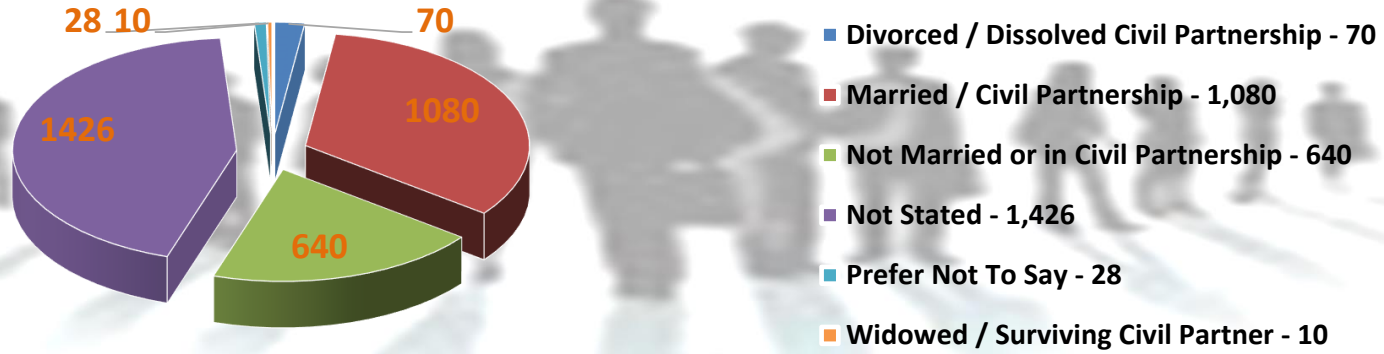
SEXUAL ORIENTATION



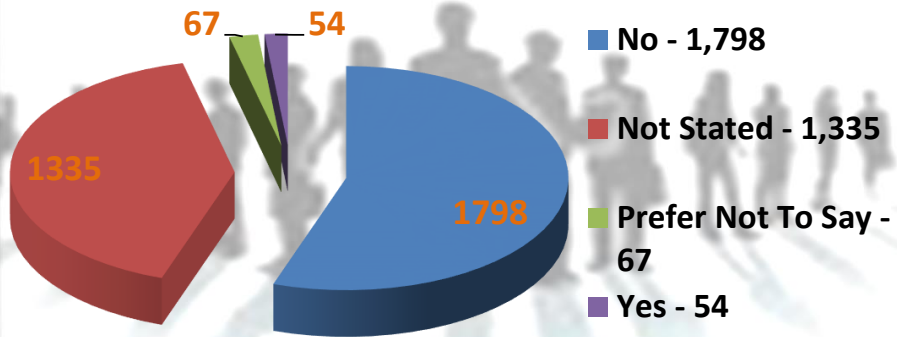
YEAR END 2022/23 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

MARITAL STATUS



DISABILITY



RELIGION OR BELIEF

