

Public Document Pack

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Prif Swyddog (Llywodraethu)



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To:

Co-opted Members: Brian Harvey (Chair), Sally Ellis and Allan Rainford

Councillors: Bernie Attridge, Teresa Carberry, Andy Hughes, Ted Palmer, Andrew Parkhurst and Linda Thew

19 September 2024

Dear Sir/Madam

NOTICE OF REMOTE MEETING
GOVERNANCE AND AUDIT COMMITTEE
THURSDAY, 26TH SEPTEMBER, 2024 at 10.00 AM

Yours faithfully

Steven Goodrum
Democratic Services Manager

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 - 10)

Purpose: To confirm as a correct record the minutes of the meeting held on 24 July 2024.

4 **CORPORATE SELF-ASSESSMENT 2023/24** (Pages 11 - 60)

Report of Chief Executive -

Purpose: To accept and approve the findings of the Corporate Self-Assessment 2023/24 and approve the opportunities for improvement identified in Corporate Self-Assessment 2023/24.

5 **SETTING OF WELL-BEING OBJECTIVES** (Pages 61 - 96)

Report of Chief Executive -

Purpose: To review the recommendations for improvement advised by Audit Wales, along with the Council's response.

6 **NOMINATING MEMBERS TO THE CORPORATE JOINT COMMITTEE'S OWN GOVERNANCE AND AUDIT COMMITTEE** (Pages 97 - 132)

Report of Chief Officer (Governance) -

Purpose: The Corporate Joint Committee has its own Governance and Audit Committee and we need to nominate one Councillor and one Lay Member to that committee.

7 **INTERNAL AUDIT PROGRESS REPORT** (Pages 133 - 156)

Report of Internal Audit, Performance and Risk Manager -

Purpose: To present to the Committee an update on the progress of the Internal Audit Department.

8 **ACTION TRACKING** (Pages 157 - 160)

Report of Internal Audit, Performance and Risk Manager -

Purpose: To inform the Committee of the actions resulting from points raised at previous Governance and Audit Committee meetings.

9 **FORWARD WORK PROGRAMME** (Pages 161 - 166)

Report of Internal Audit, Performance and Risk Manager -

Purpose: To present to the Committee an update on the progress of the Internal Audit Department.

10 **SCHOOL RESERVES YEAR ENDING 31 MARCH 2024 AND DEMOGRAPHICS** (Pages 167 - 178)

Report of Chief Officer (Education and Youth) - Cabinet Member for Education, Welsh Language and Culture

Purpose: To provide the Committee with details of the closing balances held by Flintshire schools at the end of the financial year and information on changes in demographics.

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

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GOVERNANCE AND AUDIT COMMITTEE

24 JULY 2024

Minutes of the Governance and Audit Committee of Flintshire County Council held as a remote attendance meeting on Wednesday, 24 July 2024

PRESENT: **Brian Harvey (Chair)**

Co-opted Members: Allan Rainford

Councillors: Teresa Carberry, Ted Palmer, Andrew Parkhurst and
Linda Thew

Substitute: Councillor Bill Crease (for Andy Hughes)

ALSO PRESENT: Councillors: Dave Hughes, Ian Roberts and Linda Thomas
attended as observers

APOLOGY: Sally Ellis (co-opted member)

CONTRIBUTORS: Councillor Paul Johnson (Cabinet Member for Finance and
Social Value); Councillor Christine Jones (Deputy Leader
and Cabinet Member for Social Services and Well-being);
Chief Executive; Chief Officer (Governance); Internal Audit,
Performance and Risk Manager; Corporate Finance
Manager; Strategic Finance Manager; Principal Accountant;
Chief Officer (Social Services) for minute no.20; Chief
Officer (Streetscene & Transportation) and Regulatory
Services Manager for minute no. 26

Carwyn Rees and Mike Whiteley from Audit Wales

IN ATTENDANCE: Democratic Services Officer

15. SUBSTITUTION

In line with Constitutional requirements, the Committee agreed to allow Councillor Bill Crease (who had undertaken the requisite training) to substitute for Councillor Andy Hughes.

RESOLVED:

That Councillor Bill Crease be permitted as a substitute for the meeting.

16. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

During discussion on minute no. 24 (Audit Wales - Audit Plan 2024), Councillor Ted Palmer declared a personal interest as a Director of NEW Homes.

17. MINUTES ([Link to recording](#))

The minutes of the June 2024 meeting were put to the vote and carried. Following concerns raised by Councillor Parkhurst, he requested that his vote against approval be recorded. Councillor Thew asked that her abstention from the vote be recorded.

RESOLVED:

(a) That the [minutes](#) of the meeting held on 26 June 2024 be approved as a correct record; and

(b) That the comments made about the revised format of the minutes be fed back to the Constitution & Democratic Services Committee for review.

18. STATEMENT OF ACCOUNTS 2023/24 ([Link to recording](#))

The Corporate Finance Manager and Strategic Finance Manager presented the [Draft Statement of Accounts 2023/24](#) with a [presentation](#) on the key issues.

Officers responded to a range of questions and agreed to review commentary on significant variations within the narrative section of the final report. A copy of the slides would be circulated to the Committee following the meeting.

On that basis, the recommendations were supported.

RESOLVED:

(a) That the draft Statement of Accounts 2023/24 (which includes the Annual Governance Statement) be noted; and

(b) That Members note the opportunity to discuss any aspect of the draft Statement of Accounts with officers or Audit Wales during the audit period, prior to the final audited version being brought back to this Committee for final approval on 25 November 2024.

19. SUPPLEMENTARY FINANCIAL INFORMATION TO STATEMENT OF ACCOUNTS 2023/24 ([Link to recording](#))

The Corporate Finance Manager presented a [report](#) on supplementary financial information accompanying the draft Statement of Accounts 2023/24, as required by the Notice of Motion approved by the Council in 2013.

During discussion on controls around the use of agency workers, it was noted that the findings of an Internal Audit review would be shared with the Committee when finalised.

The recommendation was supported.

RESOLVED:

That the report be noted.

20. SOCIAL SERVICES CARE INSPECTORATE WALES, PERFORMANCE EVALUATION INSPECTION NOVEMBER 2023 - ACTION PLAN UPDATE ([Link to recording](#))

The Chief Officer (Social Services) presented a [report](#) on progress with actions arising from the performance evaluation inspection undertaken across Adult and Children's Services by Care Inspectorate Wales.

The recommendation was supported.

RESOLVED:

That the Committees notes the outcome of the report and supports the resulting Action Plan.

21. TREASURY MANAGEMENT ANNUAL REPORT 2023/24 AND Q1 UPDATE 2024/25 ([Link to recording](#))

The Strategic Finance Manager presented the [report](#) comprising the draft Treasury Management Annual Report 2023/24 for review and recommendation to Cabinet, together with the Quarter 1 position for 2024/25 for information.

Officers noted the request for the next Treasury Management training session to include further clarity on the liability benchmark graph.

The recommendations were supported.

RESOLVED:

(a) That the draft Treasury Management Annual Report 2023/24 be noted, with no matters to be drawn to the attention of Cabinet in September; and

(b) That the Treasury Management 2024/25 first quarter update be noted.

22. CERTIFICATION OF GRANTS AND RETURNS 2022/23 ([Link to recording](#))

Mike Whiteley from Audit Wales and the Corporate Finance Manager presented the [report](#) on grant claim certification for the year ending 31 March 2023 which concluded that the Council had demonstrated generally adequate arrangements for preparing grant claims and supporting certification work, with some scope for improvement as reflected in the specific recommendations.

The recommendation was supported.

RESOLVED:

That the content of the Grant Claim Certification report for 2022/23 be noted.

23. ANNUAL GOVERNANCE STATEMENT 2023/24 ([Link to recording](#))

The Chief Officer (Governance) presented the [report](#) on the Council's Annual Governance Statement 2023/24 as part of its final accounts, to set out how the Council has complied with its Code of Corporate Governance in securing good governance and managing its risks.

The recommendation was supported.

RESOLVED:

That having reviewed the Annual Governance Statement 2023/24 (forming part of the Statement of Accounts), the Committee recommends to the Council for adoption.

24. AUDIT WALES - AUDIT PLAN 2024 ([Link to recording](#))

The Chief Executive and Audit Wales colleagues presented the [Audit Wales, Detailed Plan 2024](#) which set out the intended work of the Auditor General for Wales to address the audit risks identified and other key areas of focus during 2024.

The recommendation was supported.

RESOLVED:

That the Committee endorses the Audit Wales, Detailed Audit Plan 2024.

25. INTERNAL AUDIT ANNUAL REPORT ([Link to recording](#))

The Internal Audit, Performance & Risk Manager presented the [Internal Audit Annual Report](#) summarising the outcome of audit work undertaken during 2023/24, compliance with standards and results of the quality assurance and improvement programme. The report and opinion were used to inform the Annual Governance Statement.

The recommendation was supported.

RESOLVED:

That the report and Internal Audit annual opinion be received.

26. INTERNAL AUDIT PROGRESS REPORT ([Link to recording](#))

The Internal Audit, Performance & Risk Manager presented the [report](#) to update the Committee on progress against the Plan, final reports issued, action tracking, performance indicators and current investigations.

The report included an update on progress with actions relating to two Amber Red (some assurance) reports issued since the previous update. The Chief Officer (Streetscene & Transportation) and Regulatory Services Manager were in attendance to respond to questions relating to the Red (limited assurance) report on Recycling Targets.

The recommendation was supported, noting abstentions by Councillors Crease, Parkhurst and Thew.

RESOLVED:

That the report be accepted.

27. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

None.

(The meeting started at 10am and ended at 12.20pm)

Chair

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Meetings of the Governance and Audit Committee are webcast and can be viewed by visiting the webcast library at <http://flintshire.public-i.tv/core/portal/home>

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GOVERNANCE AND AUDIT COMMITTEE

Date of Meeting	Thursday, 26 th September 2024
Report Subject	Corporate Self-assessment 2023/24
Report Author	Chief Executive
Type of Report	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.' This Corporate Self-assessment 2023/24 aims to achieve the duty set out above for the act and for the use by the Council.

This is the Council's third year completing the Corporate Self-assessment. For 2022/23, the model and approach were reviewed and adapted slightly to include an additional two questions within Theme A (Vision, Strategy and Performance Reports), to ensure that the Well-being of Future Generations (Wales) Act 2015 and Integrated Impact Assessments (IIA's) were incorporated. For 2023/24, the model and approach were reviewed again and adapted to align with the WLGA's Panel Performance Assessment Methodology, with existing questions amended slightly, a number of new questions and a new Theme (Theme I: Climate Change) added to the Corporate Self-assessment.

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

RECOMMENDATIONS

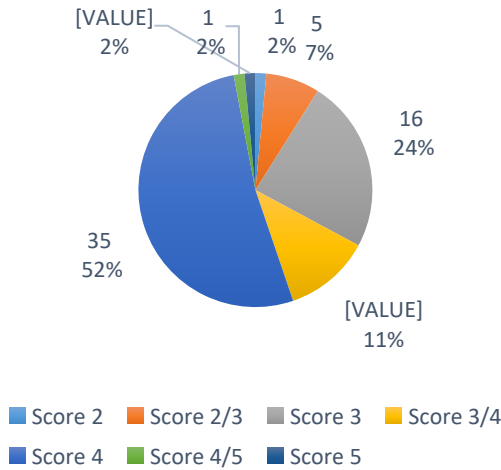
1	To be assured of the findings of the Corporate Self-assessment 2023/24.
2	To be assured of the opportunities for improvement identified in the Corporate Self-assessment 2023/24.

REPORT DETAILS

1.00	EXPLAINING THE CORPORATE SELF-ASSESSMENT 2023/24
1.01	<p>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:</p> <p>a) it is exercising its functions effectively, b) it is using its resources economically, efficiently, and effectively, and c) its governance is effective for securing the matters set out in paragraphs (a) and (b).</p>
1.02	<p>The Corporate Self-assessment Model focused on nine themes and considered a number of core questions within each of these themes. As with all models there inevitably is some overlaps across themes however, the themes are sufficiently defined and demarked to avoid too much overlapping or duplication.</p> <p>The Self-assessment Model followed three stages:</p> <ul style="list-style-type: none"> • 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 Committee and the Governance and Audit Committee for input and assurance
1.03	<p>Stage One of the self-assessment was an analysis and evaluation against the Themes, listed below:</p> <ul style="list-style-type: none"> • A - Vision, Strategy and Performance • B - Resource Planning and Management • C - Organisational Governance, Ethics and Values • D - Organisational Leadership and Operating Models • E - Innovation and Change Management • F - Partnership Working • G - Customer and Community Engagement • H - Risk Management and Business Continuity • I – Climate Change
1.04	<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> <ul style="list-style-type: none"> • Score 5 – Very best practice (no action required) • Score 4/5 – Very best practice / Good evidence (no action required)

	<ul style="list-style-type: none"> • Score 4 – Good evidence (no action required) • Score 3/4 – Good evidence / further action may be required • Score 3 – Evidence but further action may be required • Score 2/3 – Some evidence but lacking in key areas / further action may be required • Score 2 – Some evidence but lacking in key areas and action required • Score 1 – No evidence and action required
1.05	<p>Stage Two of the Corporate Self-assessment is undertaken in two parts.</p> <ul style="list-style-type: none"> • Part 1 - a review of 2022/23 Opportunities for Improvement with relevant Officers • Part 2 - sets out the conclusions from the analysis and evaluation of Stage One <p>The results of Stage One were shared with Senior Managers at Senior Leadership Academi where some of the results were considered, challenged, and evaluated.</p> <p>During Stage Two, consultation was undertaken with Chief Officer - Governance, Officers, and a number of Members from Cabinet, Governance and Audit Committee and Corporate Resources Overview and Scrutiny Committee, to further consider, challenge and evaluate the feedback and scores to ensure that as a Council, we are continuously self-assessing our performance.</p>
1.06	<p>The final results of the Corporate Self-assessment 2023/24, identified that overall, the Council is performing well against the assessment questions:</p> <ul style="list-style-type: none"> • Score 5 - very best practice for and no further action required 2% • Score 4/5 - good evidence/very best practice and no further action required for 2%, • Score 4 - good evidence and no further action required for 52%, • Score 3/4 - good evidence / action may be required for 11% , • Score 3 - evidence but further action required for 24% , • Score 2/3 - some evidence but lacking in key areas / further action required for 7%, • Score 2 - some evidence but lacking in key areas and further actions required for 2%.
1.07	<p>The final results of the Corporate Self-assessment 2023/24 are detailed in the graph below:</p>

Corporate Self-Assessment Scores 2023/24



1.08

Where outcome of performance has been identified as scoring 3/4 (having good evidence / action may be required) or scoring less than this, an improvement plan has been devised:

Opportunities for Improvement 2023/24

Eleven Opportunities for Improvement have been identified for improvement in this year's Corporate Self-assessment and although this is an increase from last year, consideration must be given to a new theme and addition of 37 questions.

- **Opportunity 1** – Improve and further embed a performance management and data culture
- **Opportunity 2** – Undertaking of Integrated Impact Assessments (IIA's) (where applicable)?
- **Opportunity 3** – Corporate oversight of policies and strategies with alignment to the Council's ethics and values
- **Opportunity 4** – Consideration of staff retention, current and future skills needs and gaps
- **Opportunity 5** – Communication and engagement with citizens of Flintshire
- **Opportunity 6** – Under-represented groups are communicated and engaged with effectively
- **Opportunity 7** – Further embed risk appetite
- **Opportunity 8** – Reduce the impact of climate change
- **Opportunity 9** – 2030 net zero commitments as part of 'Net Zero Wales'
- **Opportunity 10** – Reductions in carbon emissions in the wider community
- **Opportunity 11** – Integration of climate change into the medium and longer term planning

Section 10 of Appendix A provides further details to support the Opportunities of Improvement.

1.09

Stage Three is being presented here which includes published assessment and an improvement plan, which will be led by the Cabinet and presented to Corporate Resources Overview and Scrutiny Committee

	and Governance and Audit Committee for input and assurance in September 2024.
1.10	<p>Overall based on the range of questions asked against the nine Themes it is considered that the Council:</p> <ul style="list-style-type: none"> a) Does exercise its functions effectively. b) Uses its resources economically, efficiently, and effectively; and c) Has effective governance for securing the matters set out in paragraphs (a & b) <p>This is consistent with the findings and areas for improvements within the Annual Governance Statement 2023/24.</p>

2.00	RESOURCE IMPLICATIONS
2.01	A risk in delivering some of the Opportunities for Improvement identified in the Corporate Self-assessment 2023/24 are in relation to available resources.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>The results of Stage One were shared with Senior Managers at Senior Leadership Academi where some of the results were considered, challenged, and evaluated.</p> <p>During Stage Two, consultation was undertaken with Chief Officer - Governance, Officers, and a number of Members from Cabinet, the Governance and Audit Committee and the Corporate Resources Overview and Scrutiny Committee, to further consider, challenge and evaluate the feedback and scores to ensure that we as a Council are continuously self-assessing our performance.</p> <p>Corporate Resources Overview and Scrutiny Committee had the opportunity to consider and review the content of the Corporate Self-assessment 2023/24 and the Opportunities for Improvement (detailed within the Corporate Self-assessment) on 12th September 2024. Recommendation at this meeting was to reintroduce the section specific to consultation. The Corporate Self-assessment has been amended and Section 7 details what consultation had been undertaken during 2023/24 and information regarding future development of a Consultation and Engagement Hub.</p> <p>Governance and Audit Committee to have an opportunity to consider and review the content of the Corporate Self-assessment 2023/24 and the Opportunities for Improvement (detailed within the Corporate Self-assessment) at Governance and Audit Committee meeting.</p>

4.00	RISK MANAGEMENT
4.01	Risk Management feeds into the Corporate Self-assessment and is assessed within the themes and questions. A key risk in delivering some of the Opportunities for Improvement identified in the Corporate Self-assessment 2023/24, are in relation to available resources.
5.00	APPENDICES
5.01	Appendix A: Corporate Self-assessment 2023/24
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Plan (2023-28) Annual Governance Statement 2023/24 Panel Performance Assessment Methodology
7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Emma Heath (Strategic Performance Advisor) Telephone: 01352 702 744 E-mail: emma.heath@flintshire.gov.uk
8.00	GLOSSARY OF TERMS
8.01	Annual Governance Statement: is a public document that reports on the extent to which we as the Council comply with our own code of governance. This is a requirement by the Accounts and Audit (Wales) Regulations 2018 to prepare a statement on internal control. Panel Performance Assessment: The Local Government and Elections (Wales) Act 2021 places a duty on councils to arrange for a panel to undertake and respond to a corporate, organisational level assessment, of the extent to which the council is meeting its performance requirements.

2023/24

Flintshire County Council
Corporate Self-Assessment

Draft

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:

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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 nine 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 Committee and the Governance and Audit Committee for input and assurance.

The first stage was more evidential, this included 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 through consultation with key stakeholders, 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	January – April 2024
Two	Opinion sourcing, consultation and engagement and 'triangulation'	April – July 2024
Three	Closing stage, production of a formal and final published assessment and action plan. Led by the Cabinet and run through both the Overview and Scrutiny Committee and the Governance and Audit Committee for input and assurance	July - September 2024

The Corporate Self-assessment draws upon the Council's AGS model of evaluation, scoring and evidence capturing as this model was known to be effective. A Project Board was initially established in 2021, 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 previously part of the Governance Recovery Group during the Council's response phase to the pandemic. A report was initially 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.

As this is the third year completing the Corporate Self-assessment, the Performance and Risk Management Team now lead on the self-assessment but continue to liaise with the officers who previously sat on the Project Board as they understand their portfolio services, whilst having sufficient seniority within the Council to take the Self-assessment forward.

This is the Council's third year completing the Corporate Self-assessment. For 2022/23, the model and approach were reviewed and adapted slightly to include an additional two questions within Theme A (Vision, Strategy and Performance Reports), to ensure that the Well-being of Future Generations (Wales) Act 2015 and Integrated Impact Assessments (IIA's) were incorporated. For 2023/24, the model and approach was reviewed and adapted to align with the [Panel Performance Assessment Methodology](#), with existing questions amended slightly, a number of new questions and a new Theme (Theme I: Climate Change) added to the Corporate Self-assessment. The Local Government and Elections (Wales) Act 2021 places a duty on councils to arrange for a panel to undertake and respond to a corporate, organisational level assessment, of the extent to which the council is meeting its performance requirements.

The results of Stage One were shared at a Senior Leadership Academi where some of the results were considered, challenged, and evaluated. During Stage Two, consultation was undertaken with some Members from Cabinet, Governance and Audit Committee and Corporate Resources Overview and Scrutiny Committee, to further consider, challenge and evaluate the feedback and scores to ensure that we as a Council are continuously self-assessing our performance.

3. Scoring Criteria:

The scoring criteria for the Corporate Self-assessment is detailed below;

Score 5 – Very best practice

Score 4 – Good evidence

Score 3 – Evidence but further action may be required

Score 2 – Some evidence but lacking in key areas/ action required

Score 4/5 – Very best practice / Good evidence

Score 3/4 – Good evidence / Further action may be required

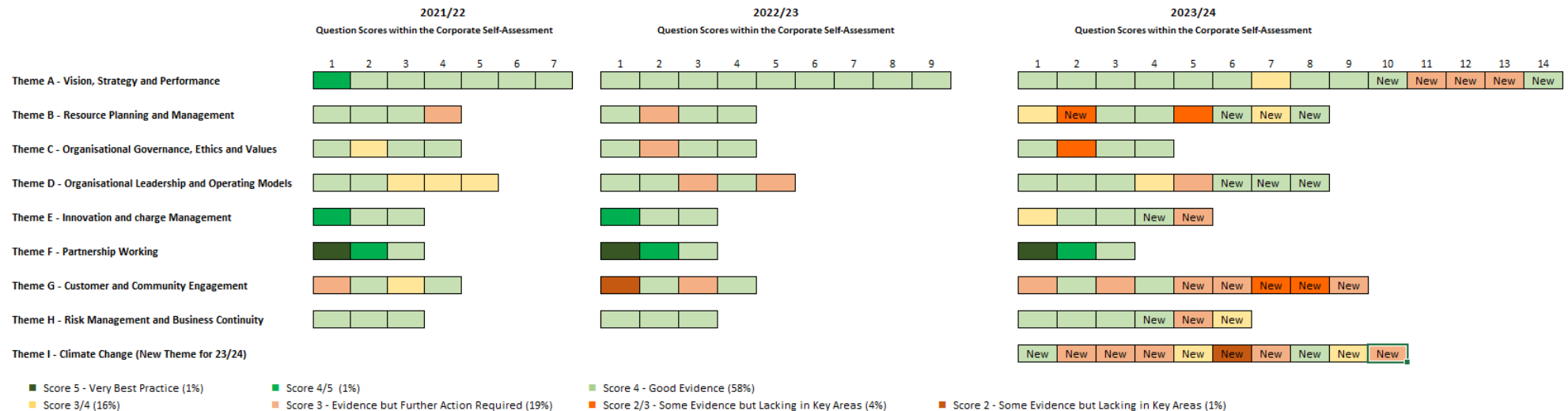
Score 2/3 – Some evidence but lacking in key areas / Further action may be required

Score 1 – No evidence

4. Three Year Comparison (Summary of the Effectiveness of the Council’s Corporate Self-Assessments)

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Comparison between 2021/22, 2022/23 and 2023/24 Corporate Self Assessments



Note: Two additional questions were added to the 22/23 Corporate Self-assessment within Theme A
 Note: A total of 32 new questions and a new theme (Theme I) were added to the 23/24 Corporate Self-assessment

An overall comparison of the scores between 2022/23 and 2023/24 for the 35 questions within Themes A-H (excluding the thirty-two new questions within the Themes) between the financial years of 2022/23 and 2022/24, shows that **27** scores have remained the same, **6** have decreased and **2** have increased.

A further breakdown of the scoring within each of the Themes is outlined below;

- **Theme A** – eight questions remained with a score of 4 and one question reduced from a score of 4 to a 3/4. The five new questions for 2023/24; two scored 4 and three questions scored 3.
- **Theme B** – two questions scored 4; one question scored 3/4 and one question scored 2/3. The four new questions for 2023/24; two questions scored a 4, one question scored 3/4 and another score 2/3
- **Theme C** – three of the questions remained at a 4 and one question reduced to a 2/3.
- **Theme D** – two questions remained the same with a score of 4, one question increased from 3 to a 4 and one question decreased from a score of 4 to a 3/4. The three new questions for 2023/24; all three questions scored a 4.
- **Theme E** – two questions remained the same with a score of 4, and one questions decreased from 4/5 to a 3/4. The two new questions for 2023/24; one scored a 4 and the other scored a 3.
- **Theme F** – scoring for all three questions remained the same, one score of 5, one a 4/5 and one question scoring a 4.
- **Theme G** – scores for two questions remained a 4, one question increased from a 2 to a 3, and one question remained a score of 3. The five new questions for 2023/24; three questions scored 3 and two questions scored 2/3.
- **Theme H** – scoring for all three questions remained a 4. The three new questions for 2023/24; one question scored 4, one question scored 3/4 and the other question scored 3.
- **Theme I** – For 2023/24 Theme I was added to the Corporate Self-assessment to capture information specific to Climate Change, with 10 questions being added to this theme. Of the ten questions, two questions scored 4, two questions scored 3/4, five questions scored 3 and one question scored 2.

5. External Assurance

A high-level focus of governance, risk, and control arrangements are in place for setting and monitoring actions in response to reports received from external regulators, including Estyn, Care Inspectorate Wales (CIW) and Audit Wales. The Annual Audit Summary sets out the audit and regulatory work completed by Audit Wales of Flintshire County Council since the last annual report which was published in March 2023. Overall, the Auditor General for Wales has reached a positive conclusion. No formal recommendations have been made during the year and proposals for improvement have arisen from the national and local reviews undertaken. The Auditor General gave an unqualified true and fair opinion on the Council's financial statements on 12 April 2024, after the deadline agreed with the Welsh Government of 30 November 2023. The audit was delivered later than in previous years mainly due to the impact of new auditing standard requirements.

6. Council Performance

The Council Plan is a detailed document which sets out the annual priorities of the Council. It is a requirement of the Local Government and Elections (Wales) Act 2021 for organisations to 'set out any actions to increase the extent to which the council is meeting the performance requirements.' The Council Plan 2023-28 was adopted by the Council in June 2023, and the end of year performance monitoring report highlighted that 74% of activities were making good progress and 65% of the performance indicators had met or exceeded their targets for the year. Where targets had not been met, a rationale has been provided to explain why. Further information is detailed within the Annual Performance Report.

7. Consultation

A key component of completing the Corporate Self-assessment is Stage Two: Consultation. The results of Stage One of the Corporate Self-assessment were shared and consulted upon at a Senior Leadership Academy, where some of the results were considered, challenged, and evaluated. During Stage Two, consultation was also undertaken with a number of Members from Cabinet, Governance and Audit Committee and Corporate Resources Overview and Scrutiny Committee, to further consider, challenge and evaluate the feedback and scores to ensure that we as a Council are continuously self-assessing our performance.

The Council is committed to giving people a voice and involving them in the decisions it makes and with the development of a Consultation and Engagement Hub underway, this will further enhance consultation and engagement. Once finalised (September 2024) the Hub will provide a central resource where:

- People can access opportunities to get involved and see how their involvement has made a difference.
- Services can access consultation outcomes to help inform their work.
- Regulators can review the Council's consultation and engagement activity and outcomes.

8. Annual Governance Statement

It has been clear when evaluating both the Corporate Self-assessment and the Annual Governance Statement (AGS) that there are some commonalities. The themes identified for Improvement from the AGS are:

- **Improvement in internal and external stakeholder engagement, consultation, and participation**
 - Enhanced decision making to ensure the most appropriate course of action is taken.*

- The ability to receive and use feedback to shape service improvement, including improved complaints handling.*
- Ensuring inclusivity with stakeholder groups and encouragement of public participation.*
- Improved social media presence.
- **Development of the Integrated Impact Assessments (IIAs)**
 - This will ensure the Council assesses the impact of their decisions and policies on equality groups, the environment, the economy, and other areas of interest prior to policy / strategy changes.
- **Sustainability of Resources and Resilience of Workforce**
 - Effectively managing service expectations with the resources available with all stakeholders especially.
 - Developing and retaining the workforce capacity, recruitment and retention following a pay modelling review.*
 - Increase the use of the Welsh language within the workforce and members.
- **Training Opportunities**
 - Enhanced decision making and challenge process through focused training, facilitated sessions available to Members and Senior Officers.
- **Embedding of Risk Management**
 - Implementing robust and integrated risk management arrangements, within the Council's financial, social, and environmental position.
 - Increase level of awareness and understanding of risk management across the Council through the development and roll out of risk management e-learning module.*

Where an Asterix has been included to an area for improvement above, this an area for improvement which has also been identified in this year's Corporate Self-assessment (2023/24).

9. Key Themes of the Corporate Self-Assessment

The nine key themes of the Corporate Self-assessment are listed below, with analysis on how we do this / how we achieve this is provided from page 9 to page 25:

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

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"> • Council Plan 2023-28 which sets out the Council's vision and ambition for the year and longer term. • A set of corporate and service strategies were in place which set out the Council's vision and ambition e.g., the Digital Strategy, Medium Term Financial Strategy (MTFS) and the Capital Programme and Capital Strategy 2024/25 – 2026/27
A2	Are these strategies locked-in to national and regional Government strategy, and collaborative planning with key partners?	<ul style="list-style-type: none"> • The Council Plan priorities are clearly defined and locked into national and regional priorities and strategies. • The Council Plan 2023-28 identifies clear linkages to national and regional policies/strategies which are captured in the document • School Modernisation Strategy and Strategic outline Programme for 21st Century school investment - Moving towards Net Zero Carbon for new schools builds, Youth Justice Plan
A3	Are these strategies being followed and are they achieving their aims and objectives?	<ul style="list-style-type: none"> • The Council Plan 2023-28 progress and performance is monitored through the Business Planning, Performance and Risk Management System • The MTFS was updated annually alongside the Council's budget process • Service Strategies were reviewed within their set timeframes (set timeframes varied between each of the strategies and the services) • Annual reporting on relevant strategies and plans ensures reviews of aims and objectives are being achieved
A4	Are these strategies sustainable, and dynamic, in adapting to change and the future?	<ul style="list-style-type: none"> • The Council Plan had an annual refresh in 2023/24 to ensure appropriateness. Engagement was conducted with stakeholders including Chief Officer Team, senior officers, employees, members of the Council to support the development of the plan • The review of our Digital Strategy including consultation ensures it remains fit for purpose and meets the needs of changing technologies
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"> • During the year each Portfolio had a business plan in place which supported the Council Priorities that align with the Council Plan 2023-28, with the aims and objectives of the Council and some priorities are reflected in the Council Plan, where appropriate • Portfolio Business Plans are in development and monitored through the Business Planning, Performance and Risk Management System
A6	Are these strategies compliant with the requirements of the Wellbeing of Future Generations (Wales) Act 2015?	<ul style="list-style-type: none"> • Statutory guidance for Public Service Boards (PSBs) adhered to, for Well-being Assessment and Well-being Plan production. This includes demonstrable alignment to the well-being goals for Wales and five ways of working

Questions		How we do this / How we achieve this?
		<ul style="list-style-type: none"> • A requirement of Committee reports is to demonstrate how strategies are compliant with the Act • The Digital Strategy and Climate Change Strategy aims and objectives are well mandated under the Act and the five ways of working • Council Plan (2023-28) (and Portfolio Business Plans) are compliant with the requirements of the Act
A7	Are strategies and decisions made following the undertaking of Integrated Impact Assessments (where applicable)?	<ul style="list-style-type: none"> • Integrated Impact Assessments (IIAs) are carried out on all new strategies that assess against the Wellbeing of Future Generations (Wales) Act 2015, including summary IIAs for Committee reporting on strategic reports.
A8	Are these portfolio service plans being followed and are they achieving their aims, objectives, and performance targets? (new to 22/23)	<ul style="list-style-type: none"> • Regular reviewing of Portfolio Business Plans, including monitoring and an escalation process in place • Annual Performance Report 2023/24 • End of year reporting 2023/24 against the priorities and measures within the Council Plan (2023-28) • Risk Registers were developed within the Business Planning, Performance and Risk Management System during 2023/24. Risks are monitored and updated monthly (or more frequently if required)
A9	Is there effective democratic oversight of portfolio service direction and performance? (new to 22/23)	<ul style="list-style-type: none"> • Performance reporting cycles that we had in place ensured that we had robust assurance and scrutiny in place • Performance reporting cycles have a thorough process for executive responsibility, scrutiny, and assurance • Portfolio performance has been reported through relevant Programme Boards
A10	Is there an integrated organisation cross-cutting approach to tackling issues such as climate change, poverty, regeneration / local economy, wellbeing etc? (new to 23/24)	<ul style="list-style-type: none"> • Climate change and carbon reduction is considered within the Asset Management Plan • Financial impacts are picked up across portfolios through programme boards, capital strategy and MTFs • Adult learning action plan linked to regeneration – place making groups e.g., Holywell area mapping sheltered housing; linking adult learning plan into community provision
A11	Is data used effectively to evaluate performance and drive improvement? (new to 23/24)	<ul style="list-style-type: none"> • External benchmarking is undertaking, and sources include Data Cymru, Housemark, APSE • Public Service Ombudsman for Wales Annual Letter and complaints report • Annual targets in Welsh in Education Strategic Plan (WESP) are reported to Welsh Government and used to update action plans
A12	Is there evidence of an embedded and continuous approach to performance management, which identifies required interventions that are acted upon promptly? (new to 23/24)	<ul style="list-style-type: none"> • Information and Data Management Strategy • Scrutiny committees • Programme Boards • Estyn and CIW inspections • Social Services annual report – identifies priorities

Questions	How we do this / How we achieve this?
A13 Do service plans include an evaluation of service performance (including audit and complaints/compliments) to identify areas of improvement and are these aligned to corporate improvement objectives? (new to 23/24)	<ul style="list-style-type: none"> • Complaints/compliments • Social Services Annual Report • Annual self-evaluation report undertaken in Education and Youth portfolio • Alignment between Portfolio Business Plans and Council Plan (2023-28)
A14 Does the Council adopt a category management approach to procurement? (new to 23/24)	<ul style="list-style-type: none"> • The Council’s Procurement Strategy has been recently reviewed and aims to align with the Well-being of Future Generations (Wales) Act 2015, and reference Flintshire’s own Corporate Well-being Objectives • The category management approach is considered best practice • The Collaborative Procurement Service reports to a Joint Management Board

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Score 4 – Good Evidence

Each Portfolio ensures that their business plans align with the Council Plan 2023-28 and other strategies / plans (where applicable)

Digital Strategy aims and objectives are well mandated under the Well-being of Future Generations (Wales) Act 2015 and the five ways of working

A new Strategic Equality Plan (SEP) is developed every four years and annually reviewed; fulfils statutory responsibility and promotes equality and demonstrates our ambition in relation to this

- Cross cutting collective corporate approach in place – climate analysis and equality analysis

Score 3/4 – Good evidence / Action may be required

- (A7) Consistently undertake an IIA, where required, will improve, and better inform decision making

Score 3 – Evidence but Further Action Required

- (A11) This is undertaking but has limitations. As a Council need to use data to drive and further enhance performance
- (A12) There is much data capturing across the organisation undertaking but need to consider how this captured at a strategic level
- (A13) Ongoing development of Portfolio Business Plans within the Business Planning, Performance and Risk Management System

Theme B – Resource Planning and Management

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Questions		How we do this/how we achieve this?
B15	Does the Council have comprehensive and maintained strategies for workforce, finance, procurement, and assets in place, that are aligned to the statutory budget planning cycle (which demonstrates how the Council will sustain service delivery)? (amended 23/24)	<ul style="list-style-type: none"> The Council had a number of comprehensive and maintained strategies in place which included; the Medium Term Financial Strategy, Market Stability Report, Dementia Strategy, Code of Corporate Governance, Procurement Strategy, a Capital Asset Strategy, Workforce Strategy and Digital Strategy
B16	Does the Council have comprehensive and maintained strategies for workforce, finance, procurement, and assets in place, that are being managed to support wider agendas (spending for community benefit, social value, place shaping, housing shortages, and regeneration)? (new to 23/24)	<ul style="list-style-type: none"> Number of strategies that support wider agendas, including inclusion of social value within procurement activities Housing Strategy - includes a five year financial programme of works to build additional social homes to address shortages in the County Community Asset Transfer process Sustainable Learning Communities Investment Programme
B17	Are these strategies achieving their aims and objectives at a corporate level?	<ul style="list-style-type: none"> These strategies act as a framework within the Council and underpin all activities operated. Updates were provided to Cabinet and/or Overview and Scrutiny Committees on the progress of the strategies
B18	Are these strategies achieving their aims and objectives at a portfolio level?	<ul style="list-style-type: none"> These strategies act as a framework within the Council and underpin all activities operated. Updates were provided to Cabinet and/or Overview and Scrutiny Committees on the progress of the strategies
B19	Are these strategies sustainable, and dynamic, in adapting to change and the future?	<ul style="list-style-type: none"> These strategies act as a framework within the Council and underpin all activities operated. However, there were some areas between Portfolios and Corporate that doesn't always respond to changing needs
B20	Are there effective budget monitoring arrangements in place that offer value for money? (new to 23/24)	<ul style="list-style-type: none"> MTFS – comprehensive assessment of budget Committed Finance Team Budget monitoring between Corporate Finance and Portfolio Service Managers allowing early identification and intervention Member involvement of budget monitoring
B21	Does the Council consider staff retention, current and future skills needs and gaps? (new to 23/24)	<ul style="list-style-type: none"> Hybrid Working Policy Flexible Working Policy Employee Assistance Programme Adapting to meeting service changes needs

<p>B22 Is there a positive organisational culture (respect, transparency, co-operation, challenge, commitment to continuous improvement, equality of staff and organisational health)? (new to 23/24)</p>	<ul style="list-style-type: none"> • Welsh in the Workplace Policy • Supervision and Well-being appraisal process / policy • Code of Practice on Ethical Employment in Supply Chains • Diversity and Equality policy • Learning and Development opportunities • Access to VivUp – Employee Benefits Support Platform
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Score 4 – Good Evidence

- Strategies act as a framework within the Council and underpin all activities operated, at a portfolio and corporate level
- Positive organisational culture – Open and honest culture of transparency and co-operation
- Undertaking of Workforce Survey during June 2023

Score 3/4 – Good Evidence / Action May be Required

- (B21) Review and implementation of a compliant and sustainable pay model
- (B15) Timeliness of reviewing and monitoring of key strategies

Score 2/3 - Some Evidence but Lacking in Key Areas / Further Action Required

- (B16) and (B19) There are areas that need be improved upon, this includes the timeliness of reviewing and monitoring key strategies and plans, ensuring corporate oversight of all policies and strategies, and determining the effectiveness of such policies and strategies

Theme C – Organisational Governance, Ethics and Values

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Questions		How we do this/how we achieve this
C23	Does the Council have comprehensive, clear, robust and maintained frameworks and codes in place for governance, ethics and values that welcomes scrutiny and constructive challenge? (new to 23/24)	<ul style="list-style-type: none"> 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 IA Report (ethics) - We ensured that the seven principles of public life were central to decision making 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 We upheld Principle A of our Corporate Governance Arrangements, 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 Risk Management Framework was reviewed in December 2023 and presented to Governance and Audit Committee January 2024
C24	How well are these frameworks and codes applied and observed?	<ul style="list-style-type: none"> 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
C25	Is the application of ethics and values evident in the way the Council appraises options and makes decisions?	<ul style="list-style-type: none"> 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
C26	Does the Council work productively with its external regulators and demonstrate sound compliance?	<ul style="list-style-type: none"> A robust ethical framework was in place - mapped through to monitoring and reporting structures The ethical framework was visible in the Constitution and supporting policies and protocols

Score 4 – Good Evidence

- Strong corporate values which are evidence in the continued delivery of services, especially those that are discretionary
- Annual Governance Statement and Code of Corporate Governance
- Frameworks and codes presented to Governance and Audit Committee

Score 2/3 - Some Evidence but Lacking in Key Areas / Further Action Required

- (C24) Develop a clear set of values which are clearly defined and it is consistently applied across the Council (including employees and Members). All policies, strategies, and processes to align with the Council's values

Theme D – Organisational Leadership and Operating Models

Question	How we do this/how we achieve this
D27 Is there strong and effective political leadership and influence (locally, regionally and nationally)? (amended 23/24)	<ul style="list-style-type: none"> 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 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)
D28 Is there strong and effective professional leadership and influence (locally, regionally and nationally)? (amended 23/24)	<ul style="list-style-type: none"> The AGS Principle A evidence 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 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
D29 Does the Council have an adopted organisational operating model and a preferred working culture?	<ul style="list-style-type: none"> 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 as a result of adapting to change within the Council Continuously looking at ways to improve service delivery Collaborative working
D30 As an organisation do we operate as a one Council?	<ul style="list-style-type: none"> 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
D31 Is it evident that the preferred working culture is pre-dominant and effective?	<ul style="list-style-type: none"> The working culture was collegiate with officers from different portfolios working together on projects
D32 Does the Council show commitment to working with partners to reduce inequality and delivering services that are inclusive and accessible to a diverse community? (new to 23/24)	<ul style="list-style-type: none"> North Wales Public Sector Equality Network work with the Regional Community Cohesion Team Armed Forced Covenant Partnership working for alternative education delivery models Regional School Improvement service Development of Digital Hub in partnership with Digital Communities Wales to ensure digital services can be accessed for all

D33	Are councillors and officers supported in their leadership roles, including learning and development? (new to 23/24)	<ul style="list-style-type: none"> • Retaining Professional Body status/accreditation • Career Professional Development • WLGA Leadership courses • Elected Members detailed induction training package
D34	How do political and managerial leaders at all levels demonstrate leadership and commitment to reducing inequality and challenging discrimination within the Council? (new to 23/24)	<ul style="list-style-type: none"> • Corporate Equalities Board • Anti Racist Wales action plan • Strategic Equality Plan • Learning and Development opportunities • Pride events within secondary schools

Score 4 – Good Evidence

Strong collaborative working across portfolios and continuously looking at ways to improve delivery
 Range of learning and development opportunities
 Annual Governance Statement / Code of Corporate Governance
 Regular group leader’s meetings

Score 3/4 – Good Evidence / Action May be Required

- (D30) The completion of the Council’s Vision and Values work needs to be finalised. It will help define and reinforce the Council’s goals

Score 3 - Evidence but Further Action Required

- (D31) Resilience amongst the workforce is an emerging issue and therefore, to address this work is underway on a compliant and sustainable pay model and the approval of the Workforce Planning Framework (this is also relates to Theme B)

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Theme E – Innovation and Change Management

Question	How we do this/how we achieve this
E35 Does the Council have a proven appetite for innovation and change management?	<ul style="list-style-type: none"> • The Council Plan (2023-28) is a five-year plan and is an ambitious document. Target dates, measures and actions were stretched/ambitious but realistic in nature. Within the Council Plan 2023-28 there are number of examples that demonstrate innovation and change management with a number of additional actions and measures evident throughout the duration of the plan • Digital Strategy, Sustainable Learning Communities Strategy, Housing Strategy • Net Zero of new building projects
E36 How well has the Council implemented its chosen innovation and change programmes and projects against time, budget, risk identification, transition and performance objectives and targets? (amended 23/24)	<ul style="list-style-type: none"> • Successful at securing external funding to deliver innovative projects including within the Energy Services, Regeneration and Countryside • Adult community Learning Partnership- significant expansion of provision – positive Estyn inspection. • Council Plan (2023-28)
E37 How well does the Council compare to its peers in being an innovator?	<ul style="list-style-type: none"> • Lead authority on Wales Government Mutual Investment Model (MIM) on school capital projects • Engage with a number of networks to share ideas and identify best and work practice, including the successful Multi-Systemic Therapy project, Micro-care, Project Search
E38 Is there a clear commitment to prevention with suitable resources deployed to prevention or resolving issues (root cause) over treating and managing issues? And has consideration been given to collaboration with other services / partners to provide an integrated solution? (new to 23/24)	<ul style="list-style-type: none"> • Trauma Informed Practices with Training Officers and Schools to be become trauma informed practitioners / organisations to support a more preventative approach • Housing Support Grant • Advocacy services for adults and children are commissioned on a regional or sub-regional basis • North Wales Construction Framework and Partnership • North East Wales Sensory Support Service • Digital Surgeries
E39 Does the Council use digital tools, data, and strategies to facilitate transformation, support corporate objectives and continuously drive improvement? (new to 23/24)	<ul style="list-style-type: none"> • Digital Strategy 2021-2026 - Governed by the Digital Strategy Board • Capital Programme / Asset Management Plan • Utilised digital solutions, including social media and google ads advertising, to support with the recruitment of social workers

<p>Score 4 – Good Evidence</p> <ul style="list-style-type: none"> • Digital Strategy 2021-26 sets a clear vision demonstrating the Council’s appetite for innovation and change in a modern digital world • Hybrid working model has supported the adapt to change management and provides continuity of services delivery. Extensive use of virtual meetings that allows collaboration with a range of organisations successfully
<p>Score 3/4 – Good Evidence / Action May be Required</p> <ul style="list-style-type: none"> • (E35) Generate an environment where innovative thinking is encouraged to generate a positive impact
<p>Score 3 - Evidence but Further Action Required</p> <ul style="list-style-type: none"> • (E39) To improve ease of access to data and digital tools that facilitate more efficient and effective working resulting in increased productivity

Theme F – Partnership Working

Question	How we do this/how we achieve this
F40 Does the council engage well in local, regional, and national partnerships and collaborations?	<ul style="list-style-type: none"> • 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 – Well-being Plan, Joint Public Service Board Plan, Council Plan (2023-28), AGS - Principle B, Code of Corporate Governance and Regional Emergency Planning, Welsh Language promotion work with Wrexham
F41 Where in partnerships do, we have good and robust governance partnerships arrangements?	<ul style="list-style-type: none"> • 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 • Adult Learning Partnership • Youth Justice Service Executive Management Board
F42 Do partners achieve their objectives / outcomes?	<ul style="list-style-type: none"> • Performance of key partnerships and collaboration was strong • Establishments of new groups to manage emerging issues • Success in achieving a number of grant funding

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Score 5 – Very Best Practice

- Engagement in local, regional, and national partnerships and collaborations

Score 4 / 5 – Very Best Practice / Good Evidence

- Portfolios representing the Council on a number of boards, locally, regionally and nationally including Youth Justice Service Executive Management Board

Score 4 – Good Evidence

- Regional Integration Funding clearly identifies the success achieved against its aims and objectives

Theme G – Customer and Community Engagement

Question	How we do this/how we achieve this
G43 Does the Council have comprehensive and maintained plans and policies for customer and community engagement in place?	<ul style="list-style-type: none"> • Core principles for public engagement and consultation were adopted in 2012 to underpin the Welsh National Principles for Public Engagement • Regional School Improvement Service • Social Services Annual Report provides evidence of engagement with individuals and communities
G44 Does the Council use customer and community feedback effectively in reviewing performance and shaping services?	<ul style="list-style-type: none"> • Services engaged with customers and communities to gain feedback on performance and drive improvements to help shape services • Survey for Tenants and Residents (STAR Survey) undertaken • Concerns and Complaints Policy
G45 How well does the Council perform in meeting its customer services standards and targets?	<ul style="list-style-type: none"> • 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
G46 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"> • 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 • Workshops with external partners to inform policy and strategy development regarding Housing Strategy and Welsh Quality Housing Standard • Climate Change Programme Communication And Engagement Plan
G47 Are there mechanisms in place to ensure that under-represented groups are communicated and engaged with effectively? (new to 23/24)	<ul style="list-style-type: none"> • Regional Community Cohesion Team • Strategic Equality Plan • Youth Service Consultation – What Matters • Childrens Commissioner Consultation – Bullying Serious Violence and Organised Crime – local/national consultation
G48 Do underrepresented groups have opportunities to be involved in decision making and the design and delivery of services? (new to 23/24)	<ul style="list-style-type: none"> • Youth Council and Youth Service Young Leaders • Use of service users in interviews, e.g., Progression Service • Development of the Consultation and Engagement hub • STAR Rent Survey • Surveys undertaken at a service level

G49	How satisfied with services are residents including under-represented groups and how is this measured? (new to 23/24)	<ul style="list-style-type: none"> Development of the Consultation and Engagement hub is now live so this will see improvements to gain an understanding how satisfied with services are residents including under-represented groups and how is this measured
G50	Does the Council collect, share, and publish relevant Equality, Diversity and Inclusion (EDI) data and information about its communities? (new to 23/24)	<ul style="list-style-type: none"> Pupil Level Annual School Census (PLASC) data Strategic Equality Plan Use of external sources (Data Cymru)
G51	How is Equality, Diversity and Inclusion (EDI) information regularly updated and used to identify priorities for the local area? (new to 23/24)	<ul style="list-style-type: none"> Updated in the Strategic Equality Plan annual reports and Plans (every 4 years) and when the wellbeing assessment is updated Captured via Upshot in the Youth Service and used for targeting provision/projects Equality, Diversity and Inclusion information is used in service planning and regional strategies within Social Services

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Score 4 – Good Evidence

- EDI information used within Youth Justice for targeted provision and includes identifying protected characteristics and data relating to communities
- Engagement and consultation at services levels frequently undertaken to support and inform reviewing performance and shaping services

Score 3 – Evidence but Further Action Required

- (G43) and (G45) To develop a corporate Consultation and Engagement Strategy to improve consultation, involvement and engagement across the Council
- (G47) and (G48) Develop quality assurance process for IIAs which ensures under represented engaged and consulted to inform decision making
- (G51) Ensure equality data is made more easily accessible so Officers are able to access what they need, when they need it

Score 2 / 3 – Some Evidence but Lacking in Key Areas / Further Action Required

- (G49) and (G50) Ensure services have processes in place to capture and use equality monitoring data and Establish mechanism to share equality data across the Council

Theme H – Risk Management and Business Continuity

Question	How we do this/how we achieve this
H52 Does the Council have comprehensive and maintained strategies for risk management and business continuity in place, which inform decision making? (amended 23/24)	<ul style="list-style-type: none"> • Risk Management Framework is reviewed annually, updated accordingly, and was last reviewed in December 2023 and endorsed at Governance and Audit Committee January 2024. Risk Procedure is a live document and frequently reviewed and updated • Development of Risk Registers for each portfolio within the Business Planning, Performance and Risk Management System has enabled the monitoring and reporting of risks to be centralised and co-ordinated • Risk reports produced monthly for Portfolios and Chief Officer Team
H53 Have these strategies proved effective in real-time and/or test scenario settings?	<ul style="list-style-type: none"> • Recovery risk registers are no longer a requirement since coming out of the pandemic, but portfolio risk registers continued to be managed and maintained throughout 2022/23
H54 Are these strategies dynamic in adapting to change and ensuring resilience for the future?	<ul style="list-style-type: none"> • The Risk Management Framework 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 • An E-learning Risk Management module has been developed and finalised. Roll out of the E-learning module to commence September 2024
H55 Is there sufficient assurance from Internal Audit, Audit Wales, and other regulators on performance against statutory duties and achievement of objectives? (new to 23/24)	<ul style="list-style-type: none"> • Social Services positive inspection from Care Inspectorate Wales 2023/24 • Audit Wales reports • Annual external regulation report • Estyn • Internal audit reports • Frequent reporting to Governance and Audit Committee regarding regulatory reports
H56 Is data used effectively to identify risks and drive improvement? (new to 23/24)	<ul style="list-style-type: none"> • Information and Data Management Strategy • The use of organisations to assist with benchmarking, i.e., Data Wales • Data collected to support and evidence achievement of portfolio objectives is also used to monitor strategic and operational risks
H57 Is there a shared understanding and collective view of risks and risk appetite? (new to 23/24)	<ul style="list-style-type: none"> • Risk Management Framework / procedure considers risk appetite • Frequent reporting of risks to ensure shared understanding and collective view of risks

<p>Score 4 – Good Evidence</p> <ul style="list-style-type: none"> • Risk Management Framework was approved by Governance and Audit Committee • Development of Risk Registers for each portfolio within the Business Planning, Performance and Risk Management System has enabled the monitoring and reporting of risks to be centralised and co-ordinated
<p>Score 3/4 – Good Evidence / Action May be Required</p> <ul style="list-style-type: none"> • (H57) Increase level of awareness and understanding of risk management / risks / risk appetite across the Council through the development and roll out of risk management e-learning module
<p>Score 3 – Evidence but Further Action Required</p> <ul style="list-style-type: none"> • (H56) To further enhance use of data (internal and external) to identify risks to support with driving improvement across the Council

Theme I – Climate Change (New Theme 23/24)

Question	How we do this/how we achieve this
158 How does the Council champion and direct action on climate change?	<ul style="list-style-type: none"> • The Council published its Climate Change Strategy in February 2022, which details how it will reduce its carbon emissions, aiming to become Net Zero by 2030 • Training and awareness events • Working groups to support themes detailed within the Climate Change Strategy
159 How is the Council working with partners and the community to reduce the impact of climate change?	<ul style="list-style-type: none"> • Energy efficient technology • Engaging with tenants and primary schools • E-learning module • Clear direction and engagement with partners and stakeholders
160 What is the Council's approach to climate change mitigation measures relating to its own operations?	<ul style="list-style-type: none"> • People Strategy, Digital Strategy contribute and has actions aligned to the Council's approach to climate change • The Council's Climate Change Strategy contains an action plan that details how emissions are to be reduced across five themes; Buildings, Mobility and Transport, Procurement, Land Use and Behaviour
161 Are the Council's 2030 net zero commitments in Net Zero Wales understood and owned across the Council?	<ul style="list-style-type: none"> • Council wide development of the development of the Climate Change Strategy • Structured training programme developed • Members and senior leaders have received carbon literacy training to increase awareness
162 How is the Council contributing to the target of net zero by 2050 across its whole community?	<ul style="list-style-type: none"> • The Council works with other public sector organisations as well as private sector businesses, to engage, empower and influence carbon reduction • The Climate Change programme maintains a communication and engagement plan which ensures key stakeholder groups are engaged and provided information and support to reduce their carbon impacts • Climate Toolkits to inform and empower launched in 2023/24
163 What is the approach to adaptation and building local resilience to climate change?	<ul style="list-style-type: none"> • Climate Strategy Review including climate risk and resilience to inform new strategy • Able to work hybrid • Adverse Weather Policy • Climate risk and adaptation measures are carried out across the Council
164 To what extent have planned mitigation and adaptation actions relating to climate change been prioritised and aligned to the Council's financial strategy?	<ul style="list-style-type: none"> • Climate Change Strategy • Climate Change training and awareness events • Established reporting and scrutiny processes in place • Programmes built into MTFS

165	Is the Council able to evidence from its reporting to date of its own emissions, in accordance with the Public Sector Net Zero reporting guide?	<ul style="list-style-type: none"> The Council calculates its emissions aligned with the Public Sector Net Zero Reporting Guide and reports annual Carbon Footprint updates to Climate Change Committee, Environment and Economy Overview and Scrutiny Committee and Cabinet
166	Are any steps being taken to record, monitor and report on progress with emissions reductions in the wider community?	<ul style="list-style-type: none"> Participation in national working groups to explore development of Social Care Carbon Reporting tools for use with social care providers Climate toolkit Keep Britain Tidy inform the Council, of the Schools using their carbon calculator tool 'Count Your Carbon' and what the emissions are
167	Is climate change integrated into medium- and longer-term planning and are planned actions on climate change mitigation and adaptation sufficiently resourced, which will have the most significant impact?	<ul style="list-style-type: none"> Climate Change Strategy and action plan details short, medium, and long term actions to achieve Net Zero Carbon Action plans are monitored by working groups, and reported on annually to Climate Change Committee, Scrutiny Committee and Cabinet

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<p>Score 4 – Good Evidence</p>
<ul style="list-style-type: none"> Climate Change Strategy Climate Change training and awareness events Programme built into MTFS
<p>Score 3/4 – Good Evidence / Action May be Required</p>
<ul style="list-style-type: none"> (162) and (166) Facilitate both accredited and non-accredited training for Members and Officers to improve their knowledge and understanding of the impacts of climate change. Monitoring and reporting emissions reductions within the wider community
<p>Score 3 – Evidence but Further Action Required</p>
<ul style="list-style-type: none"> (159), (160), (161), (164 and (167) – Review of Climate Change Strategy. Review the Council’s current commitments. Council to utilise real data and progress from the last 2-5 years to plan medium and long term goals
<p>Score 2 - Some Evidence but Lacking in Key Areas</p>
<ul style="list-style-type: none"> (163) Consider how we can better work with our partners and community to reduce the impact of climate change, as well as mitigation measures for the Council’s own operations

10. Progress on Opportunities for Improvement from 2022/23

Opportunity for Improvement 2022/23	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Review of Progress 2023/24
<p>1) Look at workforce strategies to allow for more flexibility in resource planning and responding to recruitment challenges</p> <p>2) Corporate oversight of all policies and strategies for each Portfolio, creating a structured work programme that details the reviewing period of the policies and strategies</p> <p>Determining the effectiveness of policies and strategies by aligning them with the 'Theme' question (B13)</p>	<p>March 2024</p> <p>September 2024</p> <p>September 2024</p>	<p>B) Planning and Resource Management - <i>Are these strategies and supporting action plans sustainable, and dynamic, in adapting to change and the future? (B13 now B19 as of 23/24)</i></p>	<p>Corporate Manager, People and Organisational Development</p> <p>Internal Audit, Performance and Risk Manager / Strategic Performance Advisor</p> <p>Internal Audit, Performance and Risk Manager / Strategic Performance Advisor</p>	<p>Amber</p>	<p>1) As advised in Section 7, within the Council Plan 2023-28, recruitment and retention is a key area of focus as part of the priority 'People'. A Workforce Planning Framework is in draft – once finalized and implemented this will provide a consistent approach. In the meantime, Portfolios are provided with their establishment report (people data) monthly and EDI reports quarterly which enables managers to look at employee data including age breakdown and positively compare our demographics as a Council with census information. The development of a compliant and sustainable is progressing positively. A new target date for implementation needs to be agreed with Cabinet</p> <p>2) A draft Policy Framework has been developed. A structured forward work programme to develop corporate oversight of strategies and polices is at the initial stages</p> <p>3) As this area of work is still at initial stages, ensuring that strategies / policies are sustainable and dynamic in adapting to change and the future, will commence at the review /</p>

Opportunity for Improvement 2022/23	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Review of Progress 2023/24
<p>1) Establish clear ethics and values for the organisation</p> <p>2) Engage with the workforce to determine the Council's ethics and values</p> <p>3) All policies, strategies, and process to align with the Council's ethics and values (this is also related to Theme B, question B13)</p>	<p>December 2023</p> <p>December 2023 (completed)</p> <p>September 2024</p>	<p>C) Organisational Governance, Ethics and Values - <i>How well are these frameworks and codes applied and observed? (C15 now C24 as of 23/24)</i></p>	<p>Corporate Manager, People and Organisational Development</p> <p>Corporate Manager, People and Organisational Development</p> <p>Internal Audit, Performance and Risk Manager / Strategic Performance Advisor</p>	<p>Amber</p>	<p>development stages of a strategy / policy. Also has links to the use of IIA's</p> <p>1) The Council's ethics and values have been developed and now require final approval and adoption</p> <p>2) Engagement with the workforce during the summer months of 2023 provided positive feedback which endorsed the proposed organisational values</p> <p>3) A structured forward work programme to develop corporate oversight of strategies and policies is at the initial stages but as part of this work alignment with the Council's ethics and values will form part of this</p>
<p>1) Embedding the ethics and values within the organisational and working structure</p> <p>2) The implementation of a compliant and sustainable new pay model (this is also related to Theme B, question B13)</p> <p>3) Finalisation of the Workforce Planning Framework (this is also related to Theme B, question B13)</p> <p>4) Preferred working culture needs to be defined through consultation and review of policy</p>	<p>September 2024</p> <p>March 2024</p> <p>December 2023</p> <p>December 2024</p>	<p>D) Organisational Leadership and Structure - <i>Does the Council have an adopted organisational structure and a preferred working culture? (D20 now D29 as of 23/24)</i></p>	<p>Corporate Manager, People and Organisational Development</p> <p>Corporate Manager, People and Organisational Development</p> <p>Corporate Manager, People and Organisational Development</p>	<p>Amber</p>	<p>1) Review of relevant policies including Hybrid Working policy</p> <p>2) Work commenced in October 2023 and has continued into 2024. A preferred model is emerging but requires further work to ensure it is fit for purpose and meets the tests of legal, sustainable and affordable</p> <p>3) A draft Workforce Planning Framework has been developed. As advised in Section A employee data is available to managers to undertake workforce planning (including succession planning)</p>

Opportunity for Improvement 2022/23	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Review of Progress 2023/24
					4) Engagement with the workforce during the summer months of 2023 provided positive feedback which endorsed the proposed organisational values. Enabling relevant policies, including the Hybrid Working Policy to be affective will require continuous review and monitoring
Page 46 1) Improve and embed a performance culture through the development of a Performance Management Framework	March 2024	D) Organisational Leadership and Structure - <i>Is it evident that the preferred working culture is predominant and effective? (D22 now D31 as of 2023/24)</i>	Internal Audit, Performance and Risk Manager / Strategic Performance Advisor	Red	1) The development of Performance Management Framework has fallen behind schedule. Initial research and structure of the Performance Management Framework has been undertaken but drafting of the framework is still required
1) Establish a corporate Facebook page and develop use of social media as a means of communication 2) A Charter for communication detailing customer expectations of the Council and vice versa. Establish realistic and manageable response times as well as standard of civility 3) Create corporate policy on consultation and engagement with annual plans of intended consultations	March 2024	G) Customer and Community Engagement - <i>Does the Council have comprehensive and maintained plans and policies for customer and community engagement in place? (G29 now G43 as of 23/24)</i>	Customer Contact Service Manager / Customer Service and Communications Manager	Amber	1) The Council's corporate Facebook page was launched in early 2024 and is used frequently to share information including news, events, and emergency information. A Welsh and English account is managed by Customer Service and has gained over 4,000 followers 2) A review of the Customer Service Policy and charter for communication is in progress. The outcome of this review will be published on the newly

Opportunity for Improvement 2022/23	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Review of Progress 2023/24
4) Review of customer standards guidelines corporately					launched Consultation & Engagement Hub to invite feedback from customers 3) A corporate policy on consultation and engagement has been drafted and is due to be shared on the newly launched Consultation & Engagement Hub to invite feedback from customers 4) A review of corporate customer standards links to point 2 and is to be reviewed
Customers engagement and involvement as part of the reviewing process 2) Develop a single system for oversight of customer engagement 3) Enhance service delivery through data collection, feedback and benchmarking	March 2024	G) Customer and Community Engagement - <i>How well does the Council perform in meeting its customer services standards and targets? (G31 now G45 as of 23/24)</i>	Customer Contact Service Manager / Customer Service and Communications Manager	Amber	1) Customers to be consulted on a draft corporate consultation and engagement policy via the consultation and engagement hub 2) Capital secured in 2023/24 to procure a third-party solution to host the Council's consultation and engagement but work on hold due to MTFS. Local solution developed and launched on the Council's website as an alternative 3) Improved complaint performance data shared with portfolios to review trends and learn from complaints and learn from complaints

11. Opportunities for Improvement in 2023/24

The Performance and Risk Management Team engaged with Portfolios in the completion of the Self-Assessment. Based on the range of questions asked against the nine Themes it is considered that the Council:

- a) Does exercise its functions effectively,
- b) Uses its resources economically, efficiently, and effectively, and
- c) Governance is effective for securing the matters set out in points (a) and (b).

This is consistent with the Council’s Annual Governance Statement and the Annual Performance Report for the year 2023/24. There are always areas where we strive for improvement and the following list of opportunities were identified for improvement in 2023/24.

During 2023/24, consultation was undertaken with the Senior Management Team and members of Cabinet, the Corporate Resources Overview and Scrutiny Committee and Governance and Audit Committee. This enabled each of the Themes to be critically reviewed and as a result the Council have identified eleven areas for improvement, broken down into specific actions for each area. Some of these areas were also Opportunities for Improvement for 2022/23 with them being more medium and/or longer-term goals.

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Opportunity for Improvement 2023/24	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
1) Improve and embed a performance culture through the development of a Performance Management Framework. (Links to D31)	December 2024	A) Vision, Strategy and Performance <i>A11 Is data used effectively to evaluate performance and drive improvement?</i>	Internal Audit, Performance and Risk Manager / Strategic Performance Advisor	Red	1) The development of Performance Management Framework has fallen behind schedule due to available resources and conflicting priorities. Initial research and structure of the Performance Management Framework has been undertaken but drafting of the framework is still required
2) Offer training sessions provided by DataCymru to all elected Members in order to improve the understanding of how data can be used in committee	March 2025	<i>A12 Is there evidence of an embedded and continuous approach to performance management, which identifies required</i>	Democratic Services Manager		2) Training opportunities are provided to Members and where applicable the Council will continue to liaise with Data Cymru for further training

Opportunity for Improvement 2023/24	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
<p>work to facilitate improvements. Provide training to all (ordinary) members of OSC's, to ensure they understand their role and the committee's role, to include effective questioning skills (performance, risk, data).</p> <p>3) Review the committee reporting template to ensure risk management is a key element of the report.</p> <p>4) Develop an Information and Data Management Group, to improve The Council's use of data and to further implement and embed the Information and Data Management Strategy</p>	<p>January 2025</p> <p>December 2024</p>	<p><i>interventions that are acted upon promptly?</i></p> <p><i>A13 Do service plans include an evaluation of service performance (including audit and complaints/compliments) to identify areas of improvement and are these aligned to corporate improvement objectives?</i></p> <p>D) Organisational Leadership and Structure</p> <p><i>D31) Is it evident that the preferred working culture is pre-dominant and effective?</i></p> <p>H) Risk Management and Business Continuity</p> <p><i>H56) Is data used effectively to identify risks and drive improvement?</i></p>	<p>Democratic Services Manager</p> <p>Information Governance Manager</p>	<p style="background-color: red; color: red;">[REDACTED]</p>	<p>opportunities. Effective Chairing skills training is provided to all Chairs and Vice-Chairs of Committees, to include facilitating debate and challenge. There will be separate sessions in due course for Chairs and Vice-Chairs of OSC to focus on risk and performance. Continue to ensure elected Members challenge and support the Council appropriately as part of the Overview & Scrutiny process.</p> <p>3) This is a new opportunity for improvement in this year's Corporate Self-assessment, therefore is at the initial stages. However, each OSC committee do monitor identified risks as part of their normal working practice, and perhaps maintain a record as part of their Forward Work element.</p> <p>4) A terms of reference is being drafted for the Information and Data Management Group but aims and objectives of the group will consist of:</p> <ul style="list-style-type: none"> • We will treat information and data as a key corporate asset to support improved decision make and best use of resource • We will use information and data more effectively and innovatively to deliver better,

Opportunity for Improvement 2023/24	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
		<p>E) Innovation and Change Management</p> <p><i>E35) Does the Council have a proven appetite for innovation and change management?</i></p> <p><i>E39) Does the Council use digital tools, data, and strategies to facilitate transformation, support corporate objectives and continuously drive improvement?</i></p>			<p>seamless services with improved outcomes</p> <ul style="list-style-type: none"> For people and organisations to have full confidence that their information and data is being treated responsibly, securely, and ethically, in line with appropriate legislation and industry best practice To improve the services provided to customers by working together and ensuring that the Council’s information and data is used effectively well organized, protected, and gets to where it needs to go
1) Update Guidance for report writing and Committee report template with refreshed information on IIAs	January 2025	<p>A) Vision, Strategy and Performance</p> <p><i>A7) Are strategies and decisions made following the undertaking of Integrated Impact Assessments (IIA’s) (where applicable)?</i></p>	Democratic Services Manager		1) This is a new opportunity for improvement in this year’s Corporate Self-assessment, therefore is at the initial stages.
2) Put in place process to ensure committee reports on policies/plans/projects include impact assessments	January 2025		Democratic Services Manager	Red	2) A review of the committee reporting template and guidance to ensure IIA’s are a key element of the reporting process will be undertaken. Each OSC committee to monitor IIA’s as part of their normal working practice, and perhaps maintain a record as part of their Forward Work element. Provide committees with

Opportunity for Improvement 2023/24	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
					training on IIA's – e.g. what they are, why they are included, what to look for.
<p>1) Look at workforce strategies to allow for more flexibility in resource planning and responding to recruitment challenges</p> <p>2) Corporate oversight of all policies and strategies for each Portfolio, creating a structured work programme that details the reviewing period of the policies and strategies</p> <p>3) Determining the effectiveness of policies and strategies by aligning them with the 'Theme' question (B19)</p> <p>4) Establish clear ethics and values for the organisation. Completion of the Council's Vision and Values work will help define and reinforce the Council's goals</p>	<p>A new target date for implementation needs to be agreed with Cabinet.</p> <p>December 2024</p> <p>December 2024</p> <p>December 2024</p>	<p>B) Resource Planning and Management</p> <p><i>B15) Does the Council have comprehensive and maintained strategies for workforce, finance, procurement, and assets in place, that are aligned to the statutory budget planning cycle (which demonstrates how the Council will sustain service delivery)?</i></p> <p><i>B16) Does the Council have comprehensive and maintained strategies for workforce, finance, procurement, and assets in place, that are being managed to support wider agendas (spending for community</i></p>	<p>Corporate Manager, People and Organisational Development</p> <p>Internal Audit, Performance and Risk Manager / Strategic Performance Advisor</p> <p>Internal Audit, Performance and Risk Manager / Strategic Performance Advisor</p> <p>Corporate Manager, People and Organisational Development</p>	Amber	<p>1) As advised in Section 7, within the Council Plan 2023-28, recruitment and retention is a key area of focus as part of the priority 'People'. A Workforce Planning Framework is in draft – once finalized and implemented this will provide a consistent approach. In the meantime, Portfolios are provided with their establishment report (people data) monthly and EDI reports quarterly which enables managers to look at employee data including age breakdown and positively compare our demographics as a Council with census information. The development of a compliant and sustainable is progressing positively. A new target date for implementation needs to be agreed with Cabinet</p> <p>2) A draft Policy Framework has been developed. A structured forward work programme to develop corporate oversight of strategies and policies is at the initial stages</p> <p>3) As this area of work is still at initial stages, ensuring that strategies /</p>

Opportunity for Improvement 2023/24	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
5) All policies, strategies, and process to align with the Council's ethics and values (this is also related to Theme B, question B19)	December 2024	<p><i>benefit, social value, place shaping, housing shortages, and regeneration)?</i></p> <p><i>B19) Are these strategies and supporting action plans sustainable, and dynamic, in adapting to change and the future?</i></p> <p>C) Organisational Governance, Ethics and Values</p> <p><i>C24) How well are these frameworks and codes applied and observed?</i></p> <p>D) Organisational Leadership and Structure</p> <p><i>D30) As an organisation do we operate as a one Council?</i></p>	Internal Audit, Performance and Risk Manager / Strategic Performance Advisor	<p style="background-color: #FFD700; text-align: center;">Amber</p>	<p>policies are sustainable and dynamic in adapting to change and the future, will commence at the review / development stages of a strategy / policy. Also has links to the use of IIA's (Theme A)</p> <p>4) The Council's ethics and values have been developed and now require final approval and adoption</p> <p>5) A structured forward work programme to develop corporate oversight of strategies and polices is at the initial stages but as part of this work alignment with the Council's ethics and values will form part of this</p>
1) Look at workforce strategies to allow for more flexibility in resource planning and responding to recruitment challenges through the review of pay model	A new target date for implementation needs to	B) Resource Planning and Management	Corporate Manager, People and	<p style="background-color: #FFD700; text-align: center;">Amber</p>	1) Due to existing budget pressures and vacancy management, which impacts sustainability (Five Ways of Working, Well-being of Future Generations

Opportunity for Improvement 2023/24	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
2) Development of Workforce Planning Framework	be agreed with Cabinet. December 2024	<i>B21) Does the Council consider staff retention, current and future skills needs and gaps?</i>	Organisational Development Corporate Manager, People and Organisational Development		(Wales) Act 2015) work remains ongoing regarding review of pay model. Workshops have been undertaken with Members to review pay model options and costing associated 2) As advised in Section 7, within the Council Plan 2023-28, recruitment and retention is a key area of focus as part of the priority 'People'. A Workforce Planning Framework is in draft – once finalised and implemented this will provide a consistent approach
1) A Charter for communication detailing customer expectations of the Council and vice versa. Establish realistic and manageable response times as well as standard of civility 2) Create corporate policy on Consultation and Engagement with annual plans of intended consultations 3) Review of customer standards guidelines corporately	December 2024 January 2025 January 2025	G) Customer and Community Engagement <i>(G43) Does the Council have comprehensive and maintained plans and policies for customer and community engagement in place?</i> <i>(G45)How well does the Council perform in meeting its customer services</i>	Customer Contact Service Manager / Customer Service and Communications Manager	Amber	1) A review of the Customer Service Policy and Charter for Communication is in progress. The outcome of this review will be published on the newly launched Consultation & Engagement Hub to invite feedback from customers 2) A corporate policy on Consultation and Engagement has been drafted and is due to be shared on the newly launched Consultation & Engagement Hub to invite feedback from customers 3) A review of Corporate Customer Standards links to point 2 and is to be reviewed

Opportunity for Improvement 2023/24	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
		<i>standards and targets?</i>			
<p>1) Work with Regional Community Cohesion Officer to commission regional workshop on how to engage/consult with people with protected characteristics</p> <p>2) Develop quality assurance process for IIAs which ensures under represented engaged and consulted to inform decision making</p> <p>3) Update guidance on equality monitoring and ensure services have processes in place to capture and use equality monitoring data</p> <p>4) Establish mechanism to share equality data across the Council</p>	<p>March 2025</p> <p>Further approval required at Corporate Equality Board</p> <p>Further approval required at Corporate Equality Board</p> <p>Further approval required at Corporate Equality Board</p>	<p>G) Customer and Community Engagement</p> <p><i>(G7) Are there mechanisms in place to ensure that under-represented groups are communicated and engaged with effectively?</i></p> <p><i>(G48) Do underrepresented groups have opportunities to be involved in decision making and the design and delivery of services?</i></p> <p><i>(G49) How satisfied with services are residents including under-represented groups and how is this measured?</i></p> <p><i>(G50) Does the Council collect, share, and publish relevant</i></p>	<p>Strategic Policy Advisor</p> <p>Corporate Equality Board and IIA Quality Assurance Subgroup</p> <p>Corporate Equality Board and Data Subgroup</p> <p>Corporate Equality Board and Data Subgroup</p>	<p></p> <p></p> <p>Red</p> <p></p>	<p>1) This is a new opportunity for improvement in this year's Corporate Self-assessment, therefore, this is at the initial stages</p> <p>2) Actions which relate to the Corporate Equality Board will be discussed at the next meeting in September for approval and to set timeframes</p> <p>3) Actions which relate to the Corporate Equality Board will be discussed at the next meeting in September for approval and to set timeframes</p> <p>4) Actions which relate to the Corporate Equality Board will be discussed at the next meeting in September for approval and to set timeframes</p>

Opportunity for Improvement 2023/24	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
5) Ensure more robust and comprehensive evidence of the profile of the Council's employees and customers is available for analysis. Ensure equality data is made more easily accessible so users are able to access what they need, when they need it	Further approval required at Corporate Equality Board	<p><i>Equality, Diversity and Inclusion (EDI) data and information about its communities?</i></p> <p><i>(G51) How is Equality, Diversity and Inclusion (EDI) information regularly updated and used to identify priorities for the local area?</i></p>	<p>Corporate Equality Board and Data Subgroup</p> <p>Corporate Equality Board and Data Subgroup</p>	<p>Red</p>	5) Actions which relate to the Corporate Equality Board will be discussed at the next meeting in September for approval and to set timeframes
1) Roll out of Risk Management e-learning module	October 2024	<p>(H) Risk Management and Business Continuity</p> <p><i>(H57) Is there a shared understanding and collective view of risks and risk appetite?</i></p>	Strategic Performance Advisor	<p>Amber</p>	1) The e-learning module has been developed and is in its final stages of product testing. Once finalised it be rolled out to the workforce and Members
1) To review the Climate Change Strategy during 2024-25	March 2025	<p>(I) Climate Change</p> <p><i>(I59) How is the Council working with partners and the community to reduce the impact of climate change?</i></p>	Programme Manager, Climate Change & Carbon Reduction	<p>Amber</p>	1) This gives us an opportunity to review our current commitments and consider how we can better work with our partners and community to reduce the impact of climate change, as well as mitigation measures for the Council's own operations

Opportunity for Improvement 2023/24	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
2) The Public Service Boards in the region have agreed to develop a climate risk assessment as a regional approach. The Council will ensure it feeds into this process as a key stakeholder	March 2025	<p><i>(160) What is the Council's approach to climate change mitigation measures relating to its own operations?</i></p> <p><i>(162) How is the Council contributing to the target of net zero by 2050 across its whole community?</i></p> <p><i>(163) What is the approach to adaptation and building local resilience to climate change?</i></p>	Programme Manager, Climate Change & Carbon Reduction	<p style="text-align: center;">Amber</p>	2) The Council will ensure it feeds into this process as a key stakeholder
1) Improve communications internally with Officers and Members to ensure all are familiar and understand the Council's commitments and progress	March 2025	(I) Climate Change <i>(161) - Are the Council's 2030 net zero commitments in Net Zero Wales understood and owned across the Council?</i>	Programme Manager, Climate Change & Carbon Reduction	<p style="text-align: center;">Amber</p>	1) Ownership of the Council's net zero commitments has been adopted throughout the organisation. Work is still underway to improve knowledge and understanding of climate change and its impacts, as part of an ongoing behaviour change programme. Communications internally are improving with more frequent use of the Workforce news and employee engagement 2) Carbon Literacy and e-learn training are available to both officers and

Opportunity for Improvement 2023/24	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
2) Facilitate both accredited and non-accredited training for Members and Officers to improve their knowledge and understanding of the impacts of climate change 3) Building condition surveys for the Council's schools to enable a baseline to be determined 4) To keep abreast of best practice in costing other carbon actions	March 2025 March 2025 March 2025	<i>(164) To what extent have planned mitigation and adaptation actions relating to climate change been prioritised and aligned to the Council's financial strategy?</i>	Programme Manager, Climate Change & Carbon Reduction Programme Manager, Climate Change & Carbon Reduction Programme Manager, Climate Change & Carbon Reduction	Amber	Members, and 'Carbon' is now a mandatory subject within the Member training programme 3) The current Welsh Government funded building condition surveys for the Council's schools will allow a baseline to be determined from which more accurate costings and phased plans of work can be established for our building stock 4) The Council will continue to keep abreast of the latest best practice in costing other carbon actions to ensure the programme of work is realistic and achievable
1) Monitoring and reporting emissions reductions	March 2025	(I) Climate Change <i>(i66) Are any steps being taken to record, monitor and report on progress with emissions reductions in the wider community?</i>	Programme Manager, Climate Change & Carbon Reduction	Amber	1) Monitoring and reporting emissions reductions within the wider community will be reviewed as part of the Climate change strategy review, to ensure the Council is able to use its influence as a public sector organisation to drive wider carbon reduction outside of its own operations
1) Utilise real data and progress from the last 2-5 years to plan medium and long-term goals that are both achievable and ambitious	March 2025	(I) Climate Change <i>(167) Is climate change integrated into medium- and longer-term planning and are planned</i>	Programme Manager, Climate Change & Carbon Reduction	Amber	1) Again, this year's Climate Change strategy review will allow the Council to utilise real data and progress from the last 2-5 years to plan medium and long term goals that are both achievable and ambitious

Opportunity for Improvement 2023/24	Target Completion Date	Theme and Question it Contributes to	Owner	Progress RAG	Progress Comment
		<i>actions on climate change mitigation and adaptation sufficiently resourced, which will have the most significant impact?</i>			

12. 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

Neal Cockerton – Chief Executive

Cllr. Ian B Roberts – Leader of the Council

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GOVERNANCE AND AUDIT COMMITTEE

Date of Meeting	Thursday, 26 th September 2024
Report Subject	Setting of Well-being Objectives
Report Author	Chief Executive
Type of Report	Assurance

EXECUTIVE SUMMARY

Under the Well-being of Future Generations (Wales) Act 2015, the Auditor General has a duty to examine the extent to which the public bodies covered by the Act have acted in accordance with the sustainable development principle when setting their well-being objectives and taking steps to meet them. The Auditor General must undertake an examination in each body at least once over each five-year reporting period, the current reporting period is May 2020 to May 2025.

The Setting of Well-being Objectives was a local study and Audit Wales undertook this work at Flintshire County Council during December 2023 - February 2024 and report was issued in June 2024.

The audit sought to answer the overall question;

'To what extent has Flintshire acted in accordance with the sustainable development principle when setting its new well-being objectives?'

No formal recommendations were identified, however, four recommendations for improvement have arisen from this audit, with the Council providing an action plan in response to the recommendations for improvement.

RECOMMENDATIONS

1	The Committee to be assured of the recommendations for improvement.
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REPORT DETAILS

1.00	EXPLAINING THE SETTING OF WELL-BEING OBJECTIVES REPORT
1.01	<p>The aim of the audit was to:</p> <ul style="list-style-type: none"> • Explain how the Council applied the sustainable development principle throughout the process of setting its well-being objectives; • Provide assurance on the extent that the Council applied the sustainable development principle when setting its well-being objectives; and • Identify opportunities for Flintshire to further embed the sustainable development principle when setting well-being objectives in future.
1.02	<p>The key question Audit Wales sought to answer was:-</p> <p><i>‘To what extent has Flintshire acted in accordance with the sustainable development principle when setting its new well-being objectives?’.</i></p> <p>In acting in accordance with the sustainable development principle, this mean the Council must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.</p> <p>The Council need to ensure that when making decisions they consider the impact they could have on people living their lives in Wales in the future.</p> <p>There are five things that Council needs to think about to show that they have applied the sustainable development principle. These are:</p> <ul style="list-style-type: none"> • Collaboration • Integration • Involvement • Long-term • Prevention <p>Audit Wales reviewed this by exploring the following questions:</p> <ul style="list-style-type: none"> • Was the process Flintshire put in place to set its well-being objectives underpinned by the sustainable development principle? • Has Flintshire considered how it will make sure it can deliver its well-being objectives in line with the sustainable development principle? • Has Flintshire put in place arrangements to monitor progress and improve how it applies the sustainable development principle when setting its well-being objectives?
1.03	<p>Audit Wales gathered their evidence in the following ways:</p> <ul style="list-style-type: none"> • Reviewing key documents; and

	<ul style="list-style-type: none"> • Carrying out interviews with council officers and members
1.04	Audit Wales found the Council has applied the sustainable development principle in part to the setting of its current well-being objectives, but it did not directly involve its residents in the process and has not identified the resources required to deliver its objectives.
1.05	<p>The four recommendations flowing from the Audit Wales review are:-</p> <ul style="list-style-type: none"> • R1: When it next develops its well-being objectives, the Council should ensure they are informed by the views of the diversity of its population to ensure the plan is informed by the full views of the local community. • R2: Outcomes information, when developing future well-being statements, the Council should set out how it proposes to ensure resources are allocated annually for the purposes of taking steps to meet its objectives to ensure these are achievable. • R3: The Council should ensure that in future budget setting processes or when refreshing its medium-term financial plan there is clear alignment with the Council well-being objectives, and that there is clarity about how savings targets or known future financial uncertainty might affect the delivery of its well-being objectives. • R4: To ensure that the Council can evaluate processes and identify lessons for learning, it should consider its arrangements for document retention and management covering how it gathers and stores information relating to the setting of well-being objectives and lessons learned. <p>The Council's response and action plan to the Audit Wales report and the four recommendations is attached at Appendix C (Management Response Form).</p>

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications in relation to the four recommendations, however, as noted above consideration of the well-being objectives needs to be considered as part of the budget setting process and development of the MTFS.

3.00	RISK MANAGEMENT
3.01	Findings from the Audit have been risk managed and considered when providing a response to the three recommendations and will be monitored ongoing.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Audit Wales engaged with Cabinet Members, Senior Leaders and Officers as part of their audit.

	<p>Governance and Audit Committee, Corporate Resources Overview and Scrutiny Committee and Cabinet will receive this report.</p> <p>In response to the recommendations, a key focus during the mid-plan review of the Council Plan (2023-28) will be to undertake a public consultation, workshops with the Chief Officer Team, Portfolios and Members.</p>
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5.00	APPENDICES
5.01	<p>Appendix A: Setting of Well-being Objectives (Welsh)</p> <p>Appendix B: Setting of Well-being Objectives (English)</p> <p>Appendix C: Management Response Form</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>A number of accessible background documents and information is available on Audit Wales' website.</p>

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Emma Heath (Strategic Performance Advisor)</p> <p>Telephone: 01352 702 744</p> <p>E-mail: emma.heath@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>Audit Wales: Work to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.</p>

Pennu amcanion llesiant – Cyngor Sir y Fflint

Blwyddyn archwilio: 2022-23

Dyddiad cyhoeddi: Mehefin 2024

Cyfeirnod y ddogfen: 4310A2024

Paratowyd y ddogfen hon fel rhan o waith a gyflawnir yn unol â swyddogaethau statudol.

Mewn achos o dderbyn cais am wybodaeth y gall y ddogfen hon fod yn berthnasol iddo, tynnir sylw at y Cod Ymarfer a gyhoeddwyd o dan adran 45 o Ddeddf Rhyddid Gwybodaeth 2000. Mae'r cod adran 45 yn nodi'r arfer wrth ymdrin â cheisiadau a ddisgwylir gan awdurdodau cyhoeddus, gan gynnwys ymgynghori â thrydydd partïon perthnasol. O ran y ddogfen hon, mae Archwilydd Cyffredinol Cymru a Swyddfa Archwilio Cymru yn drydydd partïon perthnasol. Dylid anfon unrhyw ymholiadau ynghylch datgelu neu aildefnyddio'r ddogfen hon at Archwilio Cymru yn swyddog.gwybodaeth@archwilio.cymru.

Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

Mae'r ddogfen hon hefyd ar gael yn Saesneg.

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Cefndir: Ein harchwiliad o bennu amcanion llesiant

- 1 Mae Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 (y Ddeddf) yn gosod 'dyletswydd llesiant' ar 48 o gyrff cyhoeddus. Mae'r ddyletswydd yn ei gwneud yn ofynnol i'r gyrff hynny osod a chyhoeddi 'amcanion llesiant' sydd wedi'u cynllunio i wneud y mwyaf o'u cyfraniad at gyflawni pob un o saith nod llesiant cenedlaethol y Ddeddf.¹ Rhaid iddynt hefyd gymryd pob cam rhesymol, wrth arfer eu swyddogaethau, i gyflawni'r amcanion hynny.
- 2 Rhaid i'r Archwilydd Cyffredinol gynnal archwiliadau i asesu i ba raddau y mae gyrff cyhoeddus wedi gweithredu yn unol â'r egwyddor datblygu cynaliadwy wrth bennu eu hamcanion llesiant.² Rydym yn cynnal rhaglen dreigl o'r arholiadau hyn, hyd at ddechrau 2025.³
- 3 Mae gwneud rhywbeth yn unol â'r egwyddor datblygu cynaliadwy yn golygu gweithredu 'mewn modd sy'n ceisio sicrhau bod anghenion y presennol yn cael eu diwallu heb beryglu gallu cenedlaethau'r dyfodol i ddiwallu eu hanghenion eu hunain'. Er mwyn cyflawni hyn, rhaid i gorff cyhoeddus ystyried y pum ffordd o weithio: hirdymor, integreiddio, cyfranogi, cydweithio ac atal.⁴
- 4 Gwnaethom lunio fframwaith asesu i'n galluogi i asesu i ba raddau y mae gyrff cyhoeddus wedi cymhwyso'r egwyddor datblygu cynaliadwy wrth bennu eu hamcanion llesiant. Mae **Atodiad 1** yn nodi rhagor o wybodaeth am ein dull gweithredu, gan gynnwys set o 'ddangosyddion cadarnhaol' sy'n dangos sut beth allai da edrych.
- 5 Wrth ddylunio ein dull gweithredu, gwnaethom ystyried yr hyn y gallem ei ddisgwyl yn rhesymol gan gyrff cyhoeddus ar yr adeg hon. Dylai gyrff cyhoeddus nawr fod yn gyfarwydd â'r egwyddor datblygu cynaliadwy a'r ffyrdd o weithio a cheisio eu cymhwyso mewn ffordd ystyrion. Ar yr un pryd, rydym yn gwerthfawrogi bod gyrff cyhoeddus yn dal i ddatblygu eu profiad wrth gymhwyso'r egwyddor datblygu cynaliadwy wrth osod amcanion llesiant. Felly, mae'r arholiadau'n cynnwys ystyried sut mae gyrff cyhoeddus yn cymhwyso eu dysgu a sut y gallant wella yn y dyfodol.

Cynnal ein harchwiliad yng Nghyngor Sir y Fflint

- 6 Nod yr archwiliad hwn oedd:
 - esbonio sut y gwnaeth Sir y Fflint gymhwyso'r egwyddor datblygu cynaliadwy drwy gydol y broses o osod ei hamcanion llesiant; a
 - rhoi sicrwydd i'r graddau y mae Sir y Fflint wedi cymhwyso'r egwyddor datblygu cynaliadwy wrth osod ei hamcanion llesiant; a

¹ Y saith nod llesiant cenedlaethol yw; Cymru lewyrchus, Cymru gydnerth, Cymru iachach, Cymru fwy cyfartal, Cymru o gymunedau cydlynol, Cymru o ddiwylliant bywiog ac iaith Gymraeg ffyniannus, a Chymru sy'n gyfrifol yn fyd-eang.

² Adran 15 (1) (a) Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015

³ Rhaid i'r Archwilydd Cyffredinol gynnal archwiliadau dros y cyfnod a nodir yn y Ddeddf, sy'n dechrau flwyddyn cyn etholiad y Senedd ac sy'n dod i ben flwyddyn ac un diwrnod cyn etholiad y Senedd ganlynol.

⁴ Adran 5 Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015

- nodi cyfleoedd i Sir y Fflint ymgorffori'r egwyddor datblygu cynaliadwy ymhellach wrth osod amcanion llesiant yn y dyfodol.
- 7 Aethom ati i ateb y cwestiwn cyffredinol 'i ba raddau y mae Sir y Fflint wedi gweithredu yn unol â'r egwyddor datblygu cynaliadwy wrth osod ei hamcanion llesiant newydd'. Rydym wedi gwneud hyn drwy archwilio'r cwestiynau canlynol:
- A oedd y broses a roddwyd ar waith gan Sir y Fflint i osod ei hamcanion llesiant wedi'u seilio ar yr egwyddor datblygu cynaliadwy?
 - A yw Sir y Fflint wedi ystyried sut y bydd yn sicrhau y gall gyflawni ei amcanion llesiant yn unol â'r egwyddor datblygu cynaliadwy?
 - A yw Sir y Fflint wedi sefydlu trefniadau i fonitro cynnydd a gwella sut mae'n cymhwyso'r egwyddor datblygu cynaliadwy wrth osod ei hamcanion llesiant?
- 8 Buom yn trafod amseriad yr archwiliad gyda Sir y Fflint ac fe wnaethom deilwra'r ddarpariaeth i adlewyrchu ei amgylchiadau penodol.
- 9 Rydym yn casglu ein tystiolaeth yn y ffyrdd canlynol:
- adolygu dogfennau allweddol; a
 - chynnal cyfweiliadau gyda swyddogion y cyngor.
- 10 Fel rhan o'r adolygiad o ddogfennau allweddol, nid oedd y Cyngor yn gallu darparu tystiolaeth fanwl o sut mae'n bwriadu ariannu'r gwaith o gyflawni ei amcanion llesiant a sut mae'n rheoli trefniadau ar gyfer gweithio gyda phartneriaid a nodi cyfleoedd ar gyfer cydweithio. Mae hyn yn golygu bod ein canfyddiadau ar gyfer Cwestiynau 2 o'r meini prawf archwilio (gweler **Atodiad 1** am fanylion) yn gyfyngedig oherwydd y diffyg tystiolaeth a ddarparwyd.

Sut a phryd mae'r Cyngor yn gosod ei amcanion llesiant

- 11 Cyflwynwyd Cynllun drafft y Cyngor, sy'n cynnwys ei amcanion, i'r Cabinet ym mis Ionawr 2023 i'w gymeradwyo yn y Cyngor Llawn ym mis Mai 2023. Ym mis Mawrth 2024, nid oedd y cynllun a'r amcanion wedi'u cyhoeddi ar-lein.
- 12 Mae Cynllun y Cyngor yn cynnwys saith amcan llesiant, y mae'r Cyngor yn eu galw'n flaenoriaethau.
Mae **Arddangosyn 1** yn nodi'r amcanion llesiant hynny.

Arddangosyn 1: Amcanion Llesiant Sir y Fflint 2023/28

1. **Tlodi – Amddiffyn ein cymunedau a'n pobl rhag tlodi drwy eu cefnogi i ddiwallu eu hanghenion sylfaenol a bod yn wydn**

2. **Tai Fforddiadwy a Hygyrch – Tai yn Sir y Fflint sy'n diwallu anghenion ein preswylwyr a chefnogi cymunedau mwy diogel**

3. **Cymdeithas Werdd a'r Amgylchedd – Cyfyngu a gwella effaith gwasanaethau'r Cyngor ar yr amgylchedd naturiol a chefnogi cymunedau ehangach Sir y Fflint i leihau eu hól troed carbon eu hunain**

4. **Economi – Cysylltu cymunedau a galluogi adferiad a thwf economaidd cynaliadwy**

5. **Lles personol a chymunedol – Cefnogi pobl mewn angen i fyw cystal ag y gallant**

6. **Addysg a Sgiliau – Galluogi a chefnogi cymunedau dysgu**

7. **Cyngor sy'n cael ei reoli'n dda – Cyngor cyfrifol, dyfeisgar a dibynadwy sy'n gweithredu mor effeithlon â phosibl**

Yr hyn a ganfuom

Mae'r Cyngor wedi cymhwyso'r egwyddor datblygu cynaliadwy yn rhannol i bennu ei amcanion llesiant, ond nid oedd yn cynnwys ei drigolion yn uniongyrchol yn y broses ac nid yw wedi nodi'r adnoddau sydd eu hangen i gyflawni ei amcanion

Y broses ar gyfer pennu amcanion llesiant

Canfyddiadau

- 13 Dechreuodd y gwaith o ddatblygu cynllun newydd y cyngor ym mis Gorffennaf 2022. Adolygodd y Cyngor y cynllun a'r amcanion blaenorol gan nodi a ellid dileu amcanion o'r cynllun newydd neu eu hystyried ar gyfer eu cynnwys yn barhaus.
- 14 Defnyddiodd y Cyngor ystod eang o ddata mewnol ac allanol i lywio ei sylfaen dystiolaeth ar gyfer datblygu ei Gynllun Cyngor a'i amcanion llesiant. Roedd hyn yn cynnwys Asesiad Lles y Bwrdd Gwasanaethau Cyhoeddus (BGC) ac Asesiad Anghenion Poblogaeth y Bwrdd Cynllunio Rhanbarthol (RPB), yn ogystal ag adroddiad Tueddiadau yn y Dyfodol Llywodraeth Cymru ac asesiadau rhanbarthol a chenedlaethol eraill. Mae hyn yn golygu bod gan y Cyngor ddealltwriaeth dda o angen, risg a chyfleoedd wrth ddatblygu ei amcanion llesiant.
- 15 Cynhaliodd y Cyngor gyfres o weithdai mewnol gyda rheolwyr gwasanaeth, prif swyddogion, cyfarwyddwyr ac Aelodau i'w cynnwys yn natblygiad y cynllun a'r amcanion newydd. Adolygodd y prif swyddogion y sylfaen dystiolaeth a datblygu cynllun ac amcanion drafft. Heriwyd y rhain gan y Pwyllgorau Craffu cyn yr adolygiad terfynol a'u diwygio gan brif swyddogion ac arweinwyr gwasanaethau.
- 16 Nid oedd y Cyngor yn cynnwys trigolion yn uniongyrchol i ddatblygu ei amcanion llesiant, ac ni ymgynghorodd â hwy ar ei amcanion drafft ychwaith. Fodd bynnag, defnyddiodd ffynonellau eilaidd o dystiolaeth ymgysylltu a gynhwyswyd yn y prosesau asesu a gwblhawyd gan y Bwrdd Gwasanaethau Cyhoeddus a'r Bwrdd Cynllunio Rhanbarthol. Roedd y prosesau ymgysylltu hyn yn cynnwys barn trigolion, grwpiau cydlyniant cymunedol a sefydliadau'r trydydd sector. Wrth

bennu amcanion llesiant nesaf, dylai'r Cyngor ystyried sut y gall gynnwys amrywiaeth ei gymunedau fel rhan o'r broses.

- 17 Wrth ddatblygu Cynllun y Cyngor, mae'r Cyngor wedi ystyried sut y gall weithio gyda phartneriaid ac mae hyn yn cael ei adlewyrchu yn yr amcanion a'r camau sydd wedi'u cynnwys ynddynt.
- 18 Roedd sylfaen dystiolaeth y Cyngor yn cynnwys adolygiad o strategaethau a chynlluniau trefnu partneriaid allanol i nodi cysylltiadau rhwng y rhain a'r amcanion drafft a luniwyd gan y Cyngor.
- 19 Mae'r fersiwn gymeradwy o Gynllun y Cyngor yn cynnwys manylion a gweithgarwch arfaethedig ar bob amcan, sy'n cynnwys rhestru cyfleoedd i weithio gyda phartneriaid allanol i gefnogi'r gwaith o gyflawni gweithgarwch i gyflawni'r amcanion.
- 20 Mae Cynllun y Cyngor hefyd yn rhestru blaenoriaethau cenedlaethol partneriaid allanol y gallai'r Cyngor gyflawni ei amcanion ei hun effeithio arnynt.
- 21 Mae gan y Cyngor ystod o brosesau ar waith i gefnogi cyflawni ei amcanion. Mae gan y Cyngor saith blaenoriaeth, pob un wedi'i gefnogi gan amcan llesiant. Mae pob amcan yn cynnwys nifer o is-flaenoriaethau, gyda phob un o'r rhain yn cynnwys ystod o allbynnau (gweithgareddau, tasgau a darparu gwasanaethau) a mesurau (gan edrych ar faint o weithgarwch sydd wedi digwydd a pha effaith y mae wedi'i chael). Mae'r holl wybodaeth hon wedi'i chynnwys yn y fersiwn gyhoeddedig o Gynllun y Cyngor.
- 22 Disgwylir i'r rhan fwyaf o'r gweithgareddau a restrir o dan bob is-flaenoriaeth, 124 o'r 169, gael eu cwblhau yn 2024, er bod llawer ohonynt yn rhan o weithgaredd ehangach a fydd yn parhau yn ystod oes y cynllun ac sydd â ffocws tymor hwy. Er enghraifft, disgwylir i weithgarwch tymor byr y Cyngor i adolygu ei Strategaeth Rheoli Perygl Llifogydd a'r Asesiad Canlyniadau Llifogydd Strategol gael ei gwblhau erbyn Mehefin 2024 ond bydd yn dylanwadu ar sut mae'r Cyngor yn rheoli perygl llifogydd yn y tymor hir.
- 23 Mae'r 45 o gamau gweithredu sy'n weddill yn cwmpasu pedair blynedd olaf y cynllun. Bydd angen i'r Cyngor barhau i ddatblygu camau gweithredu a fydd yn helpu i gyflawni'r amcanion y tu hwnt i'r flwyddyn bresennol, o ystyried bod y cynllun yn ymestyn hyd at 2028.
- 24 Nid oeddem yn gallu dod i'r casgliad pa drefniadau sydd gan y Cyngor ar waith i ddarparu adnoddau ar gyfer ei amcanion llesiant oherwydd diffyg tystiolaeth a ddarparwyd i ni gan y Cyngor.
- 25 Wrth gyflwyno'r cynllun i'w gymeradwyo, dywedodd papurau'r Cyngor fod 'goblygiadau adnoddau wedi cael eu hystyried wrth baratoi'r Cynllun Ariannol Tymor Canolig a'r Rhaglen Gyfalaf a byddant yn parhau i gael eu monitro yn ystod y trefniadau monitro cyllideb ac adolygu ariannol rheolaidd.' Nid ydym wedi gweld tystiolaeth o hyn yn ystod ein hadolygiad. Os nad yw'r Cyngor yn gallu rhoi adnoddau i'r ystod lawn o weithgareddau a nodwyd yn ei amcanion llesiant, mae'n peryglu peidio â gallu cyflawni ei Gynllun Cyngor na chyflawni ei amcanion
- 26 Mae'r Cyngor wedi datblygu trefniadau i'w alluogi i fonitro cynnydd ac effaith gweithgarwch dros y tymor byr, canolig a hir. Caiff cynnydd yn erbyn cyflawni'r amcanion llesiant ei adrodd bob chwarter i Dîm Prif Swyddogion y Cyngor (COT), y Cabinet a'r Cyngor Llawn. Mae'r Pwyllgorau Craffu yn derbyn adroddiadau ar eu his-flaenoriaethau perthnasol. Mae'r mesurau a ddefnyddir yn gymysgedd o allbynnau a chanlyniadau, gan ddangos maint y gweithgaredd a'i effaith. Mae'r rhain yn dangos cynnydd yn erbyn pob is-flaenoriaeth. Mae hyn yn cynnwys statws Coch / Ambr / Gwyrdd a data wedi'i ddiweddarau (lle bo ar gael) a diweddariad ysgrifenedig ar gyfer yr holl is-flaenoriaethau.
- 27 Mae'r adroddiad hwn yn cynnwys tynnu sylw at is-flaenoriaethau nad ydynt ar y targed ac adnabod risgiau newydd. Mae'r naill neu'r llall o'r rhain yn sbarduno adroddiad uchafbwyntiau,

sy'n cynnwys cyd-destun ac yn nodi'r risg bosibl sy'n gysylltiedig â pheidio â chyflawni'r is-flaenoriaeth, ynghyd â chamau gweithredu arfaethedig i wella perfformiad.

- 28 Mae lle i'r Cyngor fabwysiadu dull mwy ffurfiol o ddysgu a gwella sut mae'n datblygu ei amcanion a Chynllun y Cyngor.
- 29 Rydym yn ymwybodol ei fod wedi cymryd rhan mewn ymarferion cyfatebol ar gyfer yr asesiad Llesiant BGC a'r asesiad anghenion poblogaeth RPB. Ac, fel y nodwyd uchod, cynhaliodd y Cyngor adolygiad o Gynllun y Cyngor blaenorol hefyd.
- 30 Fodd bynnag, mae bylchau yn y dystiolaeth ehangach a ddarparwyd i ni yn nodi bod gwendidau yn y ffordd y mae'r Cyngor yn rheoli ei gofnodion ac yn cadw deunydd rhag gweithgarwch mewnl. Mae hyn yn golygu ei fod yn colli allan ar gyfleoedd i ddysgu.

Argymhellion

A1 Pan fydd yn datblygu ei amcanion llesiant nesaf, dylai'r Cyngor sicrhau eu bod yn cael eu llywio gan safbwyntiau amrywiaeth ei boblogaeth i sicrhau bod y cynllun yn cael ei lywio gan farn lawn y gymuned leol.

A2 Wrth ddatblygu datganiadau llesiant yn y dyfodol, dylai'r Cyngor nodi sut mae'n bwriadu sicrhau bod adnoddau'n cael eu dyrannu bob blwyddyn at ddibenion cymryd camau i gyflawni ei amcanion i sicrhau bod modd cyflawni'r rhain.

A3 Dylai'r Cyngor sicrhau, wrth osod cyllideb yn y dyfodol, neu wrth adnewyddu ei gynllun ariannol tymor canolig, bod cysondeb clir ag amcanion llesiant y Cyngor, a bod eglurder ynghylch sut y gallai targedau arbedion neu ansicrwydd ariannol hysbys yn y dyfodol effeithio ar gyflawni ei amcanion llesiant.

A4 Er mwyn sicrhau y gall y Cyngor werthuso prosesau a nodi gwersi ar gyfer dysgu, dylai ystyried ei drefniadau ar gyfer cadw a rheoli dogfennau sy'n cwmpasu sut mae'n casglu ac yn storio gwybodaeth sy'n ymwneud â gosod amcanion llesiant a gwersi a ddysgwyd.

Atodiad 1

Cwestiynau allweddol a'r hyn yr ydym yn chwilio amdano

Mae'r tabl isod yn nodi'r cwestiwn yr oeddem yn ceisio ei ateb wrth gynnal yr archwiliad hwn, ynghyd â rhai is-gwestiynau i arwain ein casglu tystiolaeth. Maent yn seiliedig ar y dangosyddion cadarnhaol yr ydym wedi'u defnyddio o'r blaen yn ein harchwiliad egwyddor datblygu cynaliadwy, a ddatblygwyd trwy ymgysylltu â chyrff cyhoeddus a'u llywio gan gyngor ac arweiniad gan Gomisiynydd Cenedlaethau'r Dyfodol Cymru. Nid rhestr wirio yw'r rhestr hon, ond yn hytrach set o nodweddion darluniadol sy'n disgrifio sut beth allai da edrych.

I ba raddau y mae'r corff wedi gweithredu yn unol â'r egwyddor datblygu cynaliadwy wrth osod ei amcanion llesiant newydd?

Cwestiwn 1. Cynllunio: A oedd y broses a roddwyd ar waith gan y corff i osod ei amcanion llesiant yn seiliedig ar yr egwyddor datblygu cynaliadwy?

A yw'r corff wedi defnyddio data a gwybodaeth arall i ddeall anghenion, risgiau a chyfleoedd a sut y gallent newid dros amser?

- Mae gan y corff asesiad clir a chytbwys o gynnydd yn erbyn amcanion llesiant blaenorol a ddefnyddiwyd i lywio dealltwriaeth y corff o'r angen 'fel y mae'/tymor byr'.
- Mae'r corff wedi gosod amcanion llesiant yn seiliedig ar ddealltwriaeth dda o angen, risg a chyfleoedd yn awr ac yn y dyfodol, gan gynnwys dadansoddi tueddiadau'r dyfodol. Mae'n debygol y bydd hyn yn cael ei dynnu o amrywiaeth o ffynonellau lleol a chenedlaethol, megis:
 - Aseidiadau llesiant Byrddau Gwasanaethau Cyhoeddus
 - Aseidiadau poblogaeth Byrddau Partneriaeth Rhanbarthol
 - Canlyniadau ymarferion ymwneud / ymgynghori lleol
 - Monitro a chwynion gwasanaethau
 - Adroddiad Tueddiadau'r Dyfodol
 - Adroddiad Cyflwr Adnoddau Naturiol Cyfoeth Naturiol Cymru (SoNaRR) ar gyfer Aseidiadau Cymru ac Ardaloedd
- Mae'r corff wedi ceisio deall achosion sylfaenol problemau fel y gall fynd i'r afael â chylchoedd negyddol a heriau rhwng cenedlaethau trwy ei amcanion llesiant.

A yw'r corff wedi cynnwys eraill i ddatblygu ei amcanion llesiant?

- Mae'r corff yn defnyddio canlyniadau cyfranogiad i helpu i ddewis ei amcanion llesiant. Mae'r ymglymiad hwnnw - boed yn gynradd, eilaidd neu'n gyfuniad - yn adlewyrchu amrywiaeth lawn y boblogaeth.
- Mae cyfranogiad yn adlewyrchu arfer da a chyngor gan Gomisiynydd Cenedlaethau'r Dyfodol.

<p>A yw'r corff wedi ystyried sut y gall yr amcanion wella llesiant a chael effaith eang?</p>	<ul style="list-style-type: none"> • Mae'r amcanion llesiant wedi'u cynllunio i wella llesiant yn yr ystyr ehangaf a gwneud cyfraniad ar draws y saith nod llesiant cenedlaethol. • Mae'r amcanion llesiant wedi'u cynllunio i adlewyrchu a manteisio ar y cysylltiadau rhwng gwahanol feysydd gwaith. • Mae dealltwriaeth ddatblygedig o sut mae'r amcanion llesiant yn effeithio ar, neu'n ymwneud â'r hyn y mae cyrff cyhoeddus eraill yn ceisio ei gyflawni a chyfleoedd i weithio gyda'i gilydd.
<p>A yw'r corff wedi dylunio'r amcanion i sicrhau manteision tymor hwy, wedi'u cydbwyso â diwallu anghenion tymor byr?</p>	<ul style="list-style-type: none"> • Mae'r corff wedi gosod amcanion sy'n ddigon uchelgeisiol ac sydd wedi'u cynllunio i yrru gweithgaredd ar draws y sefydliad. • Mae'r amcanion wedi'u cynllunio i ddiwallu anghenion tymor byr a thymor hir. Pan osodir amcanion dros amserlen fer i ganolig, fe'u gosodir yng nghyd-destun ystyriaethau neu uchelgeisiau tymor hwy.
<p>Cwestiwn 2. Adnoddau a chyflawni: A yw'r corff wedi ystyried sut y bydd yn sicrhau y gall gyflawni ei amcanion llesiant yn unol â'r egwyddor datblygu cynaliadwy?</p>	
<p>A yw'r corff wedi ystyried sut y gall roi adnoddau i'r amcanion llesiant?</p>	<ul style="list-style-type: none"> • Dyrannwyd adnoddau i sicrhau y gellir cyflawni'r amcanion dros y tymor byr a'r tymor canolig, ond mae'r corff hefyd wedi ystyried adnoddau, risgiau a/neu sut y gall adnoddau ar gyfer amcanion tymor hwy. • Mae'r corff wedi dyrannu adnoddau i sicrhau buddion ataliol, lle mae'r rhain yn cael eu disgrifio yn ei amcanion llesiant.
<p>A yw'r corff wedi ystyried sut y gall weithio gydag eraill i gyflawni eu hamcanion?</p>	<ul style="list-style-type: none"> • Mae'r corff yn defnyddio ei wybodaeth am amcanion/gweithgarwch partneriaid, ei berthnasoedd a'i drefniadau cydweithredol i sicrhau y gall gyflawni uchelgeisiau trawsbynciol.
<p>Cwestiwn 3. Monitro ac adolygu: A yw'r corff wedi sefydlu trefniadau i fonitro cynnydd a gwella sut mae'n cymhwyso'r egwyddor datblygu cynaliadwy wrth bennu ei amcanion llesiant?</p>	

<p>Ydy'r corff wedi datblygu mesurau a threfniadau monitro priodol?</p>	<ul style="list-style-type: none"> • Mae mesurau perfformiad wedi'u cynllunio i adlewyrchu'r egwyddor datblygu cynaliadwy, e.e. drwy ganolbwyntio ar ganlyniadau sy'n torri ar draws ffiniau adrannol / sefydliadol ac sy'n sicrhau buddion lluosog (gan gynnwys ataliol) dros y tymor hwy. • Mae 'edau aur' a fydd yn caniatáu i'r corff adrodd yn glir ac yn dryloyw ar gynnydd i gyflawni'r amcanion.
<p>A yw'r corff yn ceisio dysgu oddi wrth a gwella sut y mae wedi cymhwyso'r egwyddor datblygu cynaliadwy i bennu ei amcanion llesiant?</p>	<ul style="list-style-type: none"> • Mae'r corff yn dangos hunanymwybyddiaeth ac ymrwymiad i wella sut mae'n cymhwyso'r egwyddor datblygu cynaliadwy fel y gall wneud hynny mewn ffordd ystyrlon ac effeithiol. • Mae'r corff wedi dysgu o osod amcanion llesiant blaenorol a thrwy gymhwyso'r egwyddor datblygu cynaliadwy yn fwy cyffredinol ac mae wedi gwella'r broses ar gyfer pennu ei amcanion llesiant newydd. • Mae gan y corff neu'n bwriadu myfyrio ar sut y mae wedi cymhwyso'r egwyddor datblygu cynaliadwy yn y cylch hwn o bennu amcanion llesiant.



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Setting of well-being objectives – Flintshire County Council

Audit year: 2022-23

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Background: Our examinations of the setting of well-being objectives

- 1 The Well-being of Future Generations (Wales) Act 2015 (the Act) places a ‘well-being duty’ on 48 public bodies. The duty requires those bodies to set and publish ‘well-being objectives’ that are designed to maximise their contribution to achieving each of the Act’s seven national well-being goals.¹ They must also take all reasonable steps, in exercising their functions, to meet those objectives.
- 2 The Auditor General must carry out examinations to assess the extent to which public bodies have acted in accordance with the sustainable development principle when setting their well-being objectives.² We are carrying out a rolling programme of these examinations, up to early 2025.³
- 3 To do something in accordance with the sustainable development principle means acting ‘in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs’. To achieve this, a public body must take account of the five ways of working: long term, integration, involvement, collaboration, and prevention.⁴
- 4 We designed an assessment framework to enable us to assess the extent to which public bodies have applied the sustainable development principle when setting their well-being objectives. **Appendix 1** sets out further information on our approach, including a set of ‘positive indicators’ that illustrate what good could look like.
- 5 In designing our approach, we considered what we could reasonably expect from public bodies at this point in time. Public bodies should now be familiar with the sustainable development principle and ways of working and be seeking to apply them in a meaningful way. At the same time, we appreciate that public bodies are still developing their experience in applying the sustainable development principle when setting well-being objectives. Therefore, the examinations include consideration of how public bodies are applying their learning and how they can improve in future.

Carrying out our examination at Flintshire County Council

- 6 The aim of this examination was to:
 - explain how Flintshire applied the sustainable development principle throughout in the process of setting its well-being objectives;

¹ The seven national well-being goals are; a prosperous Wales, a resilient Wales, a healthier Wales, a more equal Wales, a Wales of cohesive communities, a Wales of vibrant culture and thriving Welsh language, and a globally responsible Wales.

² Section 15 (1) (a) Well-being of Future Generations (Wales) Act 2015

³ The Auditor General must carry out examinations over the period set out in the Act, which begins one year before a Senedd election and ends one year and one day before the following Senedd election.

⁴ Section 5 Well-being of Future Generations (Wales) Act 2015

- provide assurance on the extent that Flintshire applied the sustainable development principle when setting its well-being objectives; and
 - identify opportunities for Flintshire to further embed the sustainable development principle when setting well-being objectives in future.
- 7 We set out to answer the overall question ‘to what extent has Flintshire acted in accordance with the sustainable development principle when setting its new well-being objectives’. We did this by exploring the following questions:
- Was the process Flintshire put in place to set its well-being objectives underpinned by the sustainable development principle?
 - Has Flintshire considered how it will make sure it can deliver its well-being objectives in line with the sustainable development principle?
 - Has Flintshire put in place arrangements to monitor progress and improve how it applies the sustainable development principle when setting its well-being objectives?
- 8 We discussed the timing of the examination with Flintshire and we tailored the delivery to reflect its specific circumstances.
- 9 We gathered our evidence in the following ways:
- reviewing key documents; and
 - carrying out interviews with council officers.
- 10 As part of the review of key documents, the Council was unable to provide detailed evidence of how it plans to fund the delivery of its well-being objectives and how it manages arrangements for working with partners and identifying opportunities for collaboration. This means our findings for Questions 2 of the audit criteria (see **Appendix 1** for details) are limited due to the lack of evidence provided.

How and when the Council set its well-being objectives

- 11 The draft Council Plan, containing its objectives, was submitted to Cabinet in January 2023 for approval at Full Council in May 2023. As of March 2024, the plan and objectives had not been published online.
- 12 The Council Plan contains seven well-being objectives, which the Council calls priorities. **Exhibit 1** sets out those well-being objectives.

Exhibit 1: Flintshire’s well-being objectives 2023/28

1. Poverty – Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient

2. Affordable and Accessible Housing – Housing in Flintshire meeting the needs of our residents and supporting safer communities

3. **Green Society and Environment – Limiting and enhancing the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint**

4. **Economy – Connecting communities and enabling a sustainable economic recovery and growth**

5. **Personal and Community well-being – Supporting people in need to live as well as they can**

6. **Education and Skills – Enabling and supporting learning communities**

7. **A well-managed Council – A responsible, resourceful and trusted Council operating as efficiently as possible**

What we found

The Council has applied the sustainable development principle in part to the setting of its well-being objectives, but it did not directly involve its residents in the process and has not identified the resources required to deliver its objectives

The process for setting well-being objectives

Findings

- 13 Development of the new council plan began in July 2022. The Council reviewed the previous plan and objectives and identified if objectives could be removed from the new plan or considered for continued inclusion.
- 14 The Council used a wide range of internal and external data to inform its evidence base for developing its Council Plan and well-being objectives. This included the Public Services Board’s (PSB) Well-being Assessment and the Regional Planning Board’s (RPB) Population Needs Assessment, as well as the Welsh Government’s Future Trends report and other regional and national assessments. This means that the Council had a good understanding of need, risk and opportunities when developing its well-being objectives.
- 15 The Council ran a series of internal workshops with service managers, chief officers, Directors, and Members to involve them in the development of the new plan and objectives. Chief officers reviewed the evidence base and developed a draft plan and objectives. These were challenged by Scrutiny Committees before final review and amendment by chief officers and service leads.

- 16 The Council did not directly involve residents in developing its well-being objectives, neither did it consult them on its draft objectives. However, it did use secondary sources of engagement evidence included in the assessment processes completed by the Public Services Board and the Regional Planning Board. These engagement processes included the views of residents, community cohesion groups and third sector organisations. When next setting well-being objectives, the Council should consider how it can involve the diversity of its communities as part of the process.
- 17 In developing its Council Plan, the Council has considered how it can work with partners and this is reflected in the objectives and steps included within them.
- 18 The Council's evidence base included a review of the strategies and organisational plans of external partners to identify links between these and the draft objectives drawn up by the Council.
- 19 The approved version of the Council Plan contains details and proposed activity on each objective, which includes listing opportunities for working with external partners to support delivery of activity to achieve the objectives.
- 20 The Council Plan also lists the national priorities of external partners that could be impacted by the Council achieving its own objectives.
- 21 The Council has a range of processes in place to support the delivery of its objectives. The Council has seven priorities, each one supported by a well-being objective. Each objective contains a number of sub-priorities, with each of these containing a range of outputs (activities, tasks and service delivery) and measures (looking at how much activity has taken place and what impact it has achieved). All this information is included within the published version of the Council Plan.
- 22 The majority of activities listed under each sub-priority, 124 of the 169, are due to be complete in 2024, although many of them are part of wider activity that will continue during the lifetime of the plan and have a longer-term focus. For instance, the Council's short-term activity to review its Flood Risk Management Strategy and Strategic Flood Consequences Assessment is due to be completed by June 2024 but will influence how the Council manages flood risk in the long-term.
- 23 The remaining 45 actions cover the last four years of the plan. The Council will need to continue developing actions that will help deliver the objectives beyond the current year, given the plan extends to 2028.
- 24 We were unable to conclude what arrangements the Council has in place to resource its well-being objectives because of a lack of evidence provided to us by the Council..
- 25 When submitting the plan for approval, the Council's papers stated that 'Resource implications have been considered during preparation of the Medium-Term Financial Plan and Capital Programme and will continue to be monitored during the regular budget monitoring and financial review arrangements.' We have not seen evidence of this during our review. If the Council is unable to resource the full range of activity identified in its well-being objectives, it risks not being able to deliver its Council Plan or meet its objectives
- 26 The Council has developed arrangements to allow it to monitor the progress and impact of activity over the short, medium, and long-term. Progress against delivery of the well-being objectives is reported quarterly to the Council's Chief Officer Team (COT), Cabinet and Full Council. Scrutiny Committees receive reports on their relevant sub-priorities. The measures used are a mix of outputs and outcomes, showing both the volume of activity and its impact. These show progress against each sub-priority. This includes a Red / Amber / Green status and updated data (where available) and a written update for all sub-priorities.

- 27 This reporting includes the highlighting of sub-priorities which are not on target and the identification of new risks. Either of these triggers a highlight report, which includes context and identifies the potential risk associated with not delivering the sub-priority, along with proposed actions to improve performance.
- 28 There is scope for the Council to take a more formalised approach to learning and improving how it develops its objectives and Council Plan.
- 29 We are aware that it has participated in equivalent exercises for the PSB Well-being assessment and the RPB Population needs assessment. And, as noted above, the Council also undertook a review of the previous Council Plan
- 30 However, gaps in the wider evidence provided to us indicate that there are weaknesses in how the Council manages its records and retains material from internal activity. This means it is missing out on opportunities for learning.

Recommendations

R1 When it next develops its well-being objectives, the Council should ensure they are informed by the views of the diversity of its population to ensure the plan is informed by the full views of the local community.

R2 When developing future well-being statements, the Council should set out how it proposes to ensure resources are allocated annually for the purposes of taking steps to meet its objectives to ensure these are achievable.

R3 The Council should ensure that in future budget setting processes or when refreshing its medium-term financial plan there is clear alignment with the Council well-being objectives, and that there is clarity about how savings targets or known future financial uncertainty might affect the delivery of its well-being objectives.

R4 To ensure that the Council can evaluate processes and identify lessons for learning, it should consider its arrangements for document retention and management covering how it gathers and stores information relating to the setting of well-being objectives and lessons learned.

Appendix 1

Key questions and what we looked for

The table below sets out the question we sought to answer in carrying out this examination, along with some sub-questions to guide our evidence gathering. They are based on the positive indicators we have previously used in our sustainable development principle examinations, which were developed through engagement with public bodies and informed by advice and guidance from the Future Generations Commissioner for Wales. This list is not a checklist, but rather an illustrative set of characteristics that describe what good could look like.

To what extent has the body acted in accordance with the sustainable development principle when setting its new well-being objectives?

Question 1. Planning: Was the process the body put in place to set its well-being objectives underpinned by the sustainable development principle?

<p>Has the body used data and other intelligence to understand need, risks and opportunities and how they might change over time?</p>	<ul style="list-style-type: none"> • The body has a clear and balanced assessment of progress against previous well-being objectives that has been used to inform the body’s understanding of the ‘as is’/ short-term need. • The body has set well-being objectives based on a good understanding of current and future need, risk and opportunities, including analysis of future trends. This is likely to be drawn from a range of local and national sources, such as: <ul style="list-style-type: none"> – Public Services Boards’ well-being assessments – Regional Partnership Boards’ population assessments – The results of local involvement/ consultation exercises – Service monitoring and complaints – Future Trends report – Natural Resources Wales’ State of Natural Resources Report (SoNaRR) for Wales and Area Based Assessments • The body has sought to understand the root causes of problems so that it can address negative cycles and intergenerational challenges through its well-being objectives.
<p>Has the body involved others in developing its well-being objectives?</p>	<ul style="list-style-type: none"> • The body uses the results of involvement to help select its well-being objectives. That involvement – whether primary, secondary or a combination – reflects the full diversity of the population. • Involvement reflects good practice and advice from the Future Generations Commissioner.

<p>Has the body considered how the objectives can improve well-being and have a broad impact?</p>	<ul style="list-style-type: none"> • The well-being objectives have been designed to improve well-being in the broadest sense and make a contribution across the seven national well-being goals. • The well-being objectives have been designed to reflect and capitalise on the connections between different areas of work. • There is a well-developed understanding of how the well-being objectives impact on/ relate to what other public bodies are trying to achieve and opportunities to work together.
<p>Has the body designed the objectives to deliver longer-term benefits, balanced with meeting short-term needs?</p>	<ul style="list-style-type: none"> • The body has set objectives that are sufficiently ambitious and have been designed to drive activity across the organisation. • The objectives are designed to meet short and longer-term need. Where objectives are set over a short to medium timeframe, they are set in the context of longer-term considerations or ambitions.
<p>Question 2. Resourcing and delivery: Has the body considered how it will make sure it can deliver its well-being objectives in line with the sustainable development principle?</p>	
<p>Has the body considered how it can resource the well-being objectives?</p>	<ul style="list-style-type: none"> • Resources have been allocated to ensure the objectives can be delivered over the short and medium-term, but the body has also considered longer-term resources, risks and/or how it can resource longer-term objectives. • The body has allocated resources to deliver preventative benefits, where these are described in its well-being objectives.
<p>Has the body considered how it can work with others to deliver their objectives?</p>	<ul style="list-style-type: none"> • The body is drawing on its knowledge of partners objectives/ activity, its relationships and collaborative arrangements to make sure it can deliver on cross-cutting ambitions.

Question 3. Monitor and review: Has the body put in place arrangements to monitor progress and improve how it applies the sustainable development principle when setting its well-being objectives?

Has the body developed appropriate measures and monitoring arrangements?

- Performance measures are designed to reflect the sustainable development principle, e.g., by focusing on outcomes that cut across departmental/ organisational boundaries and deliver multiple (including preventative) benefits over the longer term.
- There is a 'golden thread' that will allow the body to clearly and transparently report on progress to meeting the objectives.

Is the body seeking to learn from and improve how it has applied the sustainable development principle to setting its well-being objectives?

- The body shows self-awareness and a commitment to improving how it applies the sustainable development principle so that it can do so in a meaningful and impactful way.
- The body has learnt from setting previous well-being objectives and from applying the sustainable development principle more generally and has improved the process for setting its new well-being objectives.
- The body has or plans to reflect on how it has applied the sustainable development principle in this round of setting well-being objectives.



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Management response form

Report title: Setting of Well-being Objectives – Flintshire County Council

Completion date: April 2024

Document reference: MRF/FCC/WBO

Ref	Recommendation	Management response Please set out here relevant commentary on the planned actions in response to the recommendations	Completion date Please set out by when the planned actions will be complete	Responsible officer (title)
R1	When it next develops its well-being objectives, the Council should ensure they are informed by the views of the diversity of its population to ensure the plan is informed by the full views of the local community.	<p>A mid-plan review of the current Council Plan (2023-28) will be undertaken later in the year. As part of the mid-plan review a public consultation will be completed, to ensure the views of the diversity of Flintshire's population is considered and the plan is informed by the views of the local communities of Flintshire.</p> <p>In addition, the Well-being Objectives already form part of business planning for Portfolios. However, the mid-plan review will be used as an opportunity to review and strengthen this.</p>	August 2024 – June 2025	Performance and Risk Team

Ref	Recommendation	Management response Please set out here relevant commentary on the planned actions in response to the recommendations	Completion date Please set out by when the planned actions will be complete	Responsible officer (title)
R2	When developing future well-being statements, the Council should set out how it proposes to ensure resources are allocated annually for the purposes of taking steps to meet its objectives to ensure these are achievable.	As part of the mid-plan review of the Council Plan (2023-28) the current well-being statement will be reviewed and if required, amended, and updated to state how it proposes to ensure resources are allocated in achieving the Well-being Objectives.	August 2024 – June 2025	Performance and Risk Team
R3	The Council should ensure that in future budget setting processes or when refreshing its medium-term financial plan there is clear alignment with the Council well-being objectives, and that there is clarity about how savings targets or known future financial uncertainty might affect the delivery of its well-being objectives.	Within the mid-plan review of the Council Plan (2023-28) alignment to the medium-term financial plan will be clearly identified in the review. The Council's current Well-being Objectives will be revised and amended, where necessary, to ensure that they are reflective of current (and future) financial uncertainties. Future meetings with Corporate Finance Team will form not only part of the mid-plan review but also annual reviews of the Council Plan, to ensure any financial uncertainties are highlighted, which could affect the delivery of a Well-being Objective(s).	August 2024 – June 2025	Performance and Risk Team / Corporate Finance Team

Ref	Recommendation	Management response Please set out here relevant commentary on the planned actions in response to the recommendations	Completion date Please set out by when the planned actions will be complete	Responsible officer (title)
R4	To ensure that the Council can evaluate processes and identify lessons for learning, it should consider its arrangements for document retention and management covering how it gathers and stores information relating to the setting of well-being objectives and lessons learned.	<p>A lesson learnt document has been created to identify any opportunities for future learning (and improvement). In addition, a full review and mapping exercise of previous information and documentation relating to the setting of current Well-being Objectives (and priorities) has been completed as part of this audit. Improved arrangements for document retention and storage of documentation have also been undertaken.</p> <p>Flintshire County Council also meet bi-monthly with North Wales local authorities and attend all Wales network groups quarterly to discuss key topic areas and identify / share lessons learned, opportunities for improvement and best practice.</p>	Completed	Performance and Risk Team

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GOVERNANCE AND AUDIT COMMITTEE

Date of Meeting	Thursday, 26 September 2024
Report Subject	Nominating Members to the Corporate Joint Committee's own Governance and Audit Committee
Report Author	Chief Officer (Governance)

EXECUTIVE SUMMARY

The legislation requiring the council to appoint a Governance & Audit Committee (GAC) also applies to the North Wales Corporate Joint Committee (CJC). Membership of the committee must therefore include Lay Members.

The CJC wishes to establish a GAC with 6 councillors and 3 Lay Members. It wants to co-opt the members for its GAC from amongst the members of the GAC's in the 6 North Wales councils. We have been asked to nominate 1 councillor. We have also been asked whether we wish to nominate a Lay Member.

RECOMMENDATIONS

1	The Committee nominates 1 councillor to serve on the Governance & Audit Committee of the North Wales Corporate Joint Committee and 1 councillor to serve as a substitute.
2	The Committee decides whether it wishes to nominate a Lay Member to the Governance & Audit Committee of the North Wales Corporate Joint Committee.

REPORT DETAILS

1.00	EXPLAINING THE REQUIREMENTS FOR A GOVERNANCE AND AUDIT COMMITTEE
1.01	The Local Government Measure 2011 requires all authorities to which it applies to establish an Audit Committee, and these were renamed Governance and Audit Committees (GAC) by the Local Government and Elections (Wales) Act 2021. Those same pieces of legislation respectively require the appointment of at least one Lay Member and increase that requirement for Lay Members to constitute 1/3 of the membership of the GAC.

1.02	The CJC is bound by those pieces of legislation and has resolved to establish its own GAC (although it is termed a sub-committee). The terms of reference for the GAC are attached at Appendix 1. The GAC will consist of 6 elected councillors and 3 Lay Members.
1.03	The GAC is required to meet at least once per year and is scheduled to meet once per quarter. Meetings are expected to take no more than 2 hours. Meetings will take place virtually. IT support will be provided.
1.04	Whilst the CJC itself consists of the Leaders of Council, its committees and sub-committees are drawn from the wider membership of the 6 North Wales councils. It has decided that it would like the membership of its GAC to be drawn from the members who are on the GAC of the constituent councils.
1.05	Quorum for the GAC will be 7 members of whom there must be a least 1 person from every council and 1 Lay Member. The CJC would therefore like 2 councillor nominees from each GAC. The first will serve as the principal nominee to the GAC and the second councillor will serve as a substitute when the principal nominee cannot attend meetings.
1.06	The CJC has also asked each council whether it wishes to nominate a Lay Member. A brief introduction to the role and the role description are attached at appendix 2. The CJC will pay the hourly rates prescribed by the Independent Remuneration Panel for Wales for the work undertaken by Lay Members, who, of course, are paid for the time they spend on official duties rather than receiving an annual allowance/salary.
1.07	Should there be more than the required number of 3 then the CJC will choose which Lay Members to appoint based on their resumé. A template is attached to show the sort of information that is required.

2.00	RESOURCE IMPLICATIONS
2.01	The revenue implications of the requirement to appoint a GAC will be borne by the CJC though, of course, its budget is provided by the 6 councils.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	This report has no applicable impacts.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	This report does not impact directly on the public and so no consultation has been carried out.

5.00	APPENDICES
5.01	Appendix 1 - Terms of Reference for the CJC Governance & Audit Sub Committee Appendix 2 - Background information for Lay Members and Role Description for Lay Member Appendix 3 - Integrated Impact Assessment tool

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	-

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Gareth Owens, Chief Officer Governance Telephone: 01352 702344 E-mail: Gareth.legal@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Governance & Audit Committee- a committee established to ensure that the council properly manages its finances, risks and complaints processes.</p> <p>Independent Remuneration Panel for Wales- the body appointed to determine rates of pay for councillors and co-opted members of Welsh public authorities.</p> <p>Lay Member - lay members are from the council and have no business connection with it, although knowledge of how local government functions is an advantage. They are co-opted (recruited) by the authority rather than being elected.</p>

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Governance and Audit Sub Committee – Terms of Reference

The terms of reference of the sub-committee are set out in the CJC Establishment Regulations which state that the Governance and Audit sub-committee must be appointed further to Section 81 of the Local Government Measure (Wales) 2011 as amended, to:

- a) review and scrutinise the CJC's financial matters
- b) make reports and recommendations in relation to the CJC's financial matters
- c) review and assess the CJC's risk management, internal control, performance assessment and corporate governance arrangements
- d) make reports and recommendations to the CJC regarding the adequacy and effectiveness of those arrangements
- e) review and assess the CJC's ability to handle complaints effectively
- f) make reports and recommendations in relation to the CJC's ability to handle complaints effectively
- g) inspect the CJC's internal and external audit arrangement
- h) review the financial statements prepared by the CJC
- i) exercise such other functions as specified by the CJC

The sub-committee must also undertake the further functions of the Governance and Audit Committee under Chapter 1 of Part 6 of the Local Government and Elections (Wales) Act 2021 (performance and governance of principal councils).

The sub- committee will also be responsible for fulfilling the following functions:

- (i) to promote internal audit, establishing a timetable to conduct review control, develop an anti-fraud culture and review financial operations;
- (ii) to consider observations and concerns on individual services at a county level, on the basis of reports by Council officers, the Audit Commission or the District Auditor and monitor the response and actions on the recommendations and findings.

Membership

Members of a CJC Governance and Audit committee cannot be a member of the CJC, a member of the executive of a constituent council or a co-opted member (co-opted member

in this case means a person co-opted on to the CJC, or to participate in activities of the CJC, other than the governance and audit committee).

Membership of the Governance and Audit Sub-Committee must be at least one third lay members, and at least two thirds membership from the constituent councils. The appointment(s) will be made by the North Wales CJC.

The Chair of the Governance and Audit Sub-Committee must be a lay member.

The Governance and Audit Sub-Committee should be established by the CJC comprising of lay members to be drawn from constituent councils governance and audit committees (or externally advertised if this is not possible) and members from each constituent council.

The Governance and Audit Sub-Committee may not exercise its functions if the membership contravenes these requirements.

Guidance of the Welsh Ministers

The governance and audit sub-committee must have regard to any guidance given by the Welsh Ministers under Section 85(1) Local Government (Wales) Measure 2011.

Quorum

The quorum for the governance and audit sub-committee shall be 7 members with at least one member present from each Constituent council and at least one Lay Member.

Standing Orders

2.22 Governance and Audit Sub-Committee

2.22.1 The CJC must establish a sub-committee (known as the Governance and Audit Sub-Committee)

2.22.2 The Terms of Reference of the Governance and Audit Sub-Committee are set out in Part 4 of this Section 5 and those terms of reference may be amended by the CJC from time to time within statutory requirements.

2.22.3 The membership of the Governance and Audit Sub-Committee shall consist of 9 Members 6 of whom shall be elected members drawn from and nominated by the Governance and Audit Committees of each of the 6 Constituent Councils and 3 of whom shall be Lay Members.

Meetings

2.23 The Governance and Audit Sub-Committee are required to meet once every calendar year as a minimum.

North Wales Governance and Audit Sub-Committee

Background information for Independent (lay) Members

The North Wales Corporate Joint Committee (NWCJC) is a new public regional body established by the North Wales Corporate Joint Committee Regulations 2021 further to the Local Government and Elections (Wales) Act 2021. The NWCJC's membership is comprised of 6 Council Members, one for each local authority in NW Wales, and a member from Eryri National Park Authority.

The NWCJC has responsibility for preparing Strategic Development Plans, Regional Transport Plans, and for doing whatever is deemed necessary to enhance or promote the economic well-being of the area.

NWCJC is looking for three independent members to join our new Governance and Audit Sub-Committee for a term of 4 years.

The Governance and Audit Sub-Committee will be a key component of NWCJC's corporate governance. The purpose of the Governance and Audit Sub-Committee will be to review and scrutinise the NWCJC's financial affairs and to provide an independent focus on the audit, assurance, performance and reporting arrangements that underpin good governance and financial standards.

The Governance and Audit Sub-Committee will have 9 members, including 6 Councillors and 3 independent (lay) members. The meetings are held quarterly in any calendar year, and are currently on-line.

Please find enclosed:

- The Sub-Committee's terms of reference - it will operate with due regard to the Chartered Institute of Public Finance and Accountancy's (CIPFA) good practice guidance.
- A role description and person specification – we are looking for independent-minded professionals, willing to support the Sub-Committee through their accumulated personal knowledge and experience in areas relevant to its role.

Whilst a detailed knowledge of local government is not necessary it would be expected that potential candidates would be interested in matters relating to the public sector and audit. Induction training will be provided to all new members. The Governance and Audit Sub-Committee will be chaired by a Lay Person, so a willingness and ability to fulfil this role is desirable.

North Wales Corporate Joint Committee

Governance and Audit Sub-Committee

Independent (Lay) Member Role Description and Person Specification

Accountabilities:

- To the CJC
- To the Chair of the Sub-Committee

General Responsibilities for Lay Members:

- Actively participate in Committee meetings and be objective, independent and impartial
- Have regard to the requirements of the Chair of the Sub-Committee and the professional advice of senior officers of the NWCJC
- To work according to the Terms of Reference of the Sub-Committee
- Contribute to the development of the forward work programme for the Sub-Committee
- Participate in any training and development required for the role
- Demonstrate independence, integrity, and impartiality in decision making according to legal, constitutional and policy requirements
- Uphold the Nolan principles of behaviour and act in accordance with the Constitution of the NWCJC and its Code of Conduct
- To report as required to the CJC
- To respond to any recommendations made by the Auditor General for Wales

Role purpose and activity

Review, scrutinise make reports and recommendations on the NWCJC's financial affairs:

- Oversee the authority's internal and external audit arrangements
- Work with internal and external auditors
- Review the financial statements prepared by the CJC

Review, assess make reports and recommendations on the NWCJC's performance management and corporate governance arrangements and its effectiveness:

- Contributing to the effective performance of the CJC
- Review the draft report of the CJC's annual self-assessment and make recommendations for changes to the conclusions or actions that the CJC intends to take
- Make recommendations in response to the draft report of the CJC's Panel Assessment

Review, assess make reports and recommendations on the NWCJC's complaints management process:

- Review and assess the CJC's ability to handle complaints effectively.
- Make reports and recommendations in relation to the authority's ability to handle complaints effectively.

Review and assess the Governance, Risk Management and Control of the CJC:

- Review and assess the risk management, internal control, and corporate governance arrangements of the CJC
- Make reports and recommendations to the CJC on the adequacy and effectiveness of those arrangements
- Review and assess the financial risks associated with corporate governance, and be satisfied that the CJC's assurance statements, including the Annual Governance Statement, reflects the risk environment and any activities required to improve it

Skills of Governance and Audit Committee Member

To provide challenge and support in your role of being an independent source of support for the Governance and Audit Sub-Committee:

- An ability to analyse complex information, question, probe and seek clarification to come to an independent and unbiased view.
- Strong interpersonal skills and the ability to work with, influence and advise diverse stakeholders
- Excellent communication skills and the ability to contribute to discussions
- Confidence to challenge and hold senior staff accountable
- Independence, objectivity, and discretion with sound judgment
- Ability to maintain strict confidentiality

Qualifications and Experience

You will ideally have experience of one or more of the following:

- A financial or audit type background and/or appropriate experience of financial management.
- Strong appreciation of governance principles, risk management and control, and their practical application
- Sound understanding of the roles of internal and external audit
- Knowledge of external reporting requirements under UK accounting standards
- Budget management and business planning experience
- Understanding of organisational structures, strategies, and objectives.
- Experience of working in or with large, complex organisations with an understanding of the political environment within which local government operates

Time Commitment

- Attending and preparing for Governance and Audit Sub-Committee meetings held virtually.
- The Sub-Committee will meet on a quarterly basis within any calendar year.
- Supporting the lay chair in their role and contributing on a regular basis as issues arise.
- Attending training/events by agreement.

Terms

- The successful candidate will be appointed for a four year term. Lay Members may spend up to a maximum of eight years on the committee.
- You will be expected to attend approximately four Sub-Committee meetings a year.
- The Sub-Committee will meet during the day, normally starting at 10am or 2pm. Meetings last 2 to 3 hours (but may be longer on occasion) and you would also need to allow for some preparation time. Formal meetings are held online and are webcast for the public to view.

- The position is a voluntary role, however you are entitled to remuneration for time preparing and attending the Sub-Committee. Lay chair of the Governance & Audit Sub-Committees hourly rate is £33.50; ordinary lay members hourly rate is £29.75.

Restrictions

You should not:

- Hold a current or prospective paid office or employment, appointment, or elected to the NWCJC or one of its sub-committees
- Be disqualified from being a Member of a constituent Council or Eryri NP
- have any criminal convictions or be an un-discharged bankrupt
- have any significant business dealings with the NWCJC or any of the six constituent councils

Carbon and Co-benefits Decision Support Tool

Introduction

This Carbon and Co-benefits Decision Support Tool allows users to self-assess the impact of the proposed policies, initiatives, or services against your local authority's policy frameworks. It provides decision makers with a high-level assessment of how a Decision meets policy goals and can facilitate a process of revising Decisions to more fully meet these goals. Where more detailed assessment is needed, users should consult other tools that lead to a full assessment of specific impact areas as indicated (e.g., Environmental Impact Assessment, Cost Benefit Analysis). Users self-assess against nine impact areas (Equalities, Health, Resilience & Adaptation, Housing, Economy, Mobility & Connectivity, Carbon, Nature & Environment, Consumption and Production and the Net Zero Wales target). Depending on your answers, you may then be directed into a self-reported Carbon Assessment tab, where your paper will be compared to relevant best practice. If your paper impacts on people with 'protected characteristics', you will be directed to the Equalities Impact Assessment tab. You will also be required to complete the Welsh Language Impacts Assessment, where relevant.

Note that the Carbon Assessment does not yet assess embodied carbon and the tool does not go into the detail of intersectionality with regard to equality and inclusion impacts. As such, it is important that users take an 'overview approach' when using this tool to inform decision-making at your local authority.

Overview information	Please complete all fields
Name of policy / initiative / service to be assessed	Appointment of members to CJC GAC
Author(s)	Gareth Owens
Date of Assessment	11/09/2024
Document Version	1
Corporate objective being addressed	Not applicable
Department / function carrying out the assessment	Governance
Who is responsible for the implementation of the policy / initiative / service? (function head / department manager)	Gareth Owens
Brief description of the proposal or decision	The CJC is establishing a GAC and wants the council to appoint councillors and lay members to it
Value (£)	£0
Is this a strategy document?	No
If this is a strategy document will this strategy have an impact over multiple years?	No
Which area (e.g., name(s) of town or ward) does this policy / initiative / service apply to?	None directly
Is this a strategic decision?	No

Contents of this tool

This tool comprises the following sections. Instructions for each section are detailed on the relevant pages.

[Step 1: Impacts Questionnaire](#)

← Get started by clicking on this link.

[Step 2: Simple Carbon Assessment](#)

[Step 3: Equalities Impact Assessment \(if applicable\)](#)

[Step 4: Welsh Language Impacts](#)

[Step 5: Results](#)



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1. Impacts Questionnaire

Guide

This questionnaire will provide high level scoring on key impact areas related to your local authority's policy. The results are given a RAG (Red, Amber, Green) result indicating how the proposed Decision fits with the policy related to the impact area.

Definitions

Some questions have a 'red corner' in the cell; this indicates that there are guidance notes available to view in relation to that question. To view these, hover the mouse pointer over one of these cells (you can practice by hovering over this cell). In the cells next to the question there are also links to websites with further supporting information.

Impact areas

Questions for each impact area require a yes/no answer to determine if they are relevant. These are set to YES as default – once you have read through the questions in that impact area, you may select NO if this area is not relevant to your paper.

Different types of papers and confidence in your assessment

It is understood that various types of Decisions are being assessed through this tool. For some papers, for example new strategies, you may not feel able to answer all of the questions with confidence as this will depend on delivery. You should answer on the basis of what the strategy aims to achieve – however, this is an important opportunity to consider where issues at the delivery stage could undermine your aims. You should note these challenges and specify any mitigation measures needed to ensure delivery is in line with the original aspirations on the results page.

Some papers may have a number of projects within them and so the answers between projects could be different. Here we ask you to take a high level ('helicopter') view, assessing across the content of the paper. However, again, where there are particular areas that will have negative impacts or there are risks that the assessed level of positive impact will not be met – specific mitigation measures should be flagged by users on the results page.

Impact categories

The definitions of the possible impacts are as follows:

Yes, with long lasting and/or significant positive impact.	The proposal or decision has positive impacts that are long lasting (3 or more years) and/or are significant for large numbers of residents and/or a significant proportion of a particular group or community.
Yes, with short term (3 years or less) or limited positive impact.	The proposal or decision has positive impact, but will be limited in its effects or have a short lifespan.
No, the decision or proposal has no discernable positive or negative impact.	It will not affect any discernible positive or negative change.
Yes, but with short term (3 years or less) or limited negative impact.	The proposal or decision has negative short term or limited impacts.
Yes, but with long lasting (more than 3 years) or severe negative impact.	The proposal or decision has negative impacts that are long lasting (3 or more years) and/or are significant for large numbers of residents and/or a significant proportion of a particular group or community.

All Decisions will then be given a RAG (Red, Amber, Green) rating on applicable Impact areas. The definitions of these are:

All green. The proposal or decision is expected to have **positive impacts overall**, whether long or short term.

Equal number of red and green OR at least one red. The proposal or decision has both positive and negative impacts OR have net neutral impact with equal positive and negative overall outcomes. Careful consideration of trade-offs is recommended.

Mostly red, with at least one green. Careful consideration of trade-offs is necessary.

All red. The proposal or decision is expected result to **negative impacts overall**. It should receive most attention for mitigation or be avoided. Clear and evidenced justification to progress this proposal will be required.

Impacts Questionnaire

1. Equality and Welsh Language

Will this proposal or decision affect individuals or groups (e.g., residents, employees, visitors) in different ways, including for example, social equality and inclusion?

Yes
 No

Proceed to next question
↓

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1	Will this proposal or decision disproportionately affect people with one or more protected characteristics ?	More help (web link)	<input type="text"/>
2	Will this proposal or decision affect other people or groups, for example, people with caring responsibilities, or those that are socially and economically disadvantaged ?	More help (web link) More help (web link)	<input type="text"/>
3	Will this proposal or decision affect local people's access to public services (e.g., community centres, transport services, health services)?	More help (web link)	<input type="text"/>
4	Will this proposal support communities in shaping decisions that affect them?		<input type="text"/>
5	Will this proposal or decision affect community cohesion ?		<input type="text"/>
6	Will this proposal or decision affect opportunities for people to use Welsh Language no less favourably than English language?	More help (web link)	<input type="text"/>
7	Will this proposal or decision affect Welsh culture and Welsh speaking communities?		<input type="text"/>

RAG Result

Comment - please provide succinct statements.

RAG Result	Comment - please provide succinct statements.

2. Health

Will this proposal or decision affect people's physical or mental well-being?

Yes
 No

Proceed to next question
↓

1	Will this proposal or decision affect the physical health of residents?		<input type="text"/>
2	Will this proposal or decision affect the mental well-being of residents?		<input type="text"/>
3	Will the proposal or decision affect residents' levels of physical activity?		<input type="text"/>
4	Will the proposal or decision affect levels of social isolation?		<input type="text"/>
5	Will this proposal or decision affect residents' access to healthcare facilities and services, including other caring services?		<input type="text"/>

RAG Result

Comment - please provide succinct statements.

RAG Result	Comment - please provide succinct statements.

6	Will this proposal affect the lifestyle and/or health of babies, children, and/or adults, for example, through access to and provision of healthy food?		<input type="text"/>
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3. Resilience and Adaptation

Will this proposal or decision affect your local authority's social, economic and ecological resilience and capacity to adapt to change?

Yes
 No

Proceed to next question ↓

1	Will this proposal or decision increase the environmental/climate, disaster, or public safety risks in your local authority?	More help (web link)	<input type="text"/>
2	Will this proposal or decision enable individuals, communities, or businesses to better withstand and recover from disruption more quickly and effectively?		<input type="text"/>
3	Will this proposal or decision affect current levels of vulnerability both for people and the environment?		<input type="text"/>
4	Will this proposal or decision make our communities and people feel safer at home and/or in their local area?		<input type="text"/>
5	Does this proposal or decision affect access to and provision of green and blue spaces?	More help (web link)	<input type="text"/>

RAG Result

Comment - please provide succinct statements.

4. Housing

Will this proposal or decision affect housing in your local authority?

Yes
 No

Proceed to next question ↓

1	Will this proposal or decision affect people who are experiencing or at risk of any form of homelessness, including for example, rough sleeping?	More help (web link)	<input type="text"/>
2	Will this proposal or decision affect the accessibility or affordability of homes for residents?		<input type="text"/>
3	Will this proposal or decision improve derelict urban land or reuse redundant or underused buildings for local housing?		<input type="text"/>
4	Will this proposal or decision facilitate construction of new-build residential building(s)?		<input type="text"/>
5	Will this proposal or decision facilitate maintenance or improvement of existing residential building(s)?		<input type="text"/>
6	Will this proposal or decision affect mandates or regulations for landlords on building standards?		<input type="text"/>

RAG Result

Comment - please provide succinct statements.

5. Economy

Will this proposal or decision affect your local authority's economy and its global responsibility?

Yes
 No

Proceed to next question
↓

1	Will this proposal or decision contribute to improving economic development in your local authority?		<input type="text"/>
2	Will this proposal or decision increase or decrease employment opportunities for local people?		<input type="text"/>
3	Will this proposal or decision create, retain or attract jobs where people are satisfied?	More help (web link)	<input type="text"/>
4	Will this proposal or decision help local businesses maximise potential economic assets?		<input type="text"/>
5	Will this proposal contribute to innovation and/or productivity in your local authority?		<input type="text"/>
6	Will this proposal attract inward investment in our towns and cities?		<input type="text"/>
7	Will this proposal increase opportunities for formal education, vocational training or skills that are 'fit for the future'?	More help (web link)	<input type="text"/>
8	Does this proposal entail the construction or re-purposing of building(s) for non-residential purposes?		<input type="text"/>

RAG Result

Comment - please provide succinct statements.

7. Carbon, Nature and Environment

Will this proposal or decision affect the natural environment, ecosystems, carbon emissions and local pollution in your local authority?

Yes
 No

Proceed to next question
↓

1	Will this proposal or decision affect local air quality, for example, by changes in public levels of exposure to oxides of nitrogen (NOx), volatile organic compounds (VOCs) and particulate matter (PM10 & PM2.5)?	More help (web link)	<input type="text"/>
2	Will this proposal affect the level of water pollutants in the environment?		<input type="text"/>
3	Will this proposal affect the level of light pollutants in the environment?	More help (web link)	<input type="text"/>
4	Will this proposal affect the level of noise pollutants in the environment?		<input type="text"/>
5	Does this proposal or decision affect the amount of natural carbon sinks in your local authority, e.g., through maintaining and enhancing concentration of carbon and organic matter in soils?	More help (web link)	<input type="text"/>
6	Does this proposal or decision affect the visual amenity of the environment?		<input type="text"/>
7	Will this proposal or decision affect biodiversity, including principal species and their habitats?	More help (web link) More help (web link)	<input type="text"/>
8	Will this proposal affect sustainable agricultural practices in your county?		<input type="text"/>
9	Will this proposal or decision have a positive or negative effect on efforts to reduce carbon emissions across your local authority?		<input type="text"/>

RAG Result

Comment - please provide succinct statements.

8. Consumption and Production

Will this proposal or decision affect waste and recycling within your local authority?

Yes
 No

Proceed to

1	Does this project or decision have an impact on the amount of waste produced, considering all waste streams and their life cycle including food waste?		<input type="text"/>
2	Will this project or decision affect current or future reuse or recycling rates?		<input type="text"/>
3	Does this proposal or decision consider resource efficiency and take steps to increase circularity?	More help (web link)	<input type="text"/>

RAG Result

Comment - please provide succinct statements.

next question
↓

4	Will this proposal or decision affect levels of waste sent to landfill, including for example, single-use plastics and packaging in your local authority?		<input type="text"/>
5	What impact will this project or decision have on goals to minimise construction waste?		<input type="text"/>
6	Will the proposal support the reduction of emissions in the supply chains of the goods and services purchased by your local authority?	More help (web link)	<input type="text"/>

9. Climate Change Target

Enter text answer below (include summary of climate change mitigation measures)

How does this proposal or decision contribute to achieving your local authority's carbon/climate change targets? What more could be done to improve this contribution further?

[More help](#)
[\(web link\)](#)

The report has no impact on our carbon emissions

Impacts Questionnaire: Progress Checklist

You have fully completed the Impacts Questionnaire and can now proceed to the Next Steps below.

- 1. Equality and Inclusion
- 2. Health
- 3. Resilience and Adaptation
- 4. Housing
- 5. Economy
- 6. Mobility and Connectivity
- 7. Carbon, Nature and Environment
- 8. Consumption and Production
- 9. Climate Change Target

Next Steps

Based on your answers above, the following sections should be completed.

Click on the relevant link to take you to your next section:

[Step 2: Carbon Assessment](#)

Here you will be prompted to answer the following sections:

Buildings	Transport	Land Use
<input type="checkbox"/> Q.1a	<input type="checkbox"/> Q.2a	<input type="checkbox"/> Q.3a
<input type="checkbox"/> Q.1b	<input type="checkbox"/> Q.2b	
<input type="checkbox"/> Q.1c	<input type="checkbox"/> Q.2c	
	<input type="checkbox"/> Q.2d	

[Step 3: Equalities Impact Assessment](#)

[Step 4: Welsh Language Impacts](#)

[Step 5: Results](#)

2. Simple Carbon Assessment

Guide

The Simple Carbon Assessment tool scores the Decision against best practice for reducing carbon emissions that cause climate change in line with your local authority's targets. You only need to answer the sections indicated - this is determined by answers given in the Impacts Questionnaire.

Some questions require a yes/no response that is scored. Others require a comment that will provide additional context for a reviewer of the decision. If 'Non Applicable' is given as an answer add a brief explanation why this is the case.

All questions need to be answered to score a section.

For any scoring a comment can be added as justification in the 'Comment' column.

Embodied carbon is not specified in the simple assessment - full life cycle assessment is required and advisable to comment on this.

The scoring is colour coded as follows:

Grey	Grey: No associated carbon impacts expected for decision.
Green	Green: In the simple assessment the decision meets the highest standard in terms of practice and awareness.
Blue	Blue: In the simple assessment the decision meets most of the associated best practice with a good level of awareness.
Brown	Brown: In the simple assessment the decision only partially meets associated best practice and/or awareness is lacking, significant room for improvement.
Black	Black: In the simple assessment the decision does not meet best practice and/or there is insufficient awareness of carbon impacts.

Simple Carbon Assessment

Buildings

✗ You do not need to answer section 1a

Q.1a If the Decision will contribute to the construction of a new residential building(s):

Comment - please provide succinct statements. Result

State the design energy performance certification (EPC) of the building(s).		Enter text answer in the comment field →	
Does the proposed building fabric exceed required standards of energy efficiency (part L)?		<input type="text"/>	
Does the new building(s) include a natural gas or oil based heating system?		<input type="text"/>	
Are proposed buildings to Passivhaus standard?	More help (web link)	<input type="text"/>	
Have life cycle (embodied) carbon emissions of building materials been considered and minimised in building design and are steps taken to procure lowest carbon options?		<input type="text"/>	
Estimated additional costs to increase building air tightness and/or swap to low carbon heating.		Enter text answer in the comment field →	
Has a biodiversity impact assessment been completed and is onsite biodiversity net gain over 10%?	More help (web link)	<input type="text"/>	
Is there suitable pedestrian and cycle access from the new building(s) to all or some of the following amenities - food shopping/other shops/transport hub/health care services?		<input type="text"/>	
Building will include onsite renewable energy (Solar Photovoltaics (PV), Solar Thermal, Ground/Air Source Heat Pump)?	More help (web link)	<input type="text"/>	

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✗ You do not need to answer section 1b

Q.1b If the decision will contribute to the renovation or maintenance of a residential building(s):

Comment - please provide succinct statements. Result

What is the current EPC standard of the building(s) and what will it be following the intervention(s)?		Enter text answer in the comment field →	
If natural gas/oil heating systems are present will they be replaced with a low carbon alternative?		<input type="text"/>	
Have life cycle (embodied) carbon emissions of building materials being considered and are steps taken to procure lowest carbon options?		<input type="text"/>	
Will the building fabric be upgraded to improve energy efficiency?		<input type="text"/>	
Will a minimum EPC rating of 'C' be attained?		<input type="text"/>	

What additional costs are associated with upgrading building to EnerPhit standard after intervention)?

[Help \(web link\)](#) [Help \(web link 2\)](#)

Enter text answer in the comment field →

Will onsite renewable energy generation (**Solar Photovoltaics or Solar Thermal**) be added as part of the renovation/maintenance?

[More help \(web link\)](#)



✗ You do not need to answer section 1c

Q.1c If the Decision will contribute to the construction of a new non-residential (including public) building:

Comment - please provide succinct statements. Result

State the design Energy Performance Certificate (EPC) or Display Energy Certificate (DEC) of the building.		Enter text answer in the comment field →		Result
Does the proposed building exceed required standards of energy efficiency (part L)?		<input type="text"/>		
Does the new building(s) include a natural gas or oil based heating system?		<input type="text"/>		
Does the building design include a Building Energy Management system or Building Management System ?		<input type="text"/>		
Estimated additional costs to improve to higher fabric efficiency standard.		Enter text answer in the comment field →		
Have life cycle (embodied) carbon emissions of building materials being considered and are steps taken to procure lowest carbon options?		<input type="text"/>		
Has biodiversity net benefit been incorporated into the project	More help (web link) More help (web link)	<input type="text"/>		
Is there suitable pedestrian and cycle access to/from the new building(s) for car free commuting?		<input type="text"/>		
Is there a bus/tram/train stop near (up to a mile) from the building(s) for car free commuting?		<input type="text"/>		
Will the development include multiple electric vehicle charging points?		<input type="text"/>		
Does the development include facilities for cyclists (secure, dry bike storage)?		<input type="text"/>		
Will the building have onsite renewables energy generation (Solar Photovoltaics (PV), Solar Thermal, wind generator)?	More help (web link)	<input type="text"/>		

Transport

✗ You do not need to answer section 2a

Q.2a If this Decision affects cycling, walking, bus, tram or train availability and/or access:

Comment - please provide succinct statements. Result

Is an existing active travel route being extended/improved?		<input type="text"/>		
Is an existing active travel route being removed/reduced?		<input type="text"/>		
Is an active travel route being created?		<input type="text"/>		
Is access to existing and planned local educational, shopping, leisure and work facilities by public transport being improved?		<input type="text"/>		
Is resident access to low carbon transport being enhanced through increased shared mobility options?		<input type="text"/>		
Are new public transport facilities being constructed?		<input type="text"/>		
Are existing public transport facilities being removed or disrupted?		<input type="text"/>		

✗ You do not need to answer section 2b

Q.2b If the Decision affect roads, parking or vehicle access:

Comment - please provide succinct statements. Result

Will road capacity be increased for vehicles only?		<input type="text"/>		
Will access for cyclists or pedestrians be reduced?		<input type="text"/>		
Will access for cyclists or pedestrians be improved?		<input type="text"/>		
Will the Decision incentivise more personal vehicle travel?		<input type="text"/>		
With the exception of Disabled Parking - will the Decision lead to a net increase in parking spaces in town/city centres?		<input type="text"/>		
Does the Decision increase access to electric vehicle charging points?		<input type="text"/>		

✗ You do not need to answer section 2c

Q.2c If this Decision affect access for residents to amenities:

Comment - please provide succinct statements. Result

Does the development improve access to shops and services for residents by walking/cycling?		<input type="text"/>		
Does the development improve access to shops and services for residents by bus/tram?		<input type="text"/>		
Does the development require access to a car to reach?		<input type="text"/>		

✗ You do not need to answer section 2d

Q.2d If the Decision requires the procurement of a new vehicle:

Comment - please provide succinct statements. Result

What is the vehicle?		Enter text answer in the comment field →		
Is the vehicle fully electric or hydrogen fuelled?		<input type="text"/>		
Were whole-life costs for the vehicle (operation as well as initial purchase) considered?		<input type="text"/>		
If a fully electric or hydrogen option is not being selected state why.		Enter text answer in the comment field →		

Land Use

✗ You do not need to answer section 3a

Q.3a If the Decision changes existing land use:

Comment - please provide succinct statements. Result

Will existing green space /ecologically important habitat be preserved?	More help (web link)	<input type="text"/>		
Has a biodiversity assessment been completed?		<input type="text"/>		
Will a new natural habitat be created?	More help (web link)	<input type="text"/>		
Does this proposal impact a principal species ?	More help (web link)	<input type="text"/>		

Overall Rating

Impact Questionnaire: Progress Checklist

You have fully completed the Carbon Assessment and can now proceed to the Next Steps below.

Buildings

- Q.1a
- Q.1b
- Q.1c

Transport

- Q.2a
- Q.2b
- Q.2c
- Q.2d

Land Use

- Q.3a

Next Steps

Click on the relevant link to take you to your next section:

✕ [Step 3: Equalities Impact Assessment](#)

✕ [Step 4: Welsh Language Impacts](#)

[Step 5: Results](#)

3. Equalities Impact Assessment

✘ Based on your Impacts Questionnaire response, you are not required to complete this Equalities Impact Assessment.

People experiencing or at risk of socio-economic disadvantage (including those with lower income or carers)

4. Welsh Language Impact Assessment

✘ Based on your Impacts Questionnaire response, you are not required to complete this Welsh Language Impact Assessment.

4. Results

Results, interpretation and use

This tool allows users to self-assess the impact of decisions against your local authority's policy frameworks. Decisions may not always lead to universally positive outcomes. Here, the term 'impact' is used to capture both positive and negative outcomes of a decision.

Impacts Questionnaire Result

The results give a RAG (red, amber, green) rating indicating whether expected impacts align with your local authority's policy goals. An explanatory note/justification should be added to the overall rating result for each relevant impact area. For ease, the Justification/Mitigation column in the results tables contain all the comments that were provided whilst completing the questionnaires. These comments should be edited to provide useful information for decision-makers. They will be public and should be in plain English with references made to the full Decision Report. Please try to keep each comment box to under 100 words if possible.

Carbon Assessment Result

The Carbon Assessment results indicate the degree to which best practice is being adopted for minimising carbon emissions with an associated colour rating (green, blue, brown and black). Again, comments pulled through from the questionnaire should be edited to ensure the information is useful for decision-makers.

Recommendation Box

In this box, you should enter the recommendation that will be included in the paper. This recommendation should offer a very brief summary of the results of Decision Support Tool and must refer to any important caveats, mitigation measures, and negative impacts that decision-makers should note. For example noting whether positive/negative impacts are conditional on other policies or measures.

Exporting the result to your paper

An export button is provided below the results tables which will export these to a Word document. In addition, you should include the text you have added to the Recommendation Box in the relevant section within the main body of your paper.

Progress checklist

Please refer to the following checklist to ensure all sections have been completed before proceeding to the results tables:

START	<input checked="" type="checkbox"/> The overview information on the START page has been completed.
1. Impacts Questionnaire	<input checked="" type="checkbox"/> The Impacts Questionnaire has been completed.
2. Carbon Assessment	<input checked="" type="checkbox"/> Based on your responses you are not required to complete the Carbon Assessment.
3. Equalities Impact Assessment	<input checked="" type="checkbox"/> Based on your responses you are not required to complete the Equalities Assessment.
4. Welsh Language Impacts	<input checked="" type="checkbox"/> Based on your responses you are not required to complete the Welsh Language Impacts Assessment.

Recommendation - Key points for decision-makers

Insert text

Word Count

2

Date assessment completed: 19/09/2024

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation	Word Count
Equality and Welsh Language			0
Health			0
Resilience and Adaptation			0
Housing			0
Economy			0
Mobility and Connectivity			0
Carbon, Nature and Environment			0
Consumption and Production			0

Contribution to achieving your local authority's Net Zero target

Further Assessment(s):

Legend:

- G** Positive impacts overall, whether long or short term.
- A** Mix of positive and negative impacts. Trade-offs to consider.
- R** Mostly negative, with at least one positive aspect. Trade-offs to consider.
- RR** Negative impacts overall.

RAG scoring definitions

	Grey: No applicable impacts
	Green: Positive impacts overall , whether long or short term and significant.
	Amber: There are both positive and negative expected impacts OR a net neutral impact with equal positive and negative overall outcomes is expected. Careful consideration of trade-offs is recommended.
	Light Red, mostly negative impacts but with at least one positive impact. Careful consideration of trade-offs is necessary.
	Dark Red. Negative impacts overall are expected. It should receive most attention for mitigation or be avoided. Clear and evidenced justification to progress this proposal will be required.

Carbon Assessment			
Overall Score			
Buildings	Result	Justification/Mitigation	Word Count
New Build residential	N/A		0
Residential building(s) renovation/maintenance	N/A		0
New build non-residential (including public) buildings	N/A		0
Transport			
Active travel and public transport	N/A		0
Roads, Parking and Vehicle Access	N/A		0
Access to amenities	N/A		0
Vehicle procurement	N/A		0
Land Use			
Land use	N/A		0
Legend:			
		No associated carbon impacts expected.	
		High standard in terms of practice and awareness on carbon.	
		Mostly best practice with a good level of awareness on carbon.	
		Partially meets best practice/ awareness, significant room to improve.	
		Does not meet best practice and/ or insufficient awareness of carbon impacts.	

	Grey: No associated carbon impacts expected for decision.
	Green: In the simple assessment the decision meets the highest standard in terms of practice and awareness.
	Blue: In the simple assessment the decision meets most of the associated best practice with a good level of awareness.
	Brown: In the simple assessment the decision only partially meets associated best practice and/or awareness is lacking, significant room for improvement.
	Black: In the simple assessment the decision does not meet best practice and/or there is insufficient awareness of carbon impacts.

Exporting options

Export tables to Word document

1. When clicked, the button below will launch a new Word document and paste the above results tables in. You can then save this new
2. Once you have exported the results table to Word, please copy and paste the table into your meeting paper at the location specified in the paper template and submit the final paper to the Secretariat in the usual way.
3. Please then save the whole Excel spreadsheet using "File...>Save As...[Title of Paper]" in an appropriate location for future editing and forward a copy of the whole Excel file to the Secretariat for archiving.

Manually exporting

1. If you would like to export any other parts of this tool, you can do it manually. It is recommended that you copy and paste as images to avoid any problems associated with pasting the form controls (drop downs and tick boxes) into other documents.
2. To do this, first highlight the table or area of a table you would like to copy.
3. Then using options at the top of the screen click on the **Home tab**. Then in the **Clipboard group**, click the small down arrow next to **Copy**, then select **Copy as Picture**.
3. A box of options will appear, click **OK** to select the default options. Then open your Word (or other) document and press **CTRL+V** to paste. Alternatively right click in the document and select **Paste from the menu**. It will paste as a picture and you can resize it to suit your document.

Full PDF output

1. The entirety of this workbook can be exported as a PDF file.
2. Click **File > Print**.
3. Under **Printers** select 'Microsoft Print to PDF'.

4. Under **Settings** select 'Print Entire Workbook' (or leave it as Active Sheet if you just want one of the worksheets).
5. Select **Print** and you will be prompted to choose where you would like to save your PDF.

Submitting the results

Attach these results to your proposal/Committee report and submit them to your chief officer for signing off. If you have an action plan for mitigation measures, please include it in your attachments too.

All signed off results should be submitted to your Strategic Policy Advisor or Governance team, and you should keep your own copy.

Outputs from the Carbon and Co-benefits Assessment Tool are provided to decision makers to help them understand possible wider co-benefits of taking the proposal forward or seek changes or mitigation measures where needed.

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GOVERNANCE AND AUDIT COMMITTEE

Date of Meeting	Thursday, 26 th September 2024
Report Subject	Internal Audit Progress Report
Report Author	Internal Audit, Performance and Risk Manager
Type of Report	Assurance

EXECUTIVE SUMMARY

Internal Audit produces a progress report for the Governance and Audit Committee every quarter. This shows the position of the team against the plan, changes to the plan, final reports issued, action tracking, performance indicators and current investigations. This meets the requirements of the Public Sector Internal Audit Standards and, also enables the Committee to fulfil the Terms of Reference with regards to Internal Audit. The current progress report is attached.

RECOMMENDATIONS

1	To consider and accept the report.
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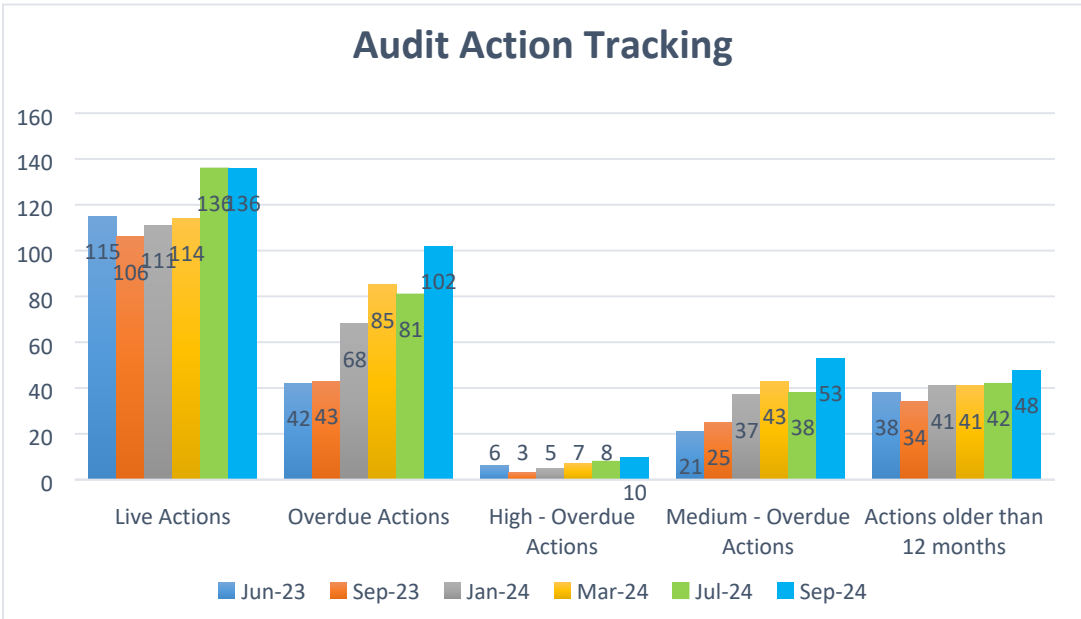
REPORT DETAILS

1.00	EXPLAINING THE INTERNAL AUDIT PROGRESS REPORT
1.01	Internal Audit gives a progress report to the Governance and Audit Committee every quarter as part of the usual reporting process. The report is divided into several parts.
1.02	The level of audit assurance for standard audit reviews is detailed within Appendix A. All reports finalised since the last committee meeting are shown in Appendix B.
1.03	Appendix C provides an oversight to Governance & Audit Committee on the cumulative assurance for 2024/25; however, it should be noted this will be fluid. A footnote has been included to list those reports issued with a Red / Amber Red assurance opinion.

1.04 Since the last progress report to committee there has been one Amber Red / Some Assurance report (NEWydd). As this report is external, this report will be shared with the NEWydd Board and not Governance and Audit Committee. There has been no Red / Limited Assurance report issued since the last progress report. Copies of all final reports are available for members if they wish to see them.

1.05 The automated tracking of actions is completed using the integrated audit software. All actions are tracked automatically, and the system allows Managers and Chief Officers to monitor their own teams' outstanding actions and confirm they are being implemented.

Below is a summary of audit actions tracked since April 2023.



Overall, the number of live actions remains relatively constant, however the number of medium overdue actions has decreased during this reporting period. Further analysis of overdue actions is detailed in Appendix D.

Following discussions at the Governance and Audit Committee Self-Assessment workshop, Appendix E only shows High priority overdue actions and Appendix F lists those High priority actions that are older than six months from the original due date and not overdue.

1.07 Appendix G shows the status of current investigations into alleged fraud, irregularities or concerns raised. There are no ongoing investigations at the time reporting.

1.08 Appendix H shows the range of performance indicators for the department.

Positive performance is being reported against the internal PIs apart from the productive time. The reduction in productive time is due to summer holiday period.

1.09 Appendix I and J shows the current position for the 2023/24 and 2024/25 Audit Plans. The annual plan is a flexible plan and continues to be reviewed

	on a regular basis and reprioritised to accommodate any new requests for work and/or to respond to emerging issues and available resources.
2.00	RESOURCE IMPLICATIONS
2.01	Following a successful recruitment campaign the vacancy of Senior Auditor has been filled and commenced employment on the 12.08.2024 as a result the plan has been adjusted to reflect the delay in recruiting to this position.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	The work of Internal Audit provides assurance to the Council that adequate and effective controls are in place to mitigate risks.

5.00	APPENDICES
5.01	<p>Appendix A Levels of Audit Assurance</p> <p>Appendix B Final Reports Issued</p> <p>Appendix C Audit Assurance Summary 2024/25</p> <p>Appendix D Action Tracking – Portfolio Statistics</p> <p>Appendix E High Overdue Actions (including actions older than 6 months if overdue)</p> <p>Appendix F Actions older than six months from original due date and not overdue</p> <p>Appendix G Investigation Update</p> <p>Appendix H Performance Indicators</p> <p>Appendix I Operational Plan 2023/24</p> <p>Appendix J Operational Plan 2024/25</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Lisa Brownbill, Internal Audit, Performance and Risk Manager</p> <p>Telephone: 01352 702231</p> <p>E-mail: Lisa.brownbill@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Audit Wales: works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know

whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.

Corporate Governance: the system by which local authorities direct and control their functions and relate to their communities. It is founded on the basic principles of openness and inclusivity, integrity, and accountability together with the overarching concept of leadership. It is an inter-related system that brings together the underlying set of legislative requirements, governance principles and management processes.

Operational Plan: the annual plan of work for the Internal Audit team.

Flintshire Internal Audit

Progress Report

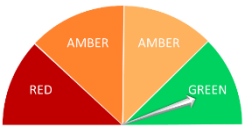
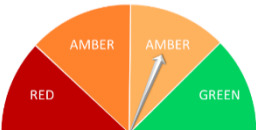
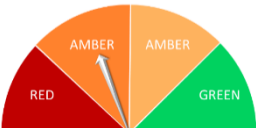
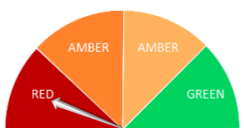


Sept 2024

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Investigation Update.....	Appendix G
Internal Audit Performance Indicators.....	Appendix H
Internal Audit Operational Plan 2023/24.....	Appendix I
Internal Audit Operational Plan 2024/25.....	Appendix J

The audit opinion is the level of assurance that Internal Audit can give to management and all other stakeholders on the adequacy and effectiveness of controls within the area audited. It is assessed following the completion of the audit and is based on the findings from the audit. Progress on the implementation of agreed actions will be monitored. Findings from **Red** assurance audits, and summary findings from Amber Red audits will be reported to the Governance and Audit Committee.

Level of Assurance	Explanation
<p style="text-align: center;">Green – Substantial</p> 	<p>Strong controls in place (all or most of the following)</p> <ul style="list-style-type: none"> • Key controls exist and are applied consistently and effectively • Objectives achieved in a pragmatic and cost effective manner • Compliance with relevant regulations and procedures • Assets safeguarded • Information reliable <p>Conclusion: key controls have been adequately designed and are operating effectively to deliver the key objectives of the system, process, function or service.</p> <p>Follow Up Audit: 85%+ of actions have been implemented. All high priority actions have been implemented.</p>
<p style="text-align: center;">Amber Green – Reasonable</p> 	<p>Key Controls in place but some fine tuning required (one or more of the following)</p> <ul style="list-style-type: none"> • Key controls exist but there are weaknesses and / or inconsistencies in application though no evidence of any significant impact • Some refinement or addition of controls would enhance the control environment • Key objectives could be better achieved with some relatively minor adjustments <p>Conclusion: key controls generally operating effectively.</p> <p>Follow Up Audit: 51-85% of actions have been implemented. All high priority actions have been implemented.</p>
<p style="text-align: center;">Amber Red – Some</p> 	<p>Significant improvement in control environment required (one or more of the following)</p> <ul style="list-style-type: none"> • Key controls exist but fail to address all risks identified and / or are not applied consistently and effectively • Evidence of (or the potential for) financial / other loss • Key management information exists but is unreliable • System / process objectives are not being met, or are being met at an unnecessary cost or use of resources. <p>Conclusion: key controls are generally inadequate or ineffective.</p> <p>Follow Up Audits - 30-50% of actions have been implemented. Any outstanding high priority actions are in the process of being implemented.</p>
<p style="text-align: center;">Red – Limited</p> 	<p>Urgent system revision required (one or more of the following)</p> <ul style="list-style-type: none"> • Key controls are absent or rarely applied • Evidence of (or the potential for) significant financial / other losses • Key management information does not exist • System / process objectives are not being met, or are being met at a significant and unnecessary cost or use of resources. <p>Conclusion: a lack of adequate or effective controls.</p> <p>Follow Up Audit - <30% of actions have been implemented. Unsatisfactory progress has been made on the implementation of high priority actions.</p>
<p>Categorisation of Actions</p>	<p>Actions are prioritised as High, Medium or Low to reflect our assessment of risk associated with the control weaknesses</p>
<p>Value for Money</p>	<p>The definition of Internal Audit within the Audit Charter includes ‘It objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper economic, efficient and effective use of resources.’ These value for money findings and recommendations are included within audit reports.</p>

Final Reports Issued

Appendix B

The following reports and advisory work have been finalised since the last Governance and Audit Committee. Action plans are in place to address the weaknesses identified.

Project Reference	Portfolio	Project Description	Audit Type	Level of Assurance	New Actions		
					High	Med	Low
03-2023/24	Gov	Cyber Security	Risk Based	Amber Green	0	0	1
AC 10-2023/24	ST & E&Y	Statutory Transport Obligations - Cost dataset	Advisory	Advisory	0	0	0
28-2023/24	Ext	Newydd Catering and Cleaning	External	Amber Red	2	1	0
16-2024/25	H&C	Supporting People Grant	Grant	Grant	0	0	0

Audit Assurance Summary for 2024/25

Appendix C

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Portfolio	Number of Reports & Assurance						Priority & Number of Agreed Actions			
	Red	Amber Red	Amber Green	Green	Advisory / Grant - No Opinion Given	In Total	High	Medium	Low	In Total
Corporate										
Education & Youth			1			1	0	4	2	6
Governance			1			1			1	1
Housing & Community			1		1	2	0	2	0	2
People & Resources										
Planning, Environment & Economy		1	1		1	3	2	7	1	10
Social Services										
Streetscene & Transportation		1			1	2	0	5	0	5
Cross Cutting Portfolio's										
Total		2	4		3	9	2	18	3	24
External Audits		1			1	2	2	1	0	3
Total		3	4		4	11	4	19	3	27

Footnote:	
Red Assurance:	
Amber Red Assurance:	H&C - Health and Safety Risk Management and PEE&E - Climate Change, Environmental Sustainability and ESG

Action Tracking – Portfolio Performance Statistics

Appendix D

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Portfolio	Live Actions	Analysis of Live Actions			Total Actions Overdue	Analysis of Overdue Actions			Overall % of Overdue Actions	Actions with a Revised Due Date	Actions between 6 & 12 Months	Actions 13+ Months
		H	M	L		H	M	L				
Chief Executives	9	3	3	3	9	3	3	3	100%	5	1	1
People (HR)	19	4	9	6	15	0	9	6	79%	14	2	11
Resources (Finance)	7	0	5	2	6	0	4	2	86%	4	0	4
Education & Youth	0	0	0	0	0	0	0	0	0%	0	0	0
Governance	6	0	2	4	5	0	2	3	83%	5	0	5
Housing & Communities	18	3	9	6	18	3	9	6	100%	16	4	14
Planning, Environment & Economy	10	1	8	1	3	0	3	0	30%	1	1	0
Social Services	8	5	3	0	0	0	0	0	0%	3	1	0
Streetscene & Transportation	11	3	6	2	8	2	4	2	73%	6	1	7
External	5	0	2	3	5	0	2	3	100%	1	0	2
Individual Schools	37	2	19	16	33	2	17	14	89%	1	9	4
Total	136	21	66	43	102	10	53	39	78%	56	19	48

High Priority Actions Overdue

Appendix E

Portfolio	Audit	Ref:	Action	Priority	Original Action Due Date	Revised Due Date	Date of Last Update Provided by Service	Reason for Revised Due Date and Current Status
CEX	22/23 Strategic Funding (Formally Core Funding for Voluntary & Community Sector): Lack of Oversight of the Strategic Funding Payment Process	3543	<p>There are checks and controls in place, but these are dependent on human action/input. The Strategic Office are responsible for updating the VSD in terms of organisation details and setting up payments but are reliant on the Sponsoring Officers providing information, carrying out and uploading monitoring forms, approving payments, and conducting payment checks. Sponsoring Officers are responsible for checking and approving payments for release (based on their oversight of satisfactory contract performance/monitoring). Authorising Officers provide a second level of control by checking and giving final approval for payment on the VSD.</p> <p>Management oversight of budget and payments is conducted through budget meetings with Finance colleague.</p> <p>The over payment has been investigated and resolved. The overpayment has been accepted as early payment for the following year, meaning no financial loss has resulted.</p> <p>Would agree with Audit findings that there are issues with process, which is reliant on human checks and processing, is disjointed with possible lack of</p>	H	30-Apr-24	-	16-Jul-24	A report is being presented to CROSC on 19 th July. At the time of reporting there have been 3 contracts signed to date with 12 others currently with legal for final review. This report will be a part 2 report, providing an update on the implementation of the core funding review (core funding was the former name of the funding). This report will contain options for future, which will in part address some of the factors raised by the internal audit and fulfil the commitment for a further review of the fund that was agreed by Cabinet in November 2021.

Portfolio	Audit	Ref:	Action	Priority	Original Action Due Date	Revised Due Date	Date of Last Update Provided by Service	Reason for Revised Due Date and Current Status
			<p>understanding and accountability of roles and responsibilities, and that as such is not providing the right conditions for adequate checks, controls, and oversight.</p> <p>Action: Conduct another review of service/function but with focus on the process, controls, and strategic oversight. To include:</p> <ul style="list-style-type: none"> A. Process mapping and improvement work B. Review of system (VSD) C. Review of roles and responsibilities D. Review of payment mechanisms and process E. Proposed changes as a result reported, as appropriate. <p>Led by Strategic Office but to include all Sponsoring Officers, Authorising Officers, Finance and IT (for VSD)</p>					
CEX	23/24/ Recycling Targets - Action Plan does not align with risk mitigation	3582	<p>The work with Local Partnerships and WRAP has concluded on the Waste Strategy review and this has resulted in a new Resource and Waste Strategy being approved by Cabinet and adopted in March 2024.</p> <p>The Strategy includes five key priorities. In priority two, once action is to restrict the amount of residual waste that residents can dispose of in the black bin to encourage greater recycling by all residents either by reducing the frequency of collections or the capacity of the bin. This</p>	H	30-Jun-24	31-Jul-24	23-Aug-24	<p>The operational report was presented to Cabinet on the 23rd of July 2024 and they approved a transition to a three weekly residual waste collection model as, following the modelling work, this demonstrated a potential increase in recycling performance by 4.5%. The report outlined that this is a strategic red risk on the Councils risk register and the approval of the report was a key mitigating action.</p> <p>This decision was subsequently 'called in' but having considered the decision, the Environment and Economy Overview and Scrutiny Committee resolved to accept the decision but not endorse it; therefore, we can move forward with implementation.</p> <p>A further report will be presented through the committee cycle in November outlining a robust implementation</p>

Portfolio	Audit	Ref:	Action	Priority	Original Action Due Date	Revised Due Date	Date of Last Update Provided by Service	Reason for Revised Due Date and Current Status
			<p>action is fundamental in achieving the statutory recycling target of 70%. Modelling data to support this action will be included in an operational report outlining what benefit a transition to this style of collection model would bring. This will indicate that a reduction to the capacity of residual waste collected is a key risk mitigation action. This Operational Report will be presented to Cabinet in June 2024 for consideration and approval.</p>					<p>plan, communications plan and updated Recycling and Waste Collections Policy to provide assurance to members prior to service change. A letter is being prepared for the Cabinet Secretary for Climate Change and Rural Affairs, outlining our action plan for achieving 70% recycling and for consideration when deciding on the issuing the infraction charges.</p> <p>The date has been revised as the operational report has been deferred from the June committee cycle, to the July committee cycle, due to the general election.</p>
CEX Page 145	23/24 Recycling Targets - Approval and decision making does not align with risk mitigation	3601	<p>Restricting the amount of residual waste collected is a key risk mitigation action. We are unable to deliver this without political approval and will present the Operational report on this basis.</p> <p>In March 2024, the Minister for Climate change wrote to the Leader of the Council requesting assurance that the Council was committed to implementing residual waste restrictions. Without political commitment the infraction fine (2021/22) still remains a possibility.</p>					As above in 3582
H&C	Homelessness & Temporary Accommodation 21/22- Management information is not available or unreliable to monitor the achievement of	3255	<p>The response will be delivered in the medium term. All actions are assigned to the Service manager to be delegated across team. Medium term (June 2022) Introduce management information to: Monitor performance timescales at the various stages in Void</p>	H	30-Jun-22	31-Mar-24	30-Jan-24	<p>Further to the update provided to Governance and Audit Committee in November 2023, further progress is outlined below: Improve and enhance excel spreadsheet to capture all information in relation to temporary accommodation.</p> <ul style="list-style-type: none"> • Spreadsheets updated for data capture and available for Audit Team review end January 2024 • Additional tabs on spreadsheets for collection of data relating to Performance Information for length of stay

Portfolio	Audit	Ref:	Action	Priority	Original Action Due Date	Revised Due Date	Date of Last Update Provided by Service	Reason for Revised Due Date and Current Status
	the Homelessness Strategy and policy		<p>Management Process. Information to be timely reviewed to identify and address process impediments/ opportunities for improvement. Provide oversight of all offers for permanent accommodations, those that were declined and the reason for decline. Oversee length of stays in interim accommodation which is being developed in In-Phase. Oversee rent collection activities. Monitor SLA agreement KPIs.</p>					<p>and available for Audit Team review end January 2024</p> <p>Move away from Spreadsheets for accommodation casework and adopt Back Office</p> <ul style="list-style-type: none"> • Migration over to the Back Office system for management of all forms of homeless accommodation to be completed end March 2024 • To complete training for all staff working on Back Office functionality for Temporary Accommodation staff once system implemented end of March 2024. • Performance Management dashboard scoped out and once functionality of Back Office complete dashboard data will be live end March 2024. <p>Review reasons for refusal of permanent accommodation and develop process to manage “unreasonable refusals”.</p> <ul style="list-style-type: none"> • Suitability Checklist now in place along with Direct Lets Nomination Form and shared with Audit Team 17/01/2024 for review. • Clear process for Homeless Direct Lets now in place with dedicated officer leading the matching process and shared with Audit Team 17/01/2024 for review. • Nominations report and suitability assessment requiring management sign off in place and process documented and shared with Audit Team 17/01/2024 for review. <p>Develop Policy for Income Management relating to the Temporary Accommodation Portfolio to include:</p> <ul style="list-style-type: none"> ○ Rent Collection ○ Service Charge Collection ○ Arrears management ○ Income Maximisation and Support ○ Arrears Write Off <ul style="list-style-type: none"> • Homeless Accommodation Policy complete with sections on Income Management activity to enable one Policy for all aspects of Homeless Accommodation Management and shared with Audit Team 17/01/2024 for review.

Portfolio	Audit	Ref:	Action	Priority	Original Action Due Date	Revised Due Date	Date of Last Update Provided by Service	Reason for Revised Due Date and Current Status
H&C	Homelessness & Temporary Accommodation 21/22- Processes are not adequate to deal with increase in demand.	3237	<p>The response will be delivered in 3 stages – immediate, medium and longer term. All actions are assigned to the Service manager to be delegated across team.</p> <p>Short term (March 2022)</p> <ul style="list-style-type: none"> • SLAs to be introduced between all areas which have a direct impact in service delivery. Including Responsive repairs through FCC, Void Property Turnaround, Cleaning Contracts, Fire Safety Regime • A process to be defined to deal with refused offers of permanent accommodation. • A process to be defined to review lease agreements prior to their renewal/expiration date. • A process for take on of new properties into the Temporary Accommodation portfolio. <p>Medium term (June 2022)</p> <ul style="list-style-type: none"> • Rental Charge Policy to be define to oversee rent income, arrears and write off. • Review the performance information needed for management oversight when the Policy is in place. <p>Longer term (March 2023)</p> <ul style="list-style-type: none"> • The full end to end temporary accommodation process to be mapped to assign roles and responsibilities, identify process delays and inefficiencies as well as document controls. 	H	31-Mar-24	30-Jun-23	15-May-24	Email received from MC with evidence of all information available for this action (word document below). A review of the documents provided has highlighted some risks identified through the review would still pertain. An email was sent to MC advising actions will remain open as some of the risks identified still pertained and offering the possibility for management to close the actions given the resource challenges and the time the action has been open since the original implementation date.

Portfolio	Audit	Ref:	Action	Priority	Original Action Due Date	Revised Due Date	Date of Last Update Provided by Service	Reason for Revised Due Date and Current Status
S&T	22/23 Statutory Obligation for School Transport - Identify, analyse, monitor and report against statutory and non-statutory transport spend	3538	It is agreed that costs for statutory / non-statutory transport should be specifically identified, analysed and reported. An exercise will be undertaken with Audit assistance to identify spend across 2022/23 on statutory and non-statutory transport. A process will be put in place to produce this information on a full termly basis. However, Welsh Government is currently reviewing the Learner Travel Measure, which is likely to impact the eligibility criteria for statutory / non-statutory spend, and data to support analysis is held across the ONE system, Finance and the Integrated Transport Unit and the exercise may be resource heavy, hence the December 2023 implementation date.	H	01-Dec-23	31-Jul-24	21-May-24	Internal Audit have successfully combined the three datasets (One system, Transport spreadsheet and Finance) we are in process of quality assurance work for this dataset on which all analysis will be based. reporting to management being drafted. to include Claire Homard. EXTEND DUE DATE TO 01/07/24 TO ENABLE THIS TO TAKE PLACE. Agreement to extend due date following request for audit support to analyse data available.
S&T	21/22 Highways Structures - Part 2 Inspection & Preventative Maintenance - COMPLETE NE SS & ACCURACY OF AMX	3697	<ul style="list-style-type: none"> AMX mobile would have provided real time updates improving the accuracy of AMX data by reducing the risk of admin delays to updating AMX for completed inspections. However we are still awaiting IT capacity to install We will mitigate the risk of inaccurate information (either as a result of admin delay or because inspection has not taken place) through our "NOT BEEN DONE PROCESS & REPORTING". The process will identify the interventions available to us where the inspection issued has not been completed. 	H	31-Jul-24	-	06-Jun-24	<ol style="list-style-type: none"> confirmed with AM to close the original action 3423 as three of the 4 actions have been completed and the remaining one has evolved Raise new action with due date to 31/7/24. <ul style="list-style-type: none"> We will mitigate the risk of inaccurate information (either as a result of admin delay or because inspection has not taken place) through our "NOT BEEN DONE PROCESS & REPORTING". The process will identify the interventions available to us where the inspection issued has not been completed. the reporting to HAMP of inspections issued and those not completed will breakdown whether admin delay or inspection not done. Mitigations for each not complete inspection will be identified as a way to demonstrate the risk has been managed. mgmt. to provide procedure and example of report

Portfolio	Audit	Ref:	Action	Priority	Original Action Due Date	Revised Due Date	Date of Last Update Provided by Service	Reason for Revised Due Date and Current Status
			<ul style="list-style-type: none"> the reporting to HAMP of inspections issued and those not completed will breakdown whether admin delay or inspection not done. Mitigations for each not complete inspection will be identified as a way to demonstrate the risk has been managed. 					
Schools	Ysgol Pen Coch - Financial Governance	3649	<p>A Scheme of Delegation will be produced by school, based on Flintshire Council Guidance, and approved by the full Governing Body. This will be completed at the next full governors meeting</p> <p>The School will obtain, review and adopt the financial procedures recommended by Flintshire Council. This will be added to the cycle of policy review and updated in line with any new guidance issued by the local authority.</p>	H	31-Jul-24	-	-	No update provided
Schools	Ysgol Pen Coch - Information Governance	3650	<p>The school will produce a Data Protection Policy (working with E2E) and this will be approved by the full Governing Body.</p> <p>The school will ensure that Data Protection Privacy Notices (working with E2E) are in place.</p> <p>Data Protection training (to be provided by E2E) for all staff is planned to be undertaken in the summer term.</p> <p>The school will ensure that passwords are changed on a defined basis.</p>	H	31-Jul-24	-	-	No update provided

Appendix F

High Priority Action(s) with a Revised Due Date Six Months Beyond Original Due Date and Not Overdue

Portfolio	Audit	Ref:	Action	Priority	Original Action Due Date	Revised Due Date	Date of Last Update Provided by Service	Reason for Revised Due Date and Current Status
H&C	21/22 Maes Gwern Contractual Arrangement- Overage sum calculation not being monitored as per the development agreement	3140	A process to be introduced to monitor the overage sum in line with the agreed calculation stated in the overarching agreement.	H	29-Oct-21	01-Nov-24	20-Aug-24	Escalation / formal to Wates - We agreed you would take some steps to escalate with Wates – perhaps some general advice from Legal may help. I will extend to 01/11/24
S&P Page 150	21/22 Highways Structures - Part 2 Inspection & Preventative Maintenance - KEY PERFORMANCE INDICATORS & MANAGEMENT INFORMATION	3445	<p>1. Schedule meeting with AMX to define standard /bespoke KPI reporting available to cover scheduled inspections / completions, asset condition / repair work.</p> <p>2. Produce reports from AMX as basis for all reporting – HAMP, monthly risk and programme Board. Ensure all in team are able to run these reports / datasets.</p>	H	31-May-23	01-Nov-24	06-Jun-24	<ul style="list-style-type: none"> The policy will be presented to Cabinet in September 2024 for approval. It will be fully implemented by 31/October 2024 including performance indicator reporting from AMX. revise date to 31/10/24 mgmt. to provide approved policy and example of performance indicator report.

Ref	Date Referred	Investigation Details
1. New Referrals		
1.1		Nil new referral received
2. Reported to Previous Committees and still being Investigated		
2.1		No ongoing investigations
3. Investigation Completed		
3.1	N/A	

Internal Audit Performance Indicators

Appendix H

Performance Measure	2023/24	Qtr1	Qtr2	Qtr 3	Qtr 4	Target	RAG Rating	
Audits completed within planned time	78%	50%	100%	-	-	80%	G	↑
Average number of days from end of fieldwork to debrief meeting *	19	32	17	-	-	20	G	↑
Average number of days from debrief meeting to the issue of draft report	4	1	1	-	-	5	G	↔
Days for departments to return draft reports	9	11	3	-	-	7	G	↑
Average number of days from response to issue of final report	1	1	1	-	-	2	G	↔
Total days from end of fieldwork to issue of final report	28	49	21	-	-	34	G	↑
Productive audit days	78%	64%	55%	-	-	75%	R	↓
Client questionnaires responses as satisfied	100%	100%	100%	-	-	95%	G	↔
Return of Client Satisfaction Questionnaires to date	57%	25%	29%	-	-	80%	R	↑

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Key					
R	Target Not Achieved	A	With in 20% of Target	G	Target Achieved
↑	Improving Trend	↔	No Change	↓	Worsening Trend

* The average number of days from end of fieldwork to debrief meetings has been impacted by officers availability.

Audit – 2023/24	Priority	Status of Work	Supporting Narrative
Corporate			
Management of Leisure Assets	H	Draft Report	
Governance			
Cyber Security & Data Security	H	Complete	
Housing & Assets			
Tenancy Enforcement / Support	H	Draft Report	
Performance & Management Information (Voids)	H	In Progress	
Social Services			
Deprivation of Liberty Safeguards (DoLS)	H	Draft Report	
Streetscene & Transportation			
Statutory Transport Obligations – Cost Dataset	New	Complete	Requested by the service following the audit of TSO
Review of Technical & Performance Team	H	In Progress	
External			
SLA - Aura - 10 days per annum	Annual	Draft Report	
SLA - NEWydd - 10 days per annum	Annual	Complete	

Audit – 2024/25	Priority	Status of Work	Supporting Narrative
Corporate			
Capital Programme and Strategy / Grant funding of Projects	H	Not started	
Future ADMS	H	Not started	
3 rd Sector Core Funding - Follow Up	Follow Up	In Progress	
Capital Receipts			
Education & Youth			
Education Other Than Schools (EOTS)	H	In Progress	
Thematic Review – Safeguarding within Schools (DBS Checks)	H	In Progress	
Not in Education, Employment or Training (NEET)	H	Not started	
Control Risk Self-Assessment	Annual	In Progress	
Youth Service Consultation around the Strategic Plan			
Governance			
Protection against Ransomware attack	H	Not started	
Procurement – Preparedness of the new Procurement Act	H	In Progress	
Cyber Security	H	Not started	
Corporate Complaints / Handling - Follow Up	Follow Up	Not started	
Housing and Communities			
Landlord H&S Compliance - Asbestos	H	In Progress	
Welsh Housing Quality Standard 2023 - Phase One	H	In Progress	
Supporting People (grant)	Annual	Complete	
Homelessness Temporary Accommodation – Follow Up	Follow Up	Not started	
Housing Support Gateway			
People and Resources			
MTFS – Achievability of Efficiency Savings	H	In Progress	
Budget Management	H	Not started	
Taxation	H	In Progress	
Write Offs		In Progress	
Petty Cash			

Audit – 2024/25	Priority	Status of Work	Supporting Narrative
Matrix - off matrix agency Cost reporting	H	Draft Issued	
Payroll, including Approach to Holiday Pay	H	In Progress	
DBS Checks - Follow up	Follow Up	Not started	
Planning, Economy and Environment			
Environmental Health	H	In Progress	
Building Control – Fees & Charges	H	In Progress	
Minerals and Waste – Fees & Charges	H	In Progress	
Pest Control – Fees & Charges	H	In Progress	
Social Services			
Commissioning and Contracts	H	In Progress	
In House Childrens Home - Ty Nyth	H	In Progress	
Deferred Charges Residential Care Cost Liability – Follow Up	Follow Up	Not started	
Social Work Agency / Agency Costs			
Streetscene and Transportation			
PRC – Fees and Charges	H	Not started	
Procurement & Contract Management/Monitoring	H	In Progress	
Governance, Delegation & Risk Management	H	In Progress	
Parc Adfer	Biennial	In Progress	
External			
Clwyd Pension Fund - Pensions Administration and Contributions	Biennial	In Progress	
Aura Leisure and Libraries	Annual	Not started	
NEWydd Catering and Cleaning	Annual	Complete	
All Wales Chief Auditors Accounts	New	Complete	

Glossary

Risk Based Audits	Work based on strategic and operational risks identified by the organisation in the Improvement Plan and Service Plans. Risks are linked to the organisation's objectives and represent the possibility that the objectives will not be achieved.
Annual (System Based) Audits	Work in which every aspect and stage of the audited subject is considered, within the agreed scope of the audit. It includes review of both the design and operation of controls.
Advice & Consultancy	Participation in various projects and developments in order to ensure that controls are in place.
VFM (Value For Money)	Audits examining the efficiency, effectiveness and economy of the area under review.
Follow Up	Audits to follow up actions from previous reviews.
New to Plan	Audits added to the plan at the request of management. All new audits to the plan are highlighted in red.
Audits to be Combined	Audits to be combined once detailed scope established. All combined audits are highlighted in purple within the plan.
Audits to be Deferred	Medium priority audits deferred. These audits are highlighted in green within the plan.



GOVERNANCE AND AUDIT COMMITTEE

Date of Meeting	Thursday, 26 th September 2024
Report Subject	Action Tracking
Report Author	Internal Audit, Performance and Risk Manager
Category	Advisory

EXECUTIVE SUMMARY

The report shows the action points from previous Governance and Audit Committee meetings and the progress made in completing them. The majority of the requested actions have been completed, with some still outstanding. They will be reported back to a future meeting.

RECOMMENDATIONS

1	The Committee is requested to accept the report.
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REPORT DETAILS

1.00	EXPLAINING THE ACTION TRACKING REPORT
1.01	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. This paper summarises those points and provides an update on the actions resulting from them. Full action tracking details within Appendix A.
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Action owners contacted to provide an update on their actions.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	Appendix A – Action Points.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Lisa Brownbill, Internal Audit, Performance and Risk Manager</p> <p>Telephone: 01352 702231</p> <p>E-mail: lisa.brownbill@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	None.

GOVERNANCE AND AUDIT COMMITTEE – ACTION SHEET

To be presented to Committee Thursday 26 th September 2024					
Committee Date	Agenda No.	Report	Action Required	Responsible Officer	Action Taken
22 Mar 2023	67.	IA Strategic Plan	To share with the Committee the report on the investigation into the Cabinet meeting in Feb when available	G Owens	This will be shared once the investigation report has been finalised
14 Jun 2023	6.	AW review of Commissioning Older People's Care Home Placements	To share a follow-up report on progress with actions at a later stage	J Davies	This will be provided to members when available
24 Jan 2024	59.	Action Tracking	To share an update with the Committee on the action from 22/03/23 re outcome of investigations into the Cabinet meeting	G Owens	Please refer to action from the 22.03.2023
10 Apr 2024	71.	External Regulation Assurance 2023/24	To schedule the AW 2022 report 'Time for Change - Poverty in Wales' on the FWP	L Brownbill	Once the new committee dates have been confirmed the report will be presented to Cabinet, Community and Housing Overview and Scrutiny Committee followed by Governance and Audit Committee. GAC forward work programme will be updated once dates are known
10 Apr 2024	77.	Update against Anonymous Allegations	To share the Cabinet report with the Committee when available	G Owens	Please refer to action update from the 22.03.2023
24 July 2024	17.	Minutes	To feedback Cllr Parkhurst's comments on the new format to the Constitution & Democratic Services Ctte for review.	G Owens	This was raised at the Democratic Services Ctte.
24 July 2024	18.	Statement of Accounts 2023/24	To circulate the slides to the Committee by email.	S Thomas	Circulated to members following the meeting
24 July 2024	18.	Statement of Accounts 2023/24	To include commentary on significant variances in the narrative section of the final report.	G Ferguson / C Taylor	Agreed to review commentary on significant variations within the narrative section of the final report for November.
24 July 2024	19.	Supplementary financial information	Findings of the audit report on off-matrix agency costs to be shared with the Committee.	L Brownbill	This will be included within the IA Progress report once the report has been finalised.
24 July 2024	21	Treasury Management Annual	Request for further clarity on the Liability Benchmark Graph (section 5 of the	G Ferguson / C Taylor	Asked Arlingclose to include and provide information on the Liability Benchmark within the December Treasury Management training.

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GOVERNANCE AND AUDIT COMMITTEE – ACTION SHEET

To be presented to Committee Thursday 26 th September 2024					
Committee Date	Agenda No.	Report	Action Required	Responsible Officer	Action Taken
		Report 2023/24 & Q1 Update 24/25	Annual Report) to form part of the TM treasury management training in Dec.		



GOVERNANCE AND AUDIT COMMITTEE

Date of Meeting	Thursday, 26 th September 2024
Report Subject	Forward Work Programme
Report Author	Internal Audit, Performance and Risk Manager
Category	Advisory

EXECUTIVE SUMMARY

The Governance and Audit Committee presents an 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 A 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 Governance and Audit Committee.

RECOMMENDATION

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

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Many items are standard every quarter, six months or annually, and Members can also suggest topics for review by the Committee. Items can also be referred by the Cabinet, County Council or Chief Officers.

1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none"> 1. Will the review contribute to the Council's priorities and/or objectives? 2. Is it an area of major change or risk? 3. Are there issues of concern in governance, risk management or internal control? 4. Is it relevant to the financial statements or financial affairs of the Council? 5. Is there new government guidance or legislation? 6. Is it prompted by the work carried out by Regulators/Internal Audit? 																												
1.03	<p>Following the Committee meeting in January there have been some changes to the forward work programme. This is either due to new external regulatory reports being scheduled to be presented to Governance and Audit Committee or at the request of the report author to delay the report.</p> <table border="1" data-bbox="316 748 1426 1435"> <thead> <tr> <th data-bbox="316 748 743 860">Report Title</th> <th data-bbox="743 748 1142 860">Reason for Movement</th> <th data-bbox="1142 748 1294 860">Original Date</th> <th data-bbox="1294 748 1426 860">New Report Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="316 860 743 972">Risk Management Update</td> <td data-bbox="743 860 1142 972">To align with the full reporting cycle (Cabinet and OSCs)</td> <td data-bbox="1142 860 1294 972">Sept 2024</td> <td data-bbox="1294 860 1426 972">Nov 2024</td> </tr> <tr> <td data-bbox="316 972 743 1122">Nominating Members to the Corporate CJC own Governance and Audit Committee</td> <td data-bbox="743 972 1142 1122">New Report</td> <td data-bbox="1142 972 1294 1122">N/A</td> <td data-bbox="1294 972 1426 1122">Sept 2024</td> </tr> <tr> <td data-bbox="316 1122 743 1196">Audit Wales report: Setting of Well-being Objectives</td> <td data-bbox="743 1122 1142 1196">New Report</td> <td data-bbox="1142 1122 1294 1196">N/A</td> <td data-bbox="1294 1122 1426 1196">Sept 2024</td> </tr> <tr> <td data-bbox="316 1196 743 1270">Audit Wales Report: Financial Sustainability</td> <td data-bbox="743 1196 1142 1270">New Report</td> <td data-bbox="1142 1196 1294 1270">N/A</td> <td data-bbox="1294 1196 1426 1270">Nov 2024</td> </tr> <tr> <td data-bbox="316 1270 743 1344">Audit Wales Report: Unscheduled Care</td> <td data-bbox="743 1270 1142 1344">New Report</td> <td data-bbox="1142 1270 1294 1344">N/A</td> <td data-bbox="1294 1270 1426 1344">Nov 2024</td> </tr> <tr> <td data-bbox="316 1344 743 1435">Inspection of youth justice services in Flintshire Report</td> <td data-bbox="743 1344 1142 1435">New Report</td> <td data-bbox="1142 1344 1294 1435">N/A</td> <td data-bbox="1294 1344 1426 1435">Nov 2024</td> </tr> </tbody> </table>	Report Title	Reason for Movement	Original Date	New Report Date	Risk Management Update	To align with the full reporting cycle (Cabinet and OSCs)	Sept 2024	Nov 2024	Nominating Members to the Corporate CJC own Governance and Audit Committee	New Report	N/A	Sept 2024	Audit Wales report: Setting of Well-being Objectives	New Report	N/A	Sept 2024	Audit Wales Report: Financial Sustainability	New Report	N/A	Nov 2024	Audit Wales Report: Unscheduled Care	New Report	N/A	Nov 2024	Inspection of youth justice services in Flintshire Report	New Report	N/A	Nov 2024
Report Title	Reason for Movement	Original Date	New Report Date																										
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Audit Wales Report: Unscheduled Care	New Report	N/A	Nov 2024																										
Inspection of youth justice services in Flintshire Report	New Report	N/A	Nov 2024																										

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Both the Chair and Vice-Chair were consulted prior to the meeting and publication of this report also constitutes consultation.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	Appendix A - Draft Forward Work Programme.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Lisa Brownbill Internal Audit, Performance and Risk Manager</p> <p>Telephone: 01352 702231</p> <p>E-mail: lisa.brownbill@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Governance - The system by which local authorities direct and control their functions and relate to their communities. It is founded on the basic principles of openness and inclusivity, integrity and accountability together with the overarching concept of leadership. It is an inter-related system that brings together the underlying set of legislative requirements, governance principles and management processes.</p> <p>Risk Management - The process of identifying risks, evaluating their potential consequences, and managing them. The aim is to reduce the frequency of risk events occurring (wherever this is possible) and minimise the severity of their consequences if they occur. Threats are managed by a process of controlling, transferring or retaining the risk. Opportunities are managed by identifying strategies to maximise the opportunity or reward for the organisation.</p> <p>Internal Control - Appropriate procedures and processes are in place to mitigate any risk which may prevent the organisation from achieving its objectives and service delivery.</p> <p>Financial Management - The planning, organising, directing and control of the financial activities of the Council to ensure sufficient resources are available to delivery its intended outcomes.</p> <p>Audit Wales - Works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.</p>

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Area	26 September 2024	25 November 2024	22 January 2025	2 April 2025	4 June 2025	23 July 2025
Pre-Committee Training 9.30-10.00				Annual Governance Statement	Draft Statement of Accounts	
Audit Wales (AW)	<i>AW Report in conjunction with officer updates</i>	<i>AW Report in conjunction with officer updates</i>		Audit Plan AW 2024	Annual Audit Summary 2023/24	
Internal Audit				Internal Audit Strategic Plan 2025/26	Internal Audit Annual Report 2024/25	
	Internal Audit Progress Report 2024/25		Internal Audit Progress Report 2024/25	Internal Audit Progress Report 2024/25	Internal Audit Progress Report 2025/26	
				Public Sector Internal Audit Standards Self- Assessment		
				Internal Audit Charter	Internal Audit Charter	
Governance & Risk Management		Annual Governance Statement Mid-Year review	Code of Corporate Governance		Draft Annual Governance Statement	
		Governance and Audit Committee Annual Report		GAC Self-Assessment		
		GAC Self-Assessment Action Plan Review		Annual Report on External Inspections 2024-25		
	Nominating Members to the Corporate CJC own Governance and Audit Committee					
		Risk Management (Mid-Year Update)	Risk Management Update and Framework			
	GAC Action Tracking Forward Work Programme	GAC Action Tracking Forward Work Programme	GAC Action Tracking Forward Work Programme	GAC Action Tracking Forward Work Programme	GAC Action Tracking Forward Work Programme	GAC Action Tracking Forward Work Programme
Performance		Corporate Complaints and Compliments Annual Report 2022/23				
		Public Service Ombudsman for Wales Annual Letter				
	Corporate Self-Assessment Draft Report					
Finance	School Reserves – Annual Report on School Balances					Draft Statement of Accounts 2024/25
		Statement of Accounts 2023/24		Statement of Accounts 2023/24		Certification of Grants and Returns Report (AW)
		Asset Disposals and Capital Receipts				Supp Financial Information to Draft Statement of Accounts 2024/25
Treasury Management		Treasury Management Q2 2024/25 – Mid Year Report	Treasury Management Q3 2024/25 and 2025/26 Strategy	Treasury Management 2024/25 Q4 Update		Treasury Management Q1 2025/26 Update and Annual Report 2024/25
Senior Officer Updates (AW Reports, Op Matters / Key Risks / Other)	Audit Wales Report: Setting of Well-being Objectives	Inspection of youth justice services in Flintshire Report				
		Audit Wales Report: Financial Sustainability				
		Audit Wales Report : Unscheduled Care				
Meeting Following GAC				Private Meeting with Committee, Internal and External Audit		

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Report to be include in the FWP once date finalised with the Service Manager: Partners / Collaborations, Major Projects, Information Security & Health & Safety Control Arrangements

Matters to be address outside of formal Committee meetings

<p>Governance and Audit Committee</p> <ul style="list-style-type: none"> Budget Workshops for members – 2024/2025 Treasury Management Training – TBC (Dec 2024) Annual Self-Assessment Workshop – February 2025 AGS / CSA Workshop – April / May 2025 Private Meeting (AW and Internal Audit) – April 2025 Training and Development sessions - Ongoing 	<p>General</p> <ul style="list-style-type: none"> Correspondence, updates to actions and reports for information purposes Time sensitive consultation In person / video meetings as and when necessary
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GOVERNANCE AND AUDIT COMMITTEE

Date of Meeting	Thursday, 26 th September 2024
Report Subject	School Reserves Year Ending 31 st March 2024 and Demographics
Cabinet Member	Cabinet Member for Education, Welsh Language, Culture and Leisure
Report Author	Chief Officer (Education and Youth)
Type of Report	Operational

EXECUTIVE SUMMARY

The overall level of reserves held by Flintshire schools was £4.125m at 31 March 2024, a decrease of £3.117m compared with the previous year.

A summary of the position at the end of March 2024 is shown in table 1 below.

Table 1

Sector	Reserves 31st March 2024 (£)	% of Budget	Reserves 31st March 2023 (£)	% of Budget	Variance (£)	Variance (%)
PRIMARY	3,170,991	5.5%	5,018,600	7.9%	-1,847,609	-36.82%
SECONDARY	676,954	1.3%	1,851,699	3.4%	-1,174,744	-63.44%
SPECIALIST	277,737	5.7%	372,744	7.2%	-95,007	-25.49%
TOTAL	4,125,682	3.6%	7,243,043	5.9%	-3,117,361	-43.04%

The level of school reserves has decreased considerably across all sectors over the past year, as expected.

High levels of inflation, continued support to learners through the on-going impacts of the pandemic and significant legislative changes to support learners with additional learning needs have all served to increase needs, demands and workloads in schools. These factors, combined with the recent budget reductions, have resulted in a reduction in the level of school reserves.

Higher levels of financial uncertainty around the Local Government Financial Settlement, and following a sustained period of high inflation, will mean setting future balanced budgets at a Council, and at an individual school, level will be very challenging in the medium term. Prudent management of school reserves will be an important component in assisting schools to achieve balanced budgets over this difficult period.

RECOMMENDATIONS

1	To review the report, the level of school reserves as at the 31 March 2024, and overview of schools' current financial position.
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REPORT DETAILS

1.00	EXPLAINING SCHOOL RESERVES																																			
1.01	<p>The overall level of reserves held by Flintshire schools was £4.125m at 31 March 2024, a decrease of £3.117m compared with the previous year.</p> <p>A summary of the position at the end of March 2024 is shown in table 1 below.</p> <p>Table 1</p> <table border="1"> <thead> <tr> <th>Sector</th> <th>Reserves 31st March 2024 (£)</th> <th>% of Budget</th> <th>Reserves 31st March 2023 (£)</th> <th>% of Budget</th> <th>Variance (£)</th> <th>Variance (%)</th> </tr> </thead> <tbody> <tr> <td>PRIMARY</td> <td style="text-align: right;">3,170,991</td> <td style="text-align: center;">5.5%</td> <td style="text-align: right;">5,018,600</td> <td style="text-align: center;">7.9%</td> <td style="text-align: right;">-1,847,609</td> <td style="text-align: center;">-36.82%</td> </tr> <tr> <td>SECONDARY</td> <td style="text-align: right;">676,954</td> <td style="text-align: center;">1.3%</td> <td style="text-align: right;">1,851,699</td> <td style="text-align: center;">3.4%</td> <td style="text-align: right;">-1,174,744</td> <td style="text-align: center;">-63.44%</td> </tr> <tr> <td>SPECIALIST</td> <td style="text-align: right;">277,737</td> <td style="text-align: center;">5.7%</td> <td style="text-align: right;">372,744</td> <td style="text-align: center;">7.2%</td> <td style="text-align: right;">-95,007</td> <td style="text-align: center;">-25.49%</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">4,125,682</td> <td style="text-align: center;">3.6%</td> <td style="text-align: right;">7,243,043</td> <td style="text-align: center;">5.9%</td> <td style="text-align: right;">-3,117,361</td> <td style="text-align: center;">-43.04%</td> </tr> </tbody> </table> <p>The level of reserves each school in Flintshire held at the end of March 2024 is shown at appendix 1, along with the prior year comparator.</p> <p>Please note that the figures in Table 1 include totals that schools are required to set aside in the ICT HwB Reserve held centrally on schools' behalf. This is to fund future investment in schools ICT and was a requirement by Welsh Government as part of the conditions of the HwB grant to ensure levels of ICT investment in schools in recent years funded by grants are sustained. Totals are £0.790m at March 2024 and £0.526m at March 2023.</p>	Sector	Reserves 31st March 2024 (£)	% of Budget	Reserves 31st March 2023 (£)	% of Budget	Variance (£)	Variance (%)	PRIMARY	3,170,991	5.5%	5,018,600	7.9%	-1,847,609	-36.82%	SECONDARY	676,954	1.3%	1,851,699	3.4%	-1,174,744	-63.44%	SPECIALIST	277,737	5.7%	372,744	7.2%	-95,007	-25.49%	TOTAL	4,125,682	3.6%	7,243,043	5.9%	-3,117,361	-43.04%
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1.02	<p>Overall, the total level of primary school reserves decreased by £1.848m, the total level of secondary schools' reserves decreased by £1.175m and the total level of specialist schools' reserves decreased by £0.095m.</p> <p>Table 2 below shows the level of school reserves at the year-end over the past 5 years.</p> <p>Table 2</p> <table border="1"> <thead> <tr> <th>Sector</th> <th>Reserves 31st March 2024 (£)</th> <th>Reserves 31st March 2023 (£)</th> <th>Reserves 31st March 2022 (£)</th> <th>Reserves 31st March 2021 (£)</th> <th>Reserves 31st March 2020 (£)</th> </tr> </thead> <tbody> <tr> <td>PRIMARY</td> <td style="text-align: right;">3,170,991</td> <td style="text-align: right;">5,018,600</td> <td style="text-align: right;">8,445,703</td> <td style="text-align: right;">6,025,937</td> <td style="text-align: right;">1,901,956</td> </tr> <tr> <td>SECONDARY</td> <td style="text-align: right;">676,954</td> <td style="text-align: right;">1,851,699</td> <td style="text-align: right;">3,488,879</td> <td style="text-align: right;">472,112</td> <td style="text-align: right;">-2,076,302</td> </tr> <tr> <td>SPECIALIST</td> <td style="text-align: right;">277,737</td> <td style="text-align: right;">372,744</td> <td style="text-align: right;">620,330</td> <td style="text-align: right;">404,402</td> <td style="text-align: right;">286,303</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">4,125,682</td> <td style="text-align: right;">7,243,043</td> <td style="text-align: right;">12,554,912</td> <td style="text-align: right;">6,902,451</td> <td style="text-align: right;">111,956</td> </tr> </tbody> </table>	Sector	Reserves 31st March 2024 (£)	Reserves 31st March 2023 (£)	Reserves 31st March 2022 (£)	Reserves 31st March 2021 (£)	Reserves 31st March 2020 (£)	PRIMARY	3,170,991	5,018,600	8,445,703	6,025,937	1,901,956	SECONDARY	676,954	1,851,699	3,488,879	472,112	-2,076,302	SPECIALIST	277,737	372,744	620,330	404,402	286,303	TOTAL	4,125,682	7,243,043	12,554,912	6,902,451	111,956					
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	<p>Prior to the pandemic, in 2018/19 and 2019/20, the level of school reserves was very low and this was a cause for concern for all. During the height of the pandemic, in both financial years 2020/21 and 2021/22 Welsh Government provided significant additional funding to all schools through specific grants which had the effect of increasing the level of school reserves.</p> <p>High levels of inflation, continued support to learners through the on-going impacts of the pandemic and significant legislative changes to support learners with additional learning needs have all served to increase needs, demands and workloads in schools. These factors, combined with the recent budget reductions, have resulted in a reduction in the level of school reserves.</p>
1.03	<p>Council’s role in monitoring the level of School Reserves</p> <p>The School Funding (Wales) Regulations 2010 require local authorities to have the following provisions in their Scheme for Financing Schools:</p> <p>The use that a governing body proposes to make of a surplus in the school balance which exceeds 5% of the school budget share or £10,000, whichever is the greater.</p> <p>A provision under which–</p> <p>(a) the authority may direct the governing body as to how to spend a surplus in the school balance for a funding period, if–</p> <p style="padding-left: 40px;">(i) in the case of a primary school the surplus is £50,000 or more, and</p> <p style="padding-left: 40px;">(ii) in the case of a secondary school or a special school the surplus is £100,000 or more;</p> <p>(b) the authority may, if the governing body do not comply with such a direction, require the governing body to pay all or part of that surplus to the authority to be applied as part of their schools’ budget for the funding period in question.</p>
1.04	<p>In accordance with the Regulations, the Council’s Scheme for Financing Schools requires a spending plan from schools to confirm the use that the governing body proposes to make of a school balance which exceeds the limits specified.</p> <p>Given the level of uncertainty within which schools were preparing to set their 2024/25 budget, the Council will not be automatically clawing back school reserves in excess of 5% of school budget share at 31st March 2024. However, schools are required to provide more detailed information to better understand each school’s financial position at 31st March 2024 and each governing body’s plan for spending reserves in excess of the 5% level over the medium term (3 years).</p> <p>Analysis of surplus balances over recent years shows that the main reasons for balances being excess of the 5% of school budget recommendation are as follows:</p> <ul style="list-style-type: none"> • Challenging recruitment markets with conditions generally making it difficult to recruit, especially employees on a supply or temporary basis or specialisms such as teachers of Welsh

- Building / premises projects that schools had planned and had set reserves aside to fund haven't been able to take place due to issues and delays related to difficulties in finding contractors, sourcing materials, and works also needing to coincide with school holidays
- Reserves purposefully built up to fund a predicted shortfall in funding in future years due to falling pupil numbers
- Reserves purposefully built up due to uncertainty over future funding levels and reductions to school budgets

Plans schools have made for spending their reserves over the medium term are as follows:

- Reserves to be used in balancing future budgets / maintaining existing levels of expenditure when the number of pupils on roll, and therefore funding, falls
- Increasing demands to support pupils with Additional Learning Needs over and above delegated funding received
- Purchasing additional resources and ICT equipment
- Building and premises projects
- Increased expenditure linked with recommendations made by Estyn inspections

1.05

Secondary Schools Reserves

During the year there has been a general decrease in reserves in the secondary sector. Overall secondary reserves stood at £0.677m - a decrease of £1.175m. This equates to 1.3% of secondary budgets and is a decrease from 3.4% at 31st March 2023.

Table 3 categorises school reserves by number in various percentage brackets.

Table 3

No. of Secondary Schools	Reserves 31st March 2024	Reserves 31st March 2023
In Deficit Reserves	2	2
Reserves between 0% and 5% of School Budget	7	5
Reserves between 5% and 10% of School Budget	2	2
Reserves between 10% and 15% of School Budget	0	2
Reserves in excess of 15% of School Budget	0	0
TOTAL	11	11

2 schools out of 11 were in a deficit position compared with 2 the previous year. Deficits amounted to £0.378m compared with £0.366m the previous year. In line with the Protocol for Schools in Financial Difficulty, school support and challenge meetings will be continuing with these schools.

In general, the financial resilience of the secondary school sector in Flintshire is still of concern. The total level of reserves across the sector at 1.3% is extremely low and there are concerns that this will increase exponentially in 2024/25 due to the increasing pressure on budgets and the Council's decision to remove the £0.750m budget to assist schools in the most significant financial difficulty.

1.06

Primary Schools Reserves

During the year there has been a general decrease in reserves in the primary sector. Overall primary reserves stood at £3.171m, a decrease of £1.848m. This equates to 5.5% of primary budgets, a decrease from 7.9% at 31st March 2023.

Table 4 categorises school reserves by number in various percentage brackets.

Table 4

No. of Primary Schools	Reserves 31st March 2024	Reserves 31st March 2023
In Deficit Reserves	14	6
Reserves between 0% and 5% of School Budget	14	17
Reserves between 5% and 10% of School Budget	18	20
Reserves between 10% and 15% of School Budget	15	17
Reserves between 15% and 20% of School Budget	2	2
Reserves in excess of 20%	1	2
TOTAL	64	64

14 primary schools ended the year with negative reserves compared with 6 the previous year. 1 of the 14 had a small negative balance (that is under £5,000 or 1% of budget) and therefore was not classed as requiring a licensed deficit. The remaining 13 were above that threshold, however, in most cases, licensed deficit applications were not received or adhered to, as required under the Protocol for Schools in Financial Difficulty. The Council has written to all 12 of the governing bodies concerned, to remind them of the requirements of the Protocol.

1.07

2024/25 – Summary of individual schools' budgetary positions

The Scheme for Financing Schools requires the governing body of each school to submit a budget plan to the Chief Officer (Education and Youth) by 30th June in each financial year. The Scheme prohibits schools from planning for a deficit when preparing their annual budget plans. Governors have no legal right to set a deficit budget without the consent of the Council and must not presume that such consent will be granted.

If a school cannot set a balanced budget, to gain approval for a planned deficit, the school must submit a licensed deficit application. The application must accompany the budget plan by the 30th June and be in the format prescribed within the Protocol for Schools In Financial Difficulty. This must be approved by the full governing body and recorded in the minutes. The licensed deficit application should be underpinned by a deficit recovery plan indicating what actions will be taken to bring the financial position back into balance.

Schools should only apply for a licensed deficit in circumstances where they cannot set a balanced budget without seriously impacting on essential educational provision. Schools must, where possible, avoid the need to apply for a licensed deficit by robustly managing their 3-year budget

	planning process and being proactive in responding to changes early enough to allow mitigating actions to be implemented.																														
1.08	<p>The Council set its 2024/25 budget in February 2024, after which individual school funding allocations were released. Following the release of individual school funding allocations, the Council's Finance, HR and School Improvement teams all saw significant increases in activity related to schools seeking support in setting a balanced budget for 2024/25. The challenges schools face include:</p> <ul style="list-style-type: none"> • On-going impacts of the pandemic on learners • Significant legislative changes (ALNET) • Increased needs, demands and workloads in schools • Some schools have seen a fall in pupil numbers (over capacity) • Impact of a sustained period of high inflation • Reduction in grant funding (compared to previous years) • Reduction in the Schools' Budget 																														
1.09	<p>The Council has now received almost all schools budget plans and licensed deficit applications. The challenges schools are facing have resulted in a number of redundancies being made in schools. Table 5 below summarises redundancy information across the sectors:</p> <p>Table 5</p> <table border="1"> <thead> <tr> <th></th> <th>No. of schools that commenced formal redundancy processes</th> <th>Voluntary Teaching Redundancy notices issued for 2024/25 *</th> <th>Voluntary Support Staff Redundancy notices issued for 2024/25 *</th> <th>Compulsory Teaching Redundancy notices issued for 2024/25 *</th> <th>Compulsory Support Staff Redundancy notices issued for 2024/25 *</th> </tr> </thead> <tbody> <tr> <td>PRIMARY</td> <td>5</td> <td>2</td> <td>2</td> <td>0</td> <td>0</td> </tr> <tr> <td>SECONDARY</td> <td>3</td> <td>2</td> <td>1</td> <td>1</td> <td>4</td> </tr> <tr> <td>SPECIALIST</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>TOTAL</td> <td>8</td> <td>4</td> <td>3</td> <td>1</td> <td>4</td> </tr> </tbody> </table> <p>* as at 31st August 2024</p> <p>There have been no redundancies to date in the specialist sector. The information relates to the 31st August 2024, and is subject to increase if further redundancies are made between 31st August and the end of the financial year. A small number of schools may make redundancies at 31st December 2024.</p> <p>Other actions schools have taken to reduce costs include:</p> <ul style="list-style-type: none"> • Not renewing fixed term contracts • Not replacing leavers • Offering employees opportunities to reduce hours <p>The Headteacher Federations in Flintshire have worked alongside officers to provide more anecdotal information about the range of staffing reductions that have been undertaken in schools over the last two financial years, which gives a fuller picture of the challenging financial situation.</p> <p>The information gathered includes the number of fixed term contracts not renewed, the number of staff leavers not replaced, the number of maternity and paternity leaves not covered by additional staff and the number of posts</p>		No. of schools that commenced formal redundancy processes	Voluntary Teaching Redundancy notices issued for 2024/25 *	Voluntary Support Staff Redundancy notices issued for 2024/25 *	Compulsory Teaching Redundancy notices issued for 2024/25 *	Compulsory Support Staff Redundancy notices issued for 2024/25 *	PRIMARY	5	2	2	0	0	SECONDARY	3	2	1	1	4	SPECIALIST	0	0	0	0	0	TOTAL	8	4	3	1	4
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SPECIALIST	0	0	0	0	0																										
TOTAL	8	4	3	1	4																										

where hours have been reduced. Whilst 15 schools are still to confirm their returns, the findings across all school sectors are currently as follows:

- Total Number of Fixed Term Contracts not renewed: 122
- Total Number of leavers not replaced: 197.8
- Total Number of maternity/paternity leaves not covered: 27.3
- Total Number of posts where hours have been reduced: 118.75

The Council acknowledges the significant challenges schools are currently facing, and recognises the financial pressures schools, like all Council budgets, are experiencing and thanks its Headteachers and Governing Bodies for their work to date in reducing costs under difficult circumstances.

1.10

The Protocol for Schools in Financial Difficulty is intended to act as a mechanism for the Council to provide schools with an appropriate level of challenge and support to help them set a balanced budget or if this is not achievable to prepare a recovery plan that sets out the action the school will take to achieve a sustainable financial position over an agreed period of time.

Table 6 below summarises the licensed deficit information for 2024/25 across the sectors:

Table 6

Licensed Deficit Information	Primary	Secondary	Specialist	Total
No. of schools forecasting a deficit at 31 st March 2025	19	8	0	27
No. of schools needing to apply for a licensed deficit	15	7	0	22
Estimated total deficits 31 st March 2025 (£) *	-£0.9m	-£2.8m	0	-£3.7m
Forecast level of total reserves 31 st March 2025 (£) *	£0.4m	-£2.5m	£0.1m	-£2.0m
Planned use of reserves during 2024/25	£2.3m	£2.8m	£0.2m	£5.3m

*Excludes HwB reserves

As reported previously, under the Protocol for Schools in Financial Difficulty, rigorous reviews will take place to fully understand the financial position of each school in deficit.

As part of the response to the Estyn recommendation to manage the reduction in school budget deficits more effectively, additional funding was allocated to secondary schools in 2021/22 for this purpose and initial work was conducted with secondary schools to review the funding formula. This funding has historically been targeted towards those schools in deficit and which cannot set in year balanced budgets from the resources allocated through the funding formula, whilst delivering a broad and balanced curriculum. This elicits the question as to whether the funding formula provides sufficient resource for schools, particularly smaller schools, and those serving our most deprived communities, to operate sustainably.

This additional funding allocation has been removed from the 2024/25 budget and the impact of this is evident when reviewing forecasted deficit school balances as at 31st March 2025, which is estimated to be -£3.7m across all sectors, with -£2.8m of this deficit being in the secondary sector. Across all sectors the total surplus balances are expected to be in the region of £1.7m, which would leave a net level of reserves of approximately -£2m.

Looking forward to future years, it appears that setting a balanced budget is becoming increasingly difficult across all sectors and that there is a risk around deficit balances becoming greater in the short to medium term.

1.11

Demographics

Demographic changes in the distribution of pupils across the primary and secondary sectors have taken place in recent years, with secondary pupil numbers increasing whilst primary pupil numbers declined. This resulted in a redistribution of funding between sectors. Overall, in 2024/25, the fall in number of learners across sectors, led to a net reduction in funding to schools of £0.675m.

This downward trend in numbers of learners is forecast to continue, however it is anticipated that pupil numbers across both the primary and secondary sectors are likely to decrease, which will have a further negative financial impact on school funding, going forward.

Forecasted pupil numbers, for the next 3 years, are shown in Table 7 below and this highlights the decline in pupil numbers across both sectors. This is reflective of the declining birth rates in Flintshire.

Table 7

Sector	Sept-24	Sept-25	Sept-26
Primary	11,039	10,835	10,641
Secondary	9,538	9,382	9,182

Each year, an adjustment is made in the Medium Term Financial Strategy (MTFS) to reflect the changing pupil numbers. The school funding formula is made up of several elements which include various cost drivers, for example pupil numbers, floor area, lump sum per school etc. The calculation for the budget adjustment takes into account all of the “per pupil” funding and multiplies this by the change in pupil numbers.

Based on the 2024/25 “per pupil” funding and the forecasted pupil numbers given in table 7, it is anticipated that over the 3 year period, the Primary sector will see a reduction to the budget of c.£4m and secondary will be reduced by c.£1.5m. This is a very high-level estimate at this stage and should be treated with a great degree of caution, as there are a number of varying factors, such as the actual changes to pupil numbers each year which will only become known as we receive the final admissions data each year and other budgetary adjustments affecting the school funding formula.

There is concern for the financial resilience of our smaller schools and this will need to be considered as part of the Council’s longer-term strategy.

2.00	RESOURCE IMPLICATIONS
2.01	No direct resource implications as a result of this report, however as school budgets come under increasing pressure, demand for the Council's support services to schools is likely to increase and response times may be impacted as a result.

3.00	RISK MANAGEMENT
3.01	As budgets come under increasing pressure from high levels of inflation and reduced financial settlements compared with recent years, there is a risk that more schools will slip into a deficit position. The Schools Accounting Team will continue to operate a risk rating process to identify schools where the financial position is a cause for concern so that they can target their support.
3.02	To balance budgets schools may need to review their employment structures which may result in redundancies.
3.03	Continued pressure on school finances may result in increased class sizes, a reduced curriculum and falling standards.
3.04	The higher number of schools in a deficit position is significantly increasing the workload of senior officers of the Education Portfolio, the Schools Accounting Team and HR officers. This additional time focusing on financial management in schools is likely to result in a reduction in focus on other aspects of school improvement, which could have a negative impact on schools performance overall.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	This report has been circulated to all Headteachers and has been reviewed by the School Budget Forum and the Education, Youth and Culture Overview and Scrutiny Committee at their September 2024 meetings.

5.00	APPENDICES
5.01	Appendix 1 - School Reserves 2023-24.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Emma Jamieson, Strategic Finance Manager - Schools Telephone: 01352 702213 E-mail: emmajamieson@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>School Reserves – Reserves are sums of money that schools carry forward from one year to the next. They arise from underspends and overspends against school allocations over time. Schools are responsible for managing their own finances. The level of reserves held by an individual school will depend on a number of factors. These will include the timing of receipt of income and of payments, and the level of contingency fund the school governing body considers appropriate and the particular plans each school has for expenditure.</p> <p>Flintshire County Council’s Scheme for Financing Schools – The Scheme defines the financial relationship between Flintshire County Council and its maintained schools. The Scheme details the financial management arrangements to which the Authority and its schools are required to adhere. The framework for this Scheme is based on legislative provisions contained in sections 45-53 of the School Standards and Framework Act, 1998 and as further detailed in The School Funding (Wales) Regulations 2010.</p> <p>Protocol for Schools in Financial Difficulty - Acts as a mechanism for the Council to provide schools with an appropriate level of challenge and support to help them set a balanced budget or if this is not achievable to prepare a recovery plan that sets out the action the school will take to achieve a sustainable financial position over an agreed period of time.</p>

SCHOOL RESERVES ANALYSIS MARCH 2024

Primary School		Reserves 31st March 2024	% of Budget	Reserves 31st March 2023	% of Budget
		£		£	
123	BRYNFORD C.P.	41,297	9.3%	34,829	6.8%
125	WESTWOOD C.P.	105,680	11.1%	156,778	13.3%
127	SOUTHDOWN C.P.	105,237	7.0%	202,207	11.7%
129	MOUNTAIN LANE C.P.	127,232	7.4%	235,676	11.9%
134	YSGOL YR ESGOB	44,745	12.7%	62,874	15.2%
135	YSGOL BRO CARMEL	18,449	2.6%	50,500	6.2%
145	YSGOL Y FOEL CILCAIN	-11,035	-4.1%	5,691	1.9%
151	YSGOL PARC Y LLAN	72,976	12.4%	29,581	4.8%
156	YSGOL BRYN DEVA	71,434	5.7%	38,614	3.1%
159	GOLFTYNN CP.	111,486	6.9%	84,036	4.5%
161	WEPRE CP.	34,003	2.6%	12,891	0.9%
162	YSGOL CAE'R NANT	123,764	8.5%	209,455	12.9%
175	DRURY C.P.	72,899	10.7%	52,342	7.3%
181	EWLOE GREEN C.P.	87,110	5.7%	102,925	6.3%
185	YSGOL BRYN GARTH	-6,991	-1.5%	2,563	0.5%
186	CORNIST PARK CP	-31,774	-2.8%	19,665	1.6%
187	YSGOL GYMRAEG CROES ATTI	22,716	2.0%	268,051	23.4%
188	YSGOL GWYNEDD C.P.	180,371	8.8%	155,367	7.0%
189	ST.MARY'S	67,658	6.4%	60,532	5.6%
201	YSGOL MAES GLAS	130,674	11.3%	202,109	15.0%
202	GRONANT C.P.	-11,167	-3.9%	120,682	27.8%
203	YSGOL Y WAUN	87,374	21.8%	73,298	13.6%
204	GWERNYMYNYDD C.P.	39,460	10.4%	30,831	7.7%
209	GWESPYR PICTON (YSGOL MORNANT)	33,251	9.8%	9,185	2.7%
215	HAWARDEN VILLAGE V.A.	130,378	7.8%	131,389	7.4%
218	PENARLAG C.P.	32,305	4.0%	-989	-0.1%
221	YSGOL DERWEN	-42,856	-5.6%	30,481	3.7%
225	ST.WINEFRIDES	6,604	0.8%	82,923	9.1%
226	YSGOL GWENFFRWD	77,689	11.9%	95,028	11.6%
227	YSGOL ESTYN	33,962	3.7%	14,598	1.5%
245	LEESWOOD C.P.	-10,132	-2.1%	-11,523	-2.3%
246	LUXWM C.P.	58,186	19.5%	18,163	5.0%
287	YSGOL GLANRAFON	-38,957	-2.7%	84,033	5.5%
288	YSGOL BRYN COCH	-27,301	-1.0%	42,592	1.5%
289	YSGOL BRYN GWALIA	17,101	2.6%	89,936	11.1%
291	ST. DAVIDS R.C.	12,974	3.2%	41,264	8.3%
292	BRYN PENNANT C.P.	44,599	7.5%	69,325	9.9%
301	NANNERCH V.P.	-5,448	-2.0%	880	0.3%
302	NERCWYS V.P.	1,760	0.7%	4,794	1.6%
305	YSGOL OWEN JONES	-21,527	-4.0%	-224	0.0%
306	NORTHOP HALL C.P.	100,181	13.2%	115,725	12.0%
327	YSGOL PENYFFORDD	123,341	8.9%	168,907	11.4%
331	ST JOHN THE BAPTIST VA SCHOOL	6,660	1.2%	4,327	0.7%
344	QUEENSFERRY C.P.	-54,817	-7.9%	-2,309	-0.3%
355	RHOS HELYG C.P.	46,291	8.7%	80,290	11.9%
381	ST.ANTHONY'S R.C.	27,376	5.8%	52,445	9.4%
382	SALTNEY FERRY C.P.	74,761	10.8%	112,297	14.1%
383	WOOD MEMORIAL C.P.	43,123	5.9%	30,371	3.9%
384	SANDYCROFT C.P.	72,617	4.9%	108,749	6.9%
385	SEALAND C.P.	113,084	13.2%	152,616	14.9%
386	ST. ETHELWOLD'S	-1,710	-0.4%	486	0.1%
389	VEN. EDWARD MORGAN R.C.	-53,108	-6.2%	-48,564	-5.1%
391	YSGOL TY FYNNON	210,825	16.0%	269,436	16.3%
394	SYCHDYN C.P.	-67,817	-10.3%	-54,685	-8.0%
406	TRELAWNYD V.P.	44,577	11.2%	66,283	14.2%
407	TRELOGAN C.P.	13,879	3.8%	35,993	7.6%
409	YSGOL TERRIG	28,675	6.8%	35,149	7.8%
421	YSGOL Y LLAN WHITFORD	44,913	10.4%	45,908	9.6%
422	ABERMORDDU CP	110,320	14.1%	123,496	13.6%
423	YSGOL GLAN ABER	87,556	13.1%	47,416	6.4%
424	YSGOL MERLLYN	28,471	4.6%	11,897	1.7%
425	BROUGHTON C.P.	58,413	2.6%	230,473	9.2%
426	YSGOL MYNYDD ISA C.P.	232,418	10.0%	321,703	11.8%
428	YSGOL MAES Y FELIN	94,777	7.3%	196,837	12.6%
PRIMARY - DEFICIT TOTALS		-384,640		-118,294	
PRIMARY - SURPLUS TOTALS		3,555,630		5,136,893	
PRIMARY TOTAL		3,170,991	5.5%	5,018,600	7.9%
Secondary School		Reserves 31st March 2024	% of Budget	Reserves 31st March 2023	% of Budget
503	ELFED HIGH SCHOOL	38,063	0.7%	153,166	2.9%
509	CONNAHS QUAY HIGH SCHOOL	531,116	8.9%	661,992	10.3%
515	FLINT HIGH SCHOOL	35,342	0.8%	326,335	6.7%
517	ST RICHARD GWYN CATHOLIC HIGH SCHOOL	40,392	0.9%	18,442	0.4%
521	HAWARDEN HIGH SCHOOL	-19,583	-0.3%	60,645	1.0%
523	YSGOL TREFFYNNON	-358,446	-10.0%	-319,403	-11.0%
525	CASTELL ALUN HIGH SCHOOL	68,201	1.0%	264,171	3.7%
529	ALUN SCHOOL	29,954	0.4%	49,893	0.6%
531	YSGOL MAES GARMON	102,780	2.9%	291,379	8.3%
533	ARGOED SCHOOL	194,582	5.6%	391,795	10.0%
551	ST DAVIDS HIGH SCHOOL	14,553	0.6%	-46,714	-2.2%
SECONDARY - DEFICIT TOTALS		-378,029		-366,117	
SECONDARY - SURPLUS TOTALS		1,054,983		2,217,816	
SECONDARY TOTAL		676,954	1.3%	1,851,699	3.4%
Specialist School		Reserves 31st March 2024	% of Budget	Reserves 31st March 2023	% of Budget
601	YSGOL PEN COCH	172,755	7.5%	199,787	8.2%
602	YSGOL MAES HYFRYD	104,981	4.0%	172,957	6.3%
SPECIALIST TOTAL		277,737	5.7%	372,744	7.2%
GRAND TOTAL		4,125,682	3.6%	7,243,043	5.9%

N.B. Balances include amounts set aside per school in HwB reserves

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