

Public Document Pack

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Prif Swyddog (Llywodraethu)



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To: The Leader of the Council and Cabinet Members

19 September 2024

Dear Sir/Madam

NOTICE OF HYBRID MEETING
CABINET
WEDNESDAY, 25TH SEPTEMBER, 2024 at 10.00 AM

Yours faithfully

Steven Goodrum
Democratic Services Manager

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

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

If you have any queries regarding this, please contact a member of the Democratic Services Team on 01352 702345.

A G E N D A

1 **APOLOGIES**

Purpose: To receive any apologies.

2 **DECLARATIONS OF INTEREST**

Purpose: To receive any declarations and advise Members accordingly.

3 **MINUTES** (Pages 9 - 32)

Purpose: To confirm as a correct record the minutes of the meetings held on 16th and 23rd July 2024.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 **MEDIUM TERM FINANCIAL STRATEGY AND BUDGET 2025/26** (Pages 33 - 44)

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

Purpose: To provide an update on the budget estimates and strategy for the setting of the 2025/26 budget and to refer to the relevant Overview and Scrutiny Committees.

5 **AUDIT WALES REPORT – FINANCIAL SUSTAINABILITY** (Pages 45 - 64)

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

Purpose: To consider the report on Financial Sustainability from Audit Wales and agree the organisational response.

6 **ANNUAL PERFORMANCE REPORT 2023/24 TO INCORPORATE THE COUNCIL PLAN END OF YEAR PERFORMANCE REPORT 2023/24** (Pages 65 - 256)

Report of Chief Executive - Cabinet Member for Corporate Services

Purpose: To approve the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.

7 CORPORATE SELF-ASSESSMENT 2023/24 (Pages 257 - 304)

Report of Chief Executive - Cabinet Member for Corporate Services

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

8 FLINTSHIRE AND WREXHAM PSB ANNUAL REPORT 2023/2024 (Pages 305 - 322)

Report of Chief Executive - Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation

Purpose: To present the Flintshire and Wrexham Public Services Board (PSB) Annual Report 2023.

OPERATIONAL REPORTS

9 REVENUE BUDGET MONITORING 2024/25 (MONTH 4) (Pages 323 - 348)

Report of Corporate Finance Manager - Cabinet Member for Finance and Social Value

Purpose: This regular monthly report provides the latest revenue budget monitoring position for 2024/25 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 4, and projects forward to year-end.

10 CAPITAL PROGRAMME MONITORING 2024/25 (MONTH 4) (Pages 349 - 378)

Report of Corporate Finance Manager - Cabinet Member for Finance and Social Value

Purpose: To present the Month 4 Capital Programme information for 2024/25.

11 TREASURY MANAGEMENT ANNUAL REPORT 2023/24 (Pages 379 - 402)

Report of Corporate Finance Manager - Cabinet Member for Finance and Social Value

Purpose: To present the draft Annual Treasury Management Report for 2023/24 for recommendation to Council.

12 **RESIDENTIAL CARE SECTOR REVIEW 2024-2034 AND TY CROES ATTI PROGRESS REPORT** (Pages 403 - 440)

Report of Chief Officer (Social Services) - Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

Purpose: To review and update the residential care review completed in 2016/2019, and to examine the changes the residential care sector, locally and nationally, is projected to experience by the year 2034. It will assess the current state of Flintshire's market as well as predict the likely situation in 2034 and offer recommendations to manage and mitigate the forecasted risks. The report will also cover an update on the development of Ty Croes Atti Care Home.

13 **CAPITAL WORKS – PROCUREMENT OF WHQS INTERNAL WORKS** (Pages 441 - 444)

Report of Chief Officer (Housing and Communities) - Cabinet Member for Housing

Purpose: To seek approval to award a contract procured through the Procure Plus Framework, enabling the Council to continue with the WHQS Whole House Internal works to approximately 400 properties over the next two financial years.

14 **CAPITAL WORKS – PROCUREMENT WORKS RELATING TO FIRE SAFETY (HIGHRISE)** (Pages 445 - 450)

Report of Chief Officer (Housing and Communities) - Cabinet Member for Housing

Purpose: To seek approval to award a contract procured through the North Wales Construction Partnership, phase 3 (NWCP3) procurement framework, enabling the Council to continue with the fire safety and compliance related works to our council owned assets, in particular the high-rise blocks in Flint.

15 **ANNUAL REPORT ON THE SOCIAL SERVICES COMPLAINTS AND COMPLIMENTS PROCEDURE** (Pages 451 - 474)

Report of Chief Officer (Social Services) - Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

Purpose: To scrutinise the effectiveness of the complaints procedure with lessons being learnt to improve service provision.

16 **FLINTSHIRE MICRO-CARE PROJECT** (Pages 475 - 484)

Report of Chief Officer (Social Services) - Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

Purpose: To provide an update on Flintshire's Micro-Carer market, provide an evaluation of the project to date, and to inform of any key developments going forward.

17 **YOUNG FLINTSHIRE PARTICIPATION MODEL** (Pages 485 - 496)

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

Purpose: To seek support for the approach to engage children and young people in Flintshire.

18 **FLINTSHIRE YOUTH JUSTICE SERVICE HMIP INSPECTION** (Pages 497 - 502)

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

Purpose: To provide assurance on the quality of the Youth Justice Service in Flintshire.

19 **WINTER MAINTENANCE - DECISION MAKING REVIEW 2024** (Pages 503 - 536)

Report of Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation

Purpose: To provide an update of the proposed alterations to the current decision-making process within the 'Winter Maintenance Policy 2023 – 2025,' which was reviewed and agreed in September 2023, and set out to achieve savings identified in budget setting in February 2024.

20 **AUDIT WALES REPORT (SETTING OF THE WELL-BEING OBJECTIVES)** (Pages 537 - 574)

Report of Chief Executive - Cabinet Member for Finance and Social Value, Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

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

21 **FLINTSHIRE CONNECTS ANNUAL REPORT 2023-24** (Pages 575 - 582)

Report of Chief Officer (Governance) - Cabinet Member for Corporate Services

Purpose: To provide an overview of the annual performance of Flintshire Connects during 2023-24.

22 **SOCIAL VALUE PROGRESS UPDATE** (Pages 583 - 588)

Report of Corporate Manager – Capital Programme & Assets - Cabinet Member for Finance and Social Value

Purpose: To present social value performance data for the latter six months of the financial year 2023/24.

23 **WORKFORCE SURVEY 2023** (Pages 589 - 636)

Report of Corporate Manager, People and Organisational Development - Cllr Linda Thomas

Purpose: To share the outcomes of the latest workforce survey and seek approval for the introduction of a new set of core values.

24 **CALL-IN REPORT - COUNCIL'S TRANSITION TO A RESTRICTED CAPACITY RESIDUAL WASTE COLLECTION MODEL** (Pages 637 - 686)

Report of Chief Officer (Governance) - Cabinet Member for Corporate Services

Purpose: To update Cabinet following the call-in meeting relating to the Council's Transition to a Restricted Capacity Residual Waste Collection Model held on Tuesday 30th July.

25 **CALL-IN REPORT - ANNUAL REVIEW OF FEES AND CHARGES 2024** (Pages 687 - 748)

Report of Chief Officer (Governance) - Cabinet Member for Finance and Social Value

Purpose: To update Cabinet following the call-in meeting relating to Annual Review of Fees and Charges 2024 held on Wednesday 7th August.

26 **EXERCISE OF DELEGATED POWERS** (Pages 749 - 750)

Purpose: To provide details of actions taken under delegated powers.

FORWARD WORK PROGRAMME - COUNTY COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY - FOR INFORMATION

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

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The public interest in withholding the information outweighs the interest in disclosing it until such time as the contract has been awarded.

27 LEISURE, LIBRARIES, PLAY, AND MUSEUM SERVICES UPDATE REPORT (Pages 799 - 808)

Report of Corporate Manager – Capital Programme & Assets - Cabinet Member for Education, Welsh Language and Culture

Purpose: To provide an update on developments and progress made since reports were last presented in May.

The following item is considered to be exempt by virtue of Paragraph(s) 14, 16 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains details of the business affairs of the authority and advice in respect of which legal privilege could be claimed. The public interest in withholding the report outweighs the interest in disclosing the report.

28 DOMICILIARY AND RESIDENTIAL CARE BUDGET (Pages 809 - 814)

Report of Chief Officer (Social Services) - Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

Purpose: To propose and discuss changes to the financial assessment and charging for Domiciliary Care and Residential Care Services.

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

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CABINET
16TH JULY 2024

Minutes of the meeting of the Cabinet of Flintshire County Council held as a remote meeting on Zoom, on Tuesday, 16th July 2024.

PRESENT: Councillor Ian Roberts (Chair)

Councillors: Sean Bibby, Chris Bithell, Mared Eastwood, Dave Healey, Christine Jones, Paul Johnson and Linda Thomas.

IN ATTENDANCE:

Chief Executive; Chief Officer (Governance); Chief Officer (Education and Youth); Corporate Finance Manager; Corporate Manager, People and Organisational Development; Corporate Manager, Capital Programme and Assets, Strategic Finance Manager; Senior Manager, Integrated Services and Lead Adults; Senior Manager, School Place Planning and Provision and Overview & Scrutiny Facilitator

OTHER MEMBERS IN ATTENDANCE:

Councillors: Chrissy Gee, Richard Lloyd and Ryan McKeown

APOLOGY:

Councillor: Dave Hughes

22. DECLARATIONS OF INTEREST

No declarations of interest were made.

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

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

23. SALTNEY/BROUGHTON SCHOOLS NETWORK REVIEW

Councillor Mared Eastwood introduced the report which provided details of the school network options for the Saltney/Broughton area and the outcomes of the early engagement.

The Senior Manager, School Place Planning and Provision advised that the proposals had received broad support from the Education, Youth & Culture Overview & Scrutiny Committee and that there had also been extensive discussions with Local Members around this particular review.

In speaking to the proposals, Councillor Dave Healey outlined his support and spoke of the opportunities around reducing the carbon footprint and moving towards net zero.

RESOLVED:

- a) That Cabinet review the options available for school modernisation in the Saltney and Broughton area;
- b) That Cabinet support and approve the preferred option, as outlined within the report; and
- c) That Cabinet approves giving delegated authority to the Chief Officer (Education and Youth) to undertake consultation on statutory proposals in respect of the two primary schools and delegated authority to draw up a timetable for those statutory proposals in conjunction with the Cabinet Member for Education, Welsh Language and Culture.

24. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were no members of the public in attendance.

(The meeting commenced at 1.00 p.m. and ended at 1.49 p.m.)

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Chair

CABINET
23RD JULY 2024

Minutes of the meeting of the Cabinet of Flintshire County Council held as a remote meeting on Zoom, on Tuesday, 23rd July 2024.

PRESENT: Councillor Ian Roberts (Chair)

Councillors: Sean Bibby, Chris Bithell, Mared Eastwood, Dave Healey, Dave Hughes, Paul Johnson, Christine Jones, and Linda Thomas.

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Chief Officer (Social Services), Corporate Finance Manager, Corporate Manager, People and Organisational Development, Corporate Manager, Capital Programme and Assets, Service Manager (Housing, Welfare & Communities) and Community and Business Protection Manager

OTHER MEMBERS IN ATTENDANCE:

Councillors: Glyn Banks, Bill Crease, David Coggins Cogan, Carol Ellis, Chrissy Gee, and Andrew Parkhurst.

APOLOGIES:

Chief Officer (Housing and Communities) and Chief Officer (Planning, Environment and Economy)

25. DECLARATIONS OF INTEREST

No declarations were made.

26. MINUTES

The minutes of the meeting held on 18th June were submitted.

RESOLVED:

That the minutes of the meetings be approved as a correct record.

CHANGE IN ORDER OF AGENDA

The Leader of the Council advised that there would be a change in the order of the agenda items to allow for Councillor Linda Thomas to present her reports before having to leave the meeting.

27. ANNUAL AUDIT SUMMARY FOR FLINTSHIRE COUNTY COUNCIL 2023

Councillor Linda Thomas presented the report which set out the audit and regulatory work completed by Audit Wales, since the last annual report, which was published in March 2023.

No formal recommendations had been made during the year by Audit Wales. There had been proposals for improvement which had arisen from the national and local reviews undertaken by Audit Wales and these had been reported to Governance and Audit Committee, Cabinet and the relevant Overview and Scrutiny Committees as appropriate during the year, with findings from the national and local reviews risk managed as part of regular monitoring.

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. These were covered in Audit Wales audit plan and considered by the Governance and Audit Committee on 27 September 2023.

The Chief Executive added that the areas of review that had been undertaken involved Homelessness, Springing Forward and a Digital Strategy. The planned work programme was set out within the Audit Wales report, with the assurance and risk assessments having been completed. There were two thematic reviews and a local review which would be reported to Council once completed by Audit Wales.

RESOLVED:

That Cabinet is assured by the content and observations of the Auditor General for Wales' Annual Audit Summary Report 2023.

28. DIGITAL STRATEGY – AUDIT WALES REVIEW, RECOMMENDATIONS AND PROPOSED ACTIONS

Councillor Thomas introduced the report which outlined the outcome following the review undertaken by Audit Wales on the Council's digital strategy throughout the Summer of 2023, where auditors reviewed all relevant documentation and interviewed key officers and Cabinet Members. The primary focus of the audit was the extent to which the Digital Strategy was developed in accordance with the sustainable development principle, thereby ensuring that it would help to secure value for money in the use of the Council's resources.

The Final Report had been returned to the Council with four key recommendations to assist in ensuring it secured value for money. Officers had reviewed the recommendations and had devised proposed actions for approval by Cabinet, as outlined within the report.

The Chief Officer (Governance) outlined that the current digital strategy (Digital Flintshire 2021-2026) incorporated the Council's learning, experiences, growth and ambition since it was first published in 2016 and the Council had made good progress in delivering the aims set out, which at the time of implementation focused on making improvements to the delivery and availability of the Council's services to residents, with initial focus around increasing the level of self-service opportunities for residents.

The Action Plan was presented to the Corporate Resources Overview & Scrutiny Committee on 19th July, with no feedback to provide to Cabinet. In relation to the Action Plan, a pragmatic approach had been taken to identify which recommendations could add value to the Council as an organisation.

The Chief Officer reported on the findings and recommendations of the final report from Audit Wales and the response from the Council, which was detailed within the report.

RESOLVED:

That the action plan be approved.

29. THE NATIONAL RESIDENTS SURVEY

Councillor Thomas introduced the report which sought approval for Flintshire's acceptance of the offer to participate in the free core modules of the National Residents Survey and the implementation of the Nation Resident Survey before the end of the summer 2024.

Data Cymru and the Welsh Local Government Association (WLGA) Improvement Programme had developed a modular, resident survey that was being offered free of charge to all local councils in Wales from July 2024. The survey would collect high level local intelligence identifying people's perceptions of Flintshire and the Council (*the 'what'*). The data collected would, in turn, inform areas where the Council may need to undertake further, more in-depth research to better understand those perceptions (*the 'why'*).

Councils across the whole of the UK continued to face unprecedented financial challenges and it was becoming ever more difficult to balance budgets with public expectation. With the growing need to make difficult, often unpalatable, financial decisions it was important to understand the views and opinions of residents and provide people with opportunities to have their say in helping to deliver improvements wherever possible.

The Chief Officer (Governance) outlined that the report linked with the previous Digital Strategy report, specifically around the recommendation from Audit Wales on consulting with residents. The WLGA would be sponsoring the survey, which would ensure a consistent approach across Wales which could be benchmarked. From 2025, individual councils would be able to commission additional bespoke question modules relevant to their own business need at a small cost.

In response to a question from Councillor Chris Bithell, the Chief Officer gave an assurance that residents who were not able to access the online survey could access it via the Aura Libraires or Connects officers, where the Digital Squad would be available to provide assistance. Alternatively, paper copies of the survey could be requested by residents.

RESOLVED:

- (a) That Cabinet approve Flintshire's acceptance of the offer to participate in the free core modules of the National Resident Survey;
- (b) That Cabinet support Flintshire's implementation of the National Resident Survey before the end of the summer 2024; and
- (c) That Cabinet champion supplementary consultation and engagement activity based on the findings of the National Resident Survey to better understand the 'why' behind the data collected.

30. BUSINESS RATES - WRITE OFFS

Councillor Thomas introduced the report and explained that for individual bad debts more than £25,000, Financial Procedure Rules (section 5.2) asked Cabinet to approve recommendations to write off debts.

Three Business Rate debts, relating to liquidated companies, and totalling £99,085.39, were deemed to be irrecoverable and the writing off the debts was now a necessary step. The debts relate to:

- Ace Rotomould Ltd £40,986.72
- Premier English Manufacturing Ltd £33,062.00
- Premier Grip Trading Ltd £25,036.67

There were no direct financial implications for the Council or local taxpayers by writing off the three debts

RESOLVED:

That the write off of the business rate debts, amounting to £40,986.72 for Ace Rotomould Ltd, £33,062 for Premier English Manufacturing Ltd, and £25,036.87 for Premier Grip Trading Ltd be approved.

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

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following item by virtue of exempt information under paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

31. THIRD SECTOR GRANT FUNDING

Councillor Thomas introduced the report which provided an update on progress made in implementing the recommendations and the next steps still required. Recommendations were made in relation to further work and review.

The Corporate Manager, Capital Programme and Assets provided the feedback from the Corporate Resources Overview & Scrutiny Committee, which considered the report on 19th July, 2024.

RESOLVED:

- (a) That Cabinet notes the information provided on third sector funding, along with the progress made in implementing a former review;
- (b) That Cabinet supports a further review of Strategic Funding to address the issues identified, including those highlighted by the recent Internal Audit. Noting that the option to extend current grant funding agreements to 31st March 2027 be taken to allow time to undertake and implement this review; and
- (c) That Cabinet endorses a continuation of the Community Chest grant funding scheme, subject to a review to be conducted in 2024/25, to include the terms of reference.

32. BUDGET 2025/26 MTFs

Councillor Paul Johnson introduced the report which set out in detail the forecast cost pressures for 2025/26.

As part of budget setting for 2024/25 an initial additional budget requirement of £28.251m was projected for 2025/26 which was based on broad assumptions for pay, social care commissioning and other known pressures at that time. The forecast for the 2025/26 financial year had been updated to take into account the latest national position on public sector pay, the estimated impact of changes to service demand and the ongoing impacts of inflation. The revised forecast showed that, at this early stage, the Council was likely to have an additional budget requirement of £37.778m for 2025/26.

Appendix A of the report provided the detail of all the cost pressures for 2025/26 as well as early indications of pressures for 2026/27 and 2027/28.

Two budget briefings were held on 9 July to enable members to have a better understanding of the financial position and a further briefing would be scheduled for September as an opportunity to contribute to a developing budget strategy.

Councillor Johnson also advised that there was no feedback from the Corporate Resources Overview & Scrutiny Committee, which considered the report on the 19th July, 2024.

The Corporate Finance Manager outlined the summary of cost pressures for 2025/26, drawing attention to the National Funding Requirements (Pay Awards) and portfolio cost pressures for Social Care and Housing & Communities. No estimated impact from the current pay offer was included in the forecast at this stage and would be refined once the final outcome was known, either positive or negative. As inflation levels were now much more stable the assumptions for the 2025/26 pay award had

been reduced to 4% from the 5% previously included in the forecast. There continued to be a significant growth in numbers presenting as homeless and needing to be accommodated within temporary accommodation. Due to the continued increase in demand, there was a projected overspend of £2.9m for 2024/25 and a potential additional budget requirement for 2025/26 of around £7.5m and this has been included in the forecast.

To date Welsh Government had provided no indicative figures for the main budget stream - Aggregate External Finance (AEF) for 2025/26. However, independent analysis of the Welsh Government budget advised that only a marginal uplift at best could be expected. Therefore, at this stage it was considered prudent to plan for a cash flat settlement. By way of context each 1% uplift to the AEF would generate £2.585m of funding for the Council's budget.

Councillor Dave Healey commented on the pay awards that were nationally negotiated with no reference to the ability of Local Governments' ability to fund them. He hoped funding would be forthcoming to meet future requirements.

Councillor Bithell spoke of the financial challenges which had impacted the Council for a number of years, with no indication of change in the future. He supported the Cabinet Members' comments on the new for a review of the Barnett Formula and hoped that this could be pursued with the new National Government. He requested that all Members consider the financial position of the Council when pursuing policies, which may be desirable, but could not be financed.

RESOLVED:

- (a) That Cabinet receives the update on the additional budget requirement for the 2025/26 financial year; and
- (b) That Cabinet agrees the process and timeline for budget setting for 2025/26, as detailed in the report.

33. GOVERNANCE FOR THE TRANSFORMATION PROGRAMME

Councillor Johnson introduced the report which sought approval for i) the criteria for selecting transformation projects; ii) the democratic governance structure for the transformation programme; and iii) endorses the allocation of reserves to fund the additional capacity required to support the programme.

The Council has a duty to set a legal and balanced budget each year. That annual cycle has meant that the Council tends to focus its attention on making savings that can be achieved within a short timescale. There were potential savings that the council could explore which would not deliver inside the usual annual budget cycle. Such savings would typically involve looking at either larger scale projects such as a shared/collaborative service arrangement with another council or would involve redesigning internal working processes (probably aligned to a change of software). Such changes were typically referred to as transformational.

The Council needs to set up a programme to explore such transformational

changes if it is to reduce costs without reducing/stopping services. The governance of such a programme could be fitted within existing reporting structures in the Council. The capacity required to explore and manage a parallel programme of savings did not exist within the council at the present and would need to be recruited, probably temporarily, on an invest to save basis.

Councillor Johnson outlined the feedback from the Corporate Resources Overview & Scrutiny Committee, which supported the need for a transformational programme but was concerned around the costs associated with staffing. The Committee agreed to the first year costs but would review and scrutinise progress prior to any further expenditure being agreed.

The Chief Officer (Governance) outlined the governance structure, as shown at Appendix 1 of the report and the role of the Corporate Resources Overview & Scrutiny Committee, with the Committee fulfilling a collating role where it would bring together the results of such recommendations made by Overview & Scrutiny/decisions by Cabinet to assess their impact on the Council's ability to fulfil its MTFs. It would not be a forum for taking a second look at the detail of proposals which were properly the remit of another Overview & Scrutiny Committee but would be focussed on the effect or impact of the work on the overall programme.

The Chief Officer also addressed the comments/concerns made by the Corporate Resources Overview & Scrutiny Committee around financial resources.

The Leader thanked Councillor Richard Jones, Chair of the Corporate Resources Overview & Scrutiny Committee for his input in the development of the Transformation Programme.

Councillor Bithell asked how the budget gap figures outlined within the report for 2026/27 and 2027/28 had been calculated. The Corporate Finance Manager explained that these were initial assumptions based on current known cost pressures to the Council, if a 'cash flat' settlement was provided by Welsh Government.

RESOLVED:

That Cabinet approves the:-

1. Criteria for selecting transformation projects;
2. Democratic governance structure for the transformation programme, and
3. Endorses the allocation of reserves to fund the additional capacity required to support the programme.

34. TENANT INVOLVEMENT STRATEGY

Councillor Sean Bibby introduced the report which presented the Tenant Involvement Strategy.

Flintshire County Council's Housing Service was responsible for over 7,300 homes across the county comprising of general needs and sheltered

accommodation. To support the management of those homes it was important that customers were given the opportunity to share their experiences of those services.

The former Tenant Engagement Strategy expired in 2021 and the Council had been operating an interim strategy whilst the new draft was being developed and the Survey of Tenants and Residents (STAR) was concluded. The new draft strategy sets out the commitment to tenant engagement and highlights what work was needed to improve our current position.

Further work had been carried out to develop and finalise the full strategy and the report outlined the main details.

RESOLVED:

That Cabinet support and approve the Tenant Involvement Strategy.

35. THE COUNCIL'S TRANSITION TO A RESTRICTED CAPACITY RESIDUAL WASTE COLLECTION MODEL

Councillor Dave Hughes introduced the report which outlined the modelling work undertaken and present the proposed collection model to be adopted by the Council in order to achieve the statutory target of 70%.

From 2024/2025, the statutory target for the amount of waste prepared for reuse, recycled and composted had increased to 70%, having previously been set at 64% in the preceding years as part of Welsh Government's (WG) "Beyond Recycling" Strategy. However, as a Council, Flintshire did not manage to achieve the previous statutory target of 64% in any of the preceding four years and, without significant service change, would not meet the 70% target required by 2025. This could lead to further significant financial penalties being imposed by WG, which were already expected to be in excess of £1million for 2021/22 and 2022/23.

Following the public consultation in early 2024 and the Council's adoption of the Resource and Waste Strategy in March 2024, a recommendation was approved by Cabinet to consider a further report in June 2024 to outline the Council's transition to a restricted capacity residual waste collection model, which was committed to in Priority Two of the Strategy and recognised as an effective method of reducing residual waste and maximising recycling collected.

To support with this, the Council engaged with WRAP Cymru, Local Partnerships and their consultants, WPS and CRS, to undertake a modelling exercise to simulate different residual waste collection methods for the purpose of identifying the optimum model for:

1. maximising recycling potential and improving performance.
2. reducing the impact on the environment by reducing greenhouse gas emissions.
3. reducing operational costs

The Chief Officer (Streetscene & Transportation) outlined the modelling outcomes and reported that the modelling exercise had identified that Option 2a

(180L black wheeled bin collected 4 weekly - 5 day working week (45L capacity per week)) achieved the highest performance increase at 5.9 percentage points, against the Enhanced Baseline. The greatest restriction on available weekly residual capacity resulted in the highest diversion of food and dry recycling from the residual stream, while the 4-weekly collection frequency meant that captured was maximised.

The Chief Officer also reported that the proposals set out for approval by Cabinet were not supported by the Environment & Economy Overview & Scrutiny Committee.

The Leader proposed an amendment to the recommendation that residual waste collections be reduced to once every three weeks while retaining the 180L black wheeled bin. This was supported by Councillor Hughes.

Councillor Healey said that whilst the four weekly model provided the maximum savings, reduced emissions and offered the best opportunity to meet the increased statutory targets set by WG, he supported the proposals to move to a three weekly collection and said that the findings outlined within the report that 58% of the waste found in the black bin could be recycled was unacceptable.

Councillor Bithell said that this was a difficult decision to make but outlined the dilemma the Council found itself in due to the possible infraction fines being faced and the need to demonstrate to WG that the Council was doing its level best to meet the increased statutory targets. He also outlined the efficiencies which would be released and assist with the current budget gap.

Councillor Bibby spoke in support of the amendment from the Leader which he said was a pragmatic compromise.

The Chief Executive reported that the overall objectives of the proposals were to reduce the number of recyclable items placed in the black bin and thanked residents who continued to recycle all possible items. The environmental impacts of not recycling were well known and the impacts to climate change were significant, and in order to make a positive contribution for future generations it was important that the Council improve recycling rates.

The Corporate Finance Manager reported that the Revenue Budget Monitoring report detailed significant financial risks and that the decision to move to a three weekly collection would reduce the amount available to be mitigated and therefore the levels of reserves would reduce. This would also reduce the projected contribution to meet the budget gap, which would have to be met by other decisions. There was also an increased risk around the infraction fine and the £1.2m compound impact had not been included in the budget and would need to come from the reduced contingency level of reserves.

The Chief Officer reported that there were no proposed changes to recycling and food collections. The Council provided a comprehensive kerb side collection, and those services would continue. A great deal of work had been undertaken around communication with residents, attending events and projects being drawn up for the collection of waste at flats, HMO's which would deliver significant benefit. The

modelling showed that three weekly collections would generate 66% of recycling collection which did not meet the revised statutory target of 70% set by WG.

The Chief Officer also clarified that the proposals to move to a 5 day working week would be retained as part of the amended proposal and that a report outlining the implementation and communication plan would be presented to Cabinet in the autumn.

RESOLVED:

- (a) That Cabinet acknowledges and notes the outcomes of the modelling work undertaken on restricting the capacity of residual waste collections; and
- (b) That Cabinet supports a transition to the most effective service delivery model of retaining a comprehensive weekly recycling collection service and reducing residual waste collections to once every three weeks while retaining the 180L black wheeled bin to realise maximum recycling performance increase, greenhouse gas emission reduction and cost reduction.

36. SOCIAL SERVICES DIRECTOR'S ANNUAL REPORT 2023/24

Councillor Christine Jones introduced the Social Services Director's Annual Report 2023/24.

The Director of Social Services was required to produce an annual report summarising their view of the local authority's social care functions and priorities for improvement as legislated in the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA). The annual report must evaluate the performance of the local authority in relation to the delivery of its social services functions in respect of the reporting year. It must also set out objectives in relation to promoting the well-being of people who need care and support, and carers who need support, for the forthcoming year.

The 2023/24 report highlighted positive practice and developments, as outlined within the report.

The Chief Officer (Social Services) reported that the Social & Health Care Overview & Scrutiny Committee considered the report and the priorities for 2024/25, which have informed its work programme.

The report, in terms of design and layout, had been designed by Double Click, an organisation for people with mental health needs.

RESOLVED:

That Cabinet approve the Social Services Director's Annual Report 2023/24 and priorities identified for the 2024/25 financial year.

37. REVENUE BUDGET MONITORING REPORT 2023/24 (OUTTURN)

Councillor Johnson introduced the report which provided the revenue budget final outturn position for the Council Fund and Housing Revenue Account for the financial year 2023/24 (subject to audit).

The Accounts for 2023/24 were now effectively closed, and the formal Statement of Accounts and supporting notes were submitted to Audit Wales on 25th June which was within the timeframe set by Welsh Government.

As reported previously, a moratorium on non-contractually committed spend was put in place alongside a vacancy management process with the aim of reducing in year expenditure to 'dampen' the projected overspend at that time. This work made a positive impact on the outturn position.

The final year end position was as follows:

Council Fund

- An operating deficit of £1.446m which was a positive movement of (£0.979m) from the deficit figure of £2.445m reported at Month 10.
- A projected contingency reserve available balance as at 31 March 2024 of £2.972m (after taking account of previously approved allocations including those approved as part of the 2024/25 Budget).

Housing Revenue Account

- Net in-year revenue expenditure was forecast to be £0.315m lower than budget which was a favourable movement of £0.773m from the figure reported at Month 10.
- A projected closing balance as at 31 March, 2024 of £3.5129m

During the financial year, £2.144m of deferred and/or delayed expenditure had been identified and was analysed by service within Appendix 2. The robust challenge of budget lines and commitments would continue into the next financial year 2024/25, with updates provided in future reports.

The Corporate Finance Manager reported that after taking into account the outturn and previously approved allocations the final level of Council Fund Contingency Reserve available as at 31 March, 2024 was £2.972m including those approved as part of the 2024/25 budget, and was shown in Appendix 4. As in previous years a review and challenge of all earmarked reserves would be undertaken over the summer to ensure that they were still relevant and required at the same level.

RESOLVED:

- (a) That Cabinet note the overall report and the Council Fund contingency sum available as at 31 March, 2024 (subject to audit);
- (b) That Cabinet note the final level of balances on the Housing Revenue Account (HRA) (subject to audit); and

- (c) That Cabinet approve the carry forward requests as outlined in paragraph 1.13.

38. REVENUE BUDGET MONITORING 2024/25 (INTERIM)

Councillor Johnson introduced the report which provided the first overview of the budget monitoring position for the 2024/25 financial year. At this early stage only financial risks had been highlighted within the report.

The ability to mitigate risks during the financial year would again centre on review and challenge of delayed and deferred spend, maximising income streams and grant funding. As reported previously, a moratorium on non-contractually committed spend was put in place during 2023/24 alongside a vacancy management process with the aim of reducing in-year expenditure to 'dampen' the projected overspend and this would continue into 2024/25.

The Base Level Reserves had been increased to £8.985m by using the remaining balance of £3.216m of the COVID-19 Hardship Fund Reserve from 2023/24. In addition, there was an amount of £3m available which was approved as a "Budget Risk" Reserve.

A full detailed monitoring report would be provided in September which would include a projection on the overall financial position for 2024/25.

Councillor Johnson reported that there was no feedback to provide from the Corporate Resources Overview & Scrutiny Committee, who considered the report on the 19th July, 2024.

RESOLVED:

- (a) That Cabinet note the report and the potential financial risks on the 2024/25 budget; and
- (b) That Cabinet note the allocations of £0.200m from the Contingency Reserve for Cambrian Aquatics and £0.277m for Free School Meals holiday provision – Paragraph 1.14 refers.

39. CAPITAL PROGRAMME MONITORING 2023/24 (OUTTURN)

Councillor Johnson introduced the report which summarised the final outturn position for 2023/24 and changes made to the Capital Programme during the last quarter.

The Capital Programme had seen a net decrease in budget of (£16.834m) during the last quarter which comprised of:

- Net budget decrease in the programme of (£12.875m) (See Table 2 – Council Fund (CF) (£10.125m), Housing Revenue Account (HRA) (£2.750m));
- Carry Forward to 2024/25 approved at Month 9 of (£1.810m);

- Switch of School Maintenance grant (£0.401m) and Additional Learning Needs grant (£1.575m) (all CF); and
- Identified savings at outturn of (£0.173m) (CF)

Actual expenditure for the year was £69.807m (See Table 3).

The final outturn funding surplus from the 2023/24 – 2025/26 Capital Programme was £2.815m which was £0.819m more than the projected £1.996m when the 2024/25 – 2026/27 Capital Programme was approved on the 6th December 2023.

Following receipt of the final local government settlement, the Council would receive a reduced allocation of £0.017m per year compared to the estimated funding when the budget was set.

The final outturn for 2023/24 therefore has the impact of a revised opening funding position surplus of £0.820m (compared to £0.052m when the budget was set), prior to the realisation of additional capital receipts and/or other funding sources.

RESOLVED:

- That Cabinet approve the overall report;
- That Cabinet approve the carry forward adjustments, as set out at 1.15.
- That Cabinet approve the additional allocation, as set out in 1.19

40. PRUDENTIAL INDICATORS – ACTUALS 2023/24

Councillor Johnson introduced the report which provided details of the Council's actual prudential indicators for the 2023/24 financial year compared with the estimates set for:-

- Prudential indicators for Prudence
- Prudential indicators for Affordability

The Corporate Finance Manager drew attention to the ratio of financing costs to net revenue stream, shown at Table 6, and reported that the actual ratios were lower than the previous year due to the Council's expected borrowing levels for both short and long term being lower than anticipated during the year.

RESOLVED:

That Cabinet approve the prudential indicators within the report.

41. ANNUAL REVIEW OF FEES AND CHARGES 2024

Councillor Johnson introduced the report which outlined the outcome of the 2024 review of fees and charges which had been completed in line with the Council's Income Generation Policy, which set out the rationale and process for an annual

review of fees and charges. The outcome of this review was set out in Appendix A and would apply from 1st October 2024.

Applying the principles contained within the Council's Income Generation Policy had ensured that any changes to charging has been appropriately managed and the latest version of the policy was attached as Appendix B.

The report also outlined the ongoing requirements of the annual review of fees and charges for 2024, particularly for those fees and charges who were still to demonstrate that they achieve full cost recovery.

The Chief Executive reported that estimations of income generated through the application of fees and charges, and any increases to them, was monitored and factored into the budget setting process. The 2024 review was estimated to generate an additional £0.085m per annum, with £0.050m of that already built into 2024/25 budgets, so this was an additional contribution of £0.035m to the 2025/26 budget.

RESOLVED:

- (a) That Cabinet approves the schedule of fees and charges documented in Appendix A for implementation on 1st October 2024.
- (b) That Cabinet agrees that a customer friendly version of the schedule of fees and charges, documented in Appendix A, be produced and published.

42. SHELTERED HOUSING REVIEW UPDATE

Councillor Bibby introduced the report which provided an update on the progress of the sheltered housing review which adopted a holistic approach to the sustainability of the sheltered housing stock and was designed to review each scheme from:-

- An asset management perspective - to identify the current and future investment needs of each scheme, WHQS works, de-carbonisation and compliance considerations; and
- A housing management perspective - to address any demand / turnover and desirability issues and to determine the sustainability of each scheme.

The Service Manager (Housing, Welfare & Communities) advised that scheme would be assessed against an approved sustainability matrix which would result in it being awarded one of 4 possible recommendations, as outlined within the report.

There were 142 schemes in Flintshire which provided a total of 2,641 units of accommodation. A thorough desktop and kerbside review had been carried out over the last couple of months which had provided more detailed information in relation to the location and layout of the schemes. From this information, several workstreams had been developed and each workstream would be assessed using the asset and housing management matrix and the process for review would follow the agreed communication plan.

RESOLVED:

That Cabinet note the progress of the Sheltered Housing Review.

43. CHILDCARE AND EARLY YEARS CAPITAL PROGRAMME 2022-25

Councillor Jones introduced the report which outlined two proposed projects for phase 2 of the Childcare and Early Years Capital Programme 2022-2025 and the potential building locations that have been identified. The projects within the programme had been selected using Childcare Sufficiency Assessments, and Welsh Government funding criteria.

The projects, if approved, would deliver new Childcare facilities, and increase childcare provision across Flintshire in various locations. The focus was on early years, however, the buildings could be used for childcare wrap-around, after school and holiday provision.

The first project was Cornist Park Flint and, subject to Cabinet approval, the Flintshire Childcare and Early Years Capital Team would like to progress this project onto the next stage of a 'design and build' request to Welsh Government (WG). The second project was at Ysgol Terrig/Ysgol Parc Y Llan, Treuddyn. Feasibility options had been identified for this site and further work was required with partners to finalise the preferred scheme before seeking approval to proceed with a 'design and build' request to WG .

The Chief Officer (Social Services) reported that phase 1 of the Childcare and Early Years Capital Programme ran between 2019-2022 and saw the delivery of nine new modular buildings and the refurbishment of an existing building. Phase 1 projects were completed within the allocated budget and a list of sites were outlined within the report.

The feasibility studies have been completed and informed options for both sites, with option 2 being the preferred option for the site at Flint. Further work was required with partners for the Treuddyn site to ensure that the most appropriate option was identified to balance a range of needs and factors relating to the site.

RESOLVED:

- (a) That Cabinet approve a submission to the Childcare and Early Years Capital Programme 2022-2025 for the Cornist Park Flint, scheme to proceed from the 'starting a project' stage and to request agreement to the 'design and build' phase of the programme from Welsh Government;
- (b) That Cabinet approves a Direct Award process to appoint an experienced contractor to meet the WG deadline of 31 March 2025. The award will be through the existing Pagoba framework; and
- (c) That Cabinet notes the identification of the Ysgol Terrig/Ysgol Parc Y Llan, Treuddyn as a potential second project, subject to further work with partners. If options are viable within the timescales prescribed by Welsh Government

approval will be sought from Cabinet to proceed based on the timelines, costings and partnership agreement.

44. ENFORCEMENT OF CLOSURE NOTICES AND CLOSURE ORDERS UNDER THE ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

Councillor Bithell introduced the report which requested authority for the Chief Officer for Planning, Environment and Economy to be delegated to exercise the Council's powers in relation to Closure Notices and Orders, under the Anti-Social Behaviour, Crime and Policing Act 2014.

A Closure Notice could be issued for up to 48 hours if the Council or Police were satisfied on reasonable grounds:-

- that the use of a particular premises has resulted, or (if the notice is not issued) is likely soon to result in nuisance to members of the public; or
- that there has been, or (if the notice is not issued) is likely soon to be, disorder near those premises associated with the use of those premises and that the notice is necessary to prevent the nuisance or disorder from continuing, recurring or occurring.

The Community and Business Protection Manager reported that the power to issue Closure Notices and Orders on premises where there was anti-social behaviour was an effective alternative enforcement tool that the authority could use to combat such behaviour. It could be used in relation to shops selling illicit goods such as tobacco, vapes or alcohol, licensed premises that fail to address bad behaviour caused by their customers and any other premises where there was persistent anti-social behaviour.

The recommendation had been considered and endorsed by the Environment and Economy Overview and Scrutiny Committee on 16th July 2024. At the Committee, Members asked a number of questions and those had been addressed in the report.

RESOLVED:

That the Chief Officer for Planning, Environment and Economy on behalf of Flintshire County Council be given delegated authority to issue Closure Notices under section 76 of The Anti-Social Behaviour, Crime and Policing Act 2014 and authorise officers to enforce, closure orders, in accordance with the Anti-social Behaviour, Crime and Policing Act 2014.

45. OPEN ACCESS AGREEMENT WITH FRESHWAVE

Councillor Healey introduced the report which proposed the development of Open Access Agreements in Flintshire with the first one to be signed with Freshwave Facilities Limited and others to follow.

The Council Plan and Digital Strategy highlight the importance of improving digital connectivity in Flintshire for residents and businesses. Connectivity had grown

in importance over recent years to enable social interaction, access to information and services, education, and employment whether from home or in other locations. Despite this, mobile connectivity remained poor in many areas of the County.

UK Government was encouraging local government to use Open Access Agreements to make it easier for the Mobile Network Operators to invest in improved connectivity through the use of the Council's Street furniture assets.

The recommendations had been considered and endorsed by the Environment and Economy Overview and Scrutiny Committee on 16th July 2024.

The Community and Business Protection Manager highlighted section 1.09 of the report which explained what Open Access Agreements were, specifically highlighting that they would be cost neutral to the Council.

RESOLVED:

- (a) That Cabinet supports the proposed development of Open Access Agreements as a tool to improve digital connectivity in Flintshire;
- (b) That delegated authority be given to the Chief Officer (Planning, Environment and Economy) and the Head of Legal and Democratic Services to sign the proposed Open Access Agreement with Freshwave Facilities Limited and to amend the agreement in the future as required; and
- (c) That delegated authority is given to the Chief Officer (Planning, Environment and Economy) and the Head of Legal and Democratic Services to develop and amend further Open Access Agreements with other companies.

46. INVESTMENT ZONE FOR FLINTSHIRE AND WREXHAM

The Leader of the Council introduced the report which provided a summary of the Investment Zone programme and the progress made to date on its development in Flintshire and Wrexham. Whilst the announcement of a General Election had created a degree of uncertainty to the process, development work on the Investment Zone has continued in readiness for further discussion with the two governments post-election.

The Investment Zone would focus on the nationally important cluster of advanced manufacturing businesses in Flintshire and Wrexham to enable the sector to thrive, expand, increase skills and wages and increase their contribution to the economy of the region.

Advanced Manufacturing has been selected as the sector that the Flintshire and Wrexham Investment Zone would support, based on the available data and analysis from the two governments showing the scale and importance of this existing cluster.

The Chief Executive reported that the UK Government announced two Investment Zones for Wales in the Spring Budget of 2023. The Autumn Statement in

November 2023 subsequently confirmed that Flintshire and Wrexham would join the Cardiff City Region as the second Investment Zone. This followed a period of significant work, which was driven by local business leaders, to highlight how the potential of the functional economic area of Flintshire and Wrexham, aligned with the assessment of both governments of the strategic fit with the policy intervention. Subject to the Investment Zone proposal meeting specific requirements, a funding envelope of up to £160m was available to that Investment Zone for a period of 10 years.

The approach being taken was not without a level of risk, but there were believed to be mitigations to the risks, as outlined within the report.

Councillor Healey reported that the proposed Investment Zone was discussed at Environment and Economy Overview and Scrutiny Committee on 16th July 2024. Whilst the recommendations were supported, a number of Members raised concerns which were highlighted in the report. Councillor Healey provided a detailed response to the concerns raised.

RESOLVED:

That Cabinet recognises the progress of work on the Investment Zone and supports the Council to work with Wrexham County Borough Council and the Corporate Joint Committee to work at risk through the required Gateways outlined over the next six months, to secure the funding of £160m over the next 10 years.

47. CARE CLOSER TO HOME: PLACEMENT COMMISSIONING STRATEGY FOR LOOKED AFTER CHILDREN

Councillor Jones introduced the report which confirmed progress in delivering the first phase of our 'Care Closer to Home' strategy and proposed the approach to updating the 'Care Closer to Home' Strategy within the context of the Health and Social Care (Wales) Bill which was laid before the Senedd Cymru on 20 May 2024.

The report also proposed a workshop for Elected Members to outline the new legislation, the context of current placement commissioning (often referred to as Out of County Placements) and to explore options for developing the strategic approach for placement commissioning and further development of in-house placement provision. The outcome would inform the development of an updated phase 2 'Care Closer to Home' Strategy.

Flintshire County Council had a strategic vision to provide sufficient local good quality accommodation to meet the needs of looked after children. The 'Care Closer to Home: Placement Commissioning Strategy' set out the intention to invest in the development of in house fostering, residential care and to forge effective partnerships with high quality providers that operate not for profit principles.

The Chief Officer (Social Services) reported that the Health and Social Care (Wales) Bill would fetter the Council's ability to commission freely with providers of certain business models outside of Wales as well as in country and locally. This policy would, and was already, changing the landscape of placement options for

children and young people, therefore, local authorities must proactively identify opportunities for change and manage the emerging risks. The Council was committed to the national policy intent. The implementation timeline was, however, very challenging and would necessitate significant planning to transition safely for the children and young people.

RESOLVED:

- (a) That Cabinet approves progress to deliver phase one of our 'Care Closer to Home' strategy; and
- (b) That Cabinet supports a workshop for Elected Members in September/October 2024 to outline the new legislation, the context of current placement commissioning (often referred to as Out of County Placements) and to explore options for developing a strategic approach for placement commissioning and further development of in-house placement provision.

48. CHARGING FOR APPOINTEESHIP

Councillor Jones introduced the report to seek approval to implement a charging structure for local authority managed Appointeeship cases.

Flintshire County Council offers services through its Deputyship Team to help vulnerable individuals to manage their financial affairs. Support was offered by undertaking a role as either an Appointee of the Department of Work and Pensions (DWP) or a Deputy of the Court of Protection (COP). A DWP Appointee receives an individual's DWP benefit payments and was able to support them to budget and pay their rent and utility bills.

To date this work had been undertaken free of charge. It was proposed that the Council charge a sliding scale management fee to individuals for whom the Council acts as a Corporate Appointee.

The Chief Officer (Social Services) reported that the Appointeeship Service was not a statutory service meaning the authority was not legally obliged to provide this. However, given the number of individuals who were currently supported and the high number of referrals received it is clear there was a need for this. Budgetary pressures on local authorities were well documented and due to this, consideration was being given to charges levied for services to ensure they could continue into the future.

Across the UK, there was evidence that there were an increasing number of local authorities who had introduced charges for their Appointeeship services. In Wales when consulted, many local authorities responded to say that they were actively considering introducing charging for Appointeeship Services in the near future and 3 responded to say that they already have charges in place.

The Chief Officer reported that the report was discussed at the Social and Health Care Overview and Scrutiny Committee on 18th July 2024. An additional recommendation was proposed by Councillor Alasdair Ibbotson which was discussed

by the Committee. This additional option proposed by Councillor Ibbotson suggested that there be no distinction in charges between community based individuals and those living in residential care. It had not been possible to estimate the potential income from this option based on the individuals supported by the Deputyship Team, due to the short timeframe between Committees. It was suggested that further calculations be made by the Deputyship Team to provide an estimate which had been calculated using the same core information as that used for Option 1 and 2, as outlined within the report.

An initial consultation was conducted with all individuals who receive Appointeeship service and their carers as well as advocacy services and representative agencies. Prior to full implementation a full consultation would be undertaken regarding proposed charging structure and implementation.

RESOLVED:

That Cabinet approve the implementation of a charging structure for local authority managed Appointeeship cases.

49. EXERCISE OF DELEGATED POWERS

An information item on the actions taken under delegated powers was submitted. The actions were as set out below:-

Education and Youth

- **Provision of payments during the school Summer holiday to parents of children eligible for free school meals 2024**
Provision of payments during the school Summer holiday to parents of children eligible for free school meals 2024. Payment to be £50.00 per learner.

The estimated cost for the payments during the Summer holiday 2024 is £276,000.

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

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

50. RECOMMISSIONING OF UNPAID CARERS SERVICES

Councillor Jones introduced the report which set out the proposals for the recommissioning of carers services for a five year period starting from April 2025 as per the Council's Contract Procedure Rules.

RESOLVED:

- (a) That Cabinet acknowledges the feedback received locally with regards to carers services as part of the review; and
- (b) That Cabinet approve the proposals made for the recommissioning of carers services for a five year period starting from April 2025 as per the Contract Procedure Rules.

51. THEATR CLWYD BUSINESS PLAN – ANNUAL UPDATE

Councillor Mared Eastwood introduced the report which presented the updated Theatr Clwyd Business Plan 2023 to 2029, along with an Impact Report highlighting achievements, and Theatr Clwyd’s financial accounts for the year ending 31st March 2023.

Whilst the Business Plan and Impact Report cover all Theatr Clwyd activities, the report did not cover the audited accounts for the Music Trust, which ran aligned to the academic year and were currently being signed off by external auditors.

RESOLVED:

That Cabinet notes the content of the Theatr Clwyd Business Plan, the achievements delivered as identified in the Impact Report, and the financial position as detailed in the accounts provided.

52. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were no members of the public in attendance.

(The meeting commenced at 10.00 a.m. and ended at 1.15 p.m.)

.....
Chair

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CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Medium Term Financial Strategy and Budget 2025/26
Cabinet Member	Cabinet Member for Finance and Social Value for Finance and Social Value
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This report provides an update on the Council's concerning revenue budget position for the 2025/26 financial year in advance of consideration by relevant Overview and Scrutiny meetings.

In July, Cabinet and Corporate Resources Overview and Scrutiny Committee were advised of an additional budget requirement for the 2025/26 financial year of £37.778m. This was based on a number of assumptions that may be subject to change.

This position included the impact of the latest national position on public sector pay, the estimated impact of changes to service demand and the ongoing impacts of inflation. The report also included details of some ongoing risks that could further change the budget requirement.

Budget workshops were held on the afternoon and evening of 9 July to enable members to have a better understanding of the financial position and a further briefing is being scheduled to consider options available to the Council to balance its budget for 2025/26.

This report provides an update on the financial position and advises of the workstreams that are being undertaken to identify the solutions required to meet the funding gap.

However, it is important that members understand and are clear that the Council currently has a serious and major budget challenge to identify the solutions required that will enable it to agree a legal and balanced budget by March next

year. As previously reported the level of historic cost reductions already taken from portfolios during the period of austerity and beyond leaves very few options for further cost reductions of scale and some difficult choices will need to be made. In previous years the Council has rightly stood on the principle that it will not reduce the budget for any service to the point where the service is unsafe, or to do so would mean we would fail to meet our statutory duties or our quality standards.

However, unless sufficient cost reductions are identified that are achievable and deliverable the Council will not meet its statutory obligation to set a legal and balanced budget. These options have not been identified to date.

RECOMMENDATIONS

1	To receive an update on the Council's concerning budget position for the 2025/26 financial year in advance of consideration by relevant Overview and Scrutiny Committees.
2	To note the ongoing work to identify budget solutions and to agree an approach to address the serious and major budget challenge.

REPORT DETAILS

1.00	EXPLAINING THE MEDIUM-TERM FINANCIAL STRATEGY AND BUDGET 2025/26
1.01	This report provides an update on the Council's concerning revenue budget position for the 2025/26 financial year in advance of consideration by relevant Overview and Scrutiny meetings.
1.02	In July, Cabinet and Corporate Resources Overview and Scrutiny Committee were advised of an additional budget requirement for the 2025/26 financial year of £37.778m. This was based on a number of assumptions that may be subject to change.
1.03	This position included the impact of the latest national position on public sector pay, the estimated impact of changes to service demand and the ongoing impacts of inflation. The report also included details of some ongoing risks that could further change the budget requirement.
1.04	Budget workshops were held on the afternoon and evening of 9 July to enable members to have a better understanding of the financial position and a further briefing is being scheduled to consider options available to balance its budget for 2025/26. However, it is important that members understand and are clear that the Council currently has a serious and major challenge to identify the solutions

	required that will enable it to agree a legal and balanced budget by March next year.																		
	THE REVISED ADDITIONAL BUDGET REQUIREMENT 2025/26																		
1.05	<p>Since July there have been some changes to the additional budget requirement, and these are set out in the table below:</p> <p>Table 1: Changes to the Additional Budget Requirement 2025/26</p> <table border="1"> <thead> <tr> <th></th> <th style="text-align: right;">£m</th> <th></th> </tr> </thead> <tbody> <tr> <td>July Cabinet Report</td> <td style="text-align: right;">37.778</td> <td>Note</td> </tr> <tr> <td colspan="3">Increases to Pressures:</td> </tr> <tr> <td>North Wales Fire and Rescue Levy</td> <td style="text-align: right;">0.545</td> <td>(1)</td> </tr> <tr> <td>NDR – Corporate Buildings</td> <td style="text-align: right;">0.097</td> <td>(2)</td> </tr> <tr> <td>Revised Additional Budget Requirement</td> <td style="text-align: right;">38.420</td> <td></td> </tr> </tbody> </table> <p>Note:</p> <ol style="list-style-type: none"> 1. Increase in the potential uplift in North Wales Fire and Rescue Levy 2. Increase in the NDR Multiplier for Corporate Buildings 		£m		July Cabinet Report	37.778	Note	Increases to Pressures:			North Wales Fire and Rescue Levy	0.545	(1)	NDR – Corporate Buildings	0.097	(2)	Revised Additional Budget Requirement	38.420	
	£m																		
July Cabinet Report	37.778	Note																	
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North Wales Fire and Rescue Levy	0.545	(1)																	
NDR – Corporate Buildings	0.097	(2)																	
Revised Additional Budget Requirement	38.420																		
1.06	<p><u>ONGOING RISKS</u></p> <p>The July report included a number of ongoing risks, and an update is provided below (paras 1.07 to 1.12) for those that still remain and which may change the additional budget forecast requirement further.</p>																		
1.07	<p>Pay Awards</p> <p><u>Impact of National Pay Awards</u></p> <p>National Pay awards have still not been agreed for 2024/25; the latest offer for NJC (Green Book) employees (an increase of £1,290 on all pay points 2 to 43 inclusive together with an increase of 2.5% on all pay points) has been rejected and Trade Union Members are being balloted for potential industrial action.</p> <p>However, if agreed at this level, there would be an in-year benefit to the budget of over £0.800m which would also reduce the budget requirement for 2025/26 by the same amount. The final impact of the outcome of the pay award will be included in future updates once concluded.</p> <p><u>Teachers Pay and Pensions</u></p> <p>The 2024/25 budget provides additional funding for a 5% pay award from September 2024. However, an uplift of 5.5% has been confirmed in England which may then be replicated in Wales – the uplift in England has been presented as ‘fully funded’ so no adjustment has been included at this stage for 2025/26.</p>																		

	Confirmation is still awaited on funding for additional Teacher Pay employer pension costs (effective from 1 April 2024) and negotiations are ongoing between UK Government and Welsh Government– no provision was included in the budget. There is a risk that the costs may not be met in full.
1.08	<p>Homelessness</p> <p>The homelessness service is continuing to see increasing numbers presenting for support and the projected overspend in the current financial year £2.7m with an amount of £7.5m currently included in the forecast for 2025/26 based on a continuation of in-year demand. Mitigating actions to reduce the impact are currently being assessed and a reduction in the pressure is expected.</p>
1.09	<p>Social Care</p> <p>There continue to be a number of risks within the service that need to be kept under review, such as on-going recruitment and retention challenges, new statutory responsibilities and the impact of inflationary increases and match funding for projects such as the Regional Integration Fund (RIF).</p> <p>On-going support from existing grants is an area on which the service depends, so the continuation of these is critical. Any reduction would pose a risk to service delivery.</p> <p>In addition the portfolio is currently projecting an in-year overspend of £2.150m which if not brought back in line with the budget by the end of the financial year may also impact on the 2025/26 financial year.</p>
1.10	<p>Streetscene and Transportation</p> <p>The review of the Waste Strategy will impact on future costs of the service in relation to the ongoing risk of potential infraction fines for failing to achieve the statutory recycling targets since 2021/22 (estimated to be in the region of £1.2m over three financial years).</p> <p>There is also a risk that the continuation of the Sustainable Waste Management Grant may be stopped or reduced. This is a revenue grant provided by Welsh Government to support the provision of re-use and recycling services, as well as preventing waste. Any reduction of this grant from the current level could impact on further revisions to the forecast.</p>
1.11	<p>Education and Youth</p> <p>There has been an increase in the cost of employer teachers' pension contributions from April 2024 and no provision was made in the 2024/25 budget as it is assumed that the additional cost will be met by UK Government.</p> <p>However, at this stage no confirmation has been received and Welsh Government continue to negotiate a funding settlement with UK Government.</p>

	<p>Any overall shortfall would result in additional costs for 2024/25 and 2025/26 which are not currently included in the forecast.</p> <p>Increases in demand and complexity for Additional Learning Needs, Specialist Provision and Education other than at School (EOTAS) is currently being funded by additional Welsh Government grant. There are a number of risks relating to the continuation of grant funding into 2025/26 which will need to be kept under review.</p> <p>Further work is being undertaken on demography and the impact of any changes due to school modernisation on the revenue costs for schools.</p>
1.12	<p>Out of County Placements</p> <p>The position on Out of County placements remains an ongoing risk and the projected overspend in the current financial year is now more than £1m. An amount of £0.500m is included in the current forecast which will need to be kept under review throughout the budget process and there is a strong likelihood that it will need to be increased.</p>
	<p>Funding Solutions</p>
1.13	<p>Aggregate External Finance (AEF)</p> <p>The local government settlement did not provide an indicative figure for our main funding stream of Aggregate External Finance (AEF) for the 2025/26 financial year and beyond. However, independent analysis of the Welsh Government budget advises that only a marginal uplift at best can be expected. Therefore, at this stage it is considered prudent to plan for a cash flat settlement. By way of context each 1% uplift to our AEF would generate £2.585m of funding for the Council's budget.</p> <p>If there is no significant increase in AEF this will present a major and serious challenge to the Council, and it would be inevitable that some service reductions would be necessary.</p> <p>Therefore, it is essential that the remaining options identified below are maximised to ensure that any impact on service reductions are minimised.</p>
1.14	<p>Transformation Programme</p> <p>The resourcing and governance arrangements of this key programme are now underway although it is anticipated that most of the cost reduction benefits will be over the medium to longer term. However, in view of the major challenge facing the Council priority will be directed to any areas that may be able to generate savings for the 2025/26 budget.</p>
1.15	<p>Previously agreed decisions</p> <p>The financial impacts of previously agreed decisions such as waste collection frequency and the future relocation of employees from County Hall to Ty Dewi Sant in Ewloe will have a positive contribution to the 2025/26 budget and will be included within future reports.</p>

1.16	<p>Review of Cost Pressures</p> <p>The cost pressures currently included in the forecast for 2025/26 are all relevant and deemed a priority within the respective portfolios. However, it needs to be noted that although some pressures can be deemed unavoidable there are also some pressures whereby the Council has a choice to either remove and/or defer to later point.</p> <p>In view of the overall position, a rigorous approach will need to be applied to a review of all existing cost pressures which is in progress.</p>
1.17	<p>School Budgets</p> <p>Net positive uplifts have been included for schools in recent years. In the last two financial years the full impact of all cost pressures for nationally agreed pay awards, energy and other costs have been included prior to a 3% 'top slice' which was necessary as a contribution to the Council's final budget balancing options.</p> <p>The school's delegated budget accounts for 32% of the Council's overall revenue budget. Therefore, in view of the scale of the financial challenge facing the council it will be necessary to consider further cost reductions for schools (netted off the cost pressures included).</p> <p>School's demography is also being reviewed and it is anticipated that there will be a significant reduction in pupil numbers which would result in an appropriate adjustment to the overall school budget.</p>
1.18	<p>Fees and Charges</p> <p>The Council has adopted a comprehensive policy for fees and charges for chargeable services. By applying this policy, we have balanced cost recovery of service provision with affordability and fairness for the payer.</p> <p>The annual inflationary uplifts from October were approved by Cabinet in July with an estimated additional contribution of £0.035m to the 2025/26 budget. A further uplift from October 2025 will contribute further and will be based on Consumer Price Index at the end of March 2025.</p>
1.19	<p>Review of Reserves and Balances</p> <p>A detailed review of all earmarked reserves is currently being undertaken and the overall position is due to be concluded by the end of September. The outcome of this work will be reported as part of the month 5 revenue monitoring report.</p> <p>Due to the significant projected overspend in the current financial year, any earmarked reserves that can be released will be required to replenish the contingency reserve which is currently expected to be overdrawn should the in-year position not improve by the end of the financial year.</p>
1.20	<p>Portfolio Cost Reductions</p>

	<p>Members will be aware that whilst we are able to identify some cost savings and efficiencies as part of our annual budget setting process, there are no cost savings of any scale remaining following over a decade of underfunding of local government.</p> <p>As previously reported the scale of historic cost reductions already taken from portfolios during the period of austerity and beyond leaves very few options of scale for any further cost reductions and some difficult choices will need to be made.</p> <p>It is envisaged that further cost reductions across all portfolios of over 10% will be required to balance the budget and Chief Officers are finding it extremely difficult to identify areas that won't impact on service quality and standards. Specific options are currently being considered that will be brought back to members for consideration.</p>
1.21	<p>Council Tax</p> <p>It is too early to make an assumption on council tax levels for 2025/26 as this will be largely dependent on how successful the Council is in identifying the portfolio and corporate cost reductions identified in the report.</p> <p>However, if there is no movement in the national funding position via anticipated Welsh Government Grant then it is inevitable that at least a similar increase to the current year will be required as there will need to be an even greater reliance on local taxation.</p> <p>As in previous years council tax levels will be a key consideration in the final stage of the budget process.</p>
1.22	<p>Summary and Conclusions</p> <p>The Council currently has a serious and major budget challenge to identify the solutions required that will enable it to agree a legal and balanced budget by March next year. As previously reported the scale of historic cost reductions already taken from portfolios during the period of austerity and beyond leaves very limited options of scale for further cost reductions and some difficult choices will need to be made.</p> <p>In previous years the Council has rightly stood by the principle that it will not reduce the budget for any service to the point where the service is unsafe, or to do so would mean we would fail to meet our statutory duties or our quality standards.</p> <p>However, unless sufficient cost reductions are identified that are achievable and deliverable the Council will not meet its statutory obligation to set a legal and balanced budget. These options have not been identified to date.</p> <p>We will continue to make representations for a better settlement alongside all Welsh Councils through the Welsh Local Government Association (WLGA), although it does appear clear that Welsh Government also have a challenging budget situation which means that an improved increased settlement figure seems unlikely.</p>

The cost pressures and cost reductions identified to date will be considered by relevant overview and scrutiny committees and a second budget workshop is being scheduled for early October which is open to all members.

Regular updates will be provided to members throughout the budget process in conjunction with the budget timeline detailed in the report.

1.23 **Table 2: Budget Timeline**

Date	Event
September 2024	Report to Cabinet and Corporate Resources Overview and Scrutiny Committee - Updated additional budget requirement and emerging budget solutions
Early October 2024	2 nd Member Workshop
30 October 2024	Chancellor's UK Budget
October/November 2024	Overview & Scrutiny Committees
December 2024	Report to Cabinet and Corporate Resources Overview and Scrutiny Committee - Budget Update
December 2024	WG Draft Budget/Provisional Settlement
January 2025	Report to Cabinet and Corporate Resources Overview and Scrutiny Committee - Proposed budget requirement and solutions
February 2025	Report to Cabinet and Council - Final Budget Proposals
March 2025	WG Final Budget/Settlement

2.00 RESOURCE IMPLICATIONS

2.01 **Revenue:** the revenue implications for the 2025/26 budget are set out in the report.

Capital: the borrowing needs for the capital programme are built into the revenue estimates for 2025/26.

3.00 IMPACT ASSESSMENT AND RISK MANAGEMENT

3.01 **Ways of Working (Sustainable Development) Principles Impact**

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

Well-Being Goals Impact

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

	Vibrant Wales	As Healthier and Cohesive Wales above
	Globally responsible Wales	Neutral impact.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Consultation has taken place with Portfolio Management Teams and the Chief Officer Team, the Finance Team, Cabinet Members, Group Leaders and Scrutiny Committees. Further consultation will be undertaken through Member briefings and specific Scrutiny meetings during the Autumn.

5.00	APPENDICES
5.01	None to this report

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Cabinet Report 23 July 2024

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

8.00	GLOSSARY OF TERMS
8.01	<p>Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Capital: Expenditure on the acquisition of non-current assets or expenditure which extends the useful life of an existing asset.</p>

Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.

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

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

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

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

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

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

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

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

External Partners: Organisations outside of the Council that we work alongside to deliver services.

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CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Audit Wales Report – Financial Sustainability
Cabinet Member	Cabinet Member for Finance and Social Value
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of the report is to provide an overview of the findings of a local report by Audit Wales entitled 'Financial Sustainability Review – Flintshire County Council.

Audit Wales have undertaken a review of all 22 Welsh Local Authorities with the following two main objectives:

- 1) To provide assurance that councils have proper arrangements to support their financial sustainability and
- 2) To explain councils' financial position and the key budget pressures and risks to their sustainability.

A national report will be produced later in the year once all reviews are complete.

The local report for Flintshire County Council is attached in Appendix 1 together with the key questions covered as part of the review.

The organisational response to the recommendation is included as Appendix 2 to the report and there is a separate report on this agenda which details the Council's latest financial position and its approach to budget setting for the 2025/26 financial year.

A representative from Audit Wales will be in attendance to present their findings in more detail.

RECOMMENDATIONS

1	That Cabinet consider the report on Financial Sustainability from Audit Wales and agree the organisational response.
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REPORT DETAILS

1.00	EXPLAINING THE FINANCIAL SUSTAINABILITY REPORT
1.01	The purpose of the report is to provide an overview of the findings of a local report by Audit Wales entitled 'Financial Sustainability Review – Flintshire County Council.'
1.02	<p>Audit Wales have undertaken a review of all 22 Welsh Local Authorities with the following two main objectives:</p> <ol style="list-style-type: none">1) To provide assurance that councils have proper arrangements to support their financial sustainability and2) To explain councils' financial position and the key budget pressures and risks to their sustainability.
1.03	A national report will be produced later in the year once all reviews are complete. The local report for Flintshire County Council is attached in Appendix 1 together with the key questions covered as part of the review.
1.04	<p>Overall, the Audit Wales report found that <i>the Council's arrangements do not provide assurance that it can identify strategic transformation in the short and medium-term of the scale required by its financial position. This, combined with its low level of reserves and spiralling costs in some service areas, puts the Council's financial sustainability at serious risk.</i></p> <p>Audit Wales will be in attendance at the meeting to present their findings in more detail.</p>
1.05	<p>The report includes one recommendation as detailed below:</p> <p>There are weaknesses in how the Council identifies savings. To change this, the Council should:</p> <ol style="list-style-type: none">1) work with officers and members to develop arrangements for identifying savings of a scale that can impact on its identified budget gap from a range of sources; and2) develop and implement arrangements to identify and evaluate the impact of these savings on services and service users. <p>The organisational response to the recommendation is included as Appendix 2 to the report and there is a separate report on this agenda which details the Council's latest financial position and its approach to budget setting for the 2025/26 financial year.</p>

2.00	RESOURCE IMPLICATIONS
2.01	There are no direct financial implications arising from the report. The scope, objectives and findings of the report from the Audit Wales financial sustainability review of Flintshire County Council are contained within the Audit Wales report together with the context. The recommendation of the report will be addressed within existing budget and resources.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	Ways of Working (Sustainable Development) Principles Impact	
	Long-term	Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term.
	Prevention	As above
	Integration	Neutral Impact
	Collaboration	Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.
	Involvement	Communication with Members, residents, and other stakeholders throughout the budget process.
	Well-Being Goals Impact	
	Prosperous Wales	Longer term funding settlements from Welsh Government that provide additional funding for indexation, service demands, and new legislation will aid sustainability and support a strong economy that encourage business investment in the region. The opposite will be true if settlements are inadequate.
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	More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities. The opposite will be true if settlements are inadequate.

	Cohesive Wales	Appropriate level of funding will support services working alongside partners. The opposite will be true if settlements are inadequate.
	Vibrant Wales	As Healthier and Cohesive Wales above
	Globally responsible Wales	Neutral impact.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The report will be shared with Corporate Resources Overview and Scrutiny Committee and Governance and Audit Committee.

5.00	APPENDICES
5.01	Appendix 1 – Audit Wales report on Financial Sustainability Review – Flintshire County Council Appendix 2 – Organisational response to the recommendation

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

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

8.00	GLOSSARY OF TERMS
8.01	Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations. Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure. Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it

	includes both the revenue budget and capital programme and any authorised amendments to them.
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Financial Sustainability Review – Flintshire County Council

Audit year: 2023-24

Date issued: August 2024

Document reference: 4439A2024

This document has been prepared as part of work performed in accordance with statutory functions.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000. The section 45 code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales and Audit Wales are relevant third parties. Any enquiries regarding disclosure or re-use of this document should be sent to Audit Wales at infoofficer@audit.wales.

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

Mae'r ddogfen hon hefyd ar gael yn Gymraeg. This document is also available in Welsh.

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Summary report

Why we did this audit

Our audit duties

- 1 The Council has to put in place arrangements to get value for money for the resources it uses, and the Auditor General has to be satisfied that it has done this.
- 2 We undertook this audit to help discharge the Auditor General's duties under section 17 of the Public Audit (Wales) Act 2004. It may also inform a study for improving value for money under section 41 of the 2004 Act, and/or an examination undertaken by the Auditor General under section 15 of the Well-being of Future Generations Act (Wales) 2015.

Our objectives for this audit

- 3 To provide assurance that councils have proper arrangements to support their financial sustainability.
- 4 To explain councils' financial position and the key budget pressures and risks to their financial sustainability.

Why financial sustainability is important

- 5 A combination of factors including the rising cost of delivering services and increased demand for some services is placing significant pressure on local government finances.
- 6 Despite these pressures, councils are still required to set a balanced budget whilst delivering a number of statutory services. Councils also provide a range of non-statutory services that communities rely on.
- 7 In this context, it is important that councils develop a strategic approach to their financial sustainability over the longer term to help them to secure value for money in the use of their resources.

What we looked at and what does good look like¹

- 8 We reviewed the Council's strategic approach to support its financial sustainability, its understanding of its current financial position, and its arrangements for reporting and oversight of its financial sustainability. This audit was limited to a consideration

¹ Defined as 'what should be' according to laws or regulations, 'what is expected' according to best practice, or 'what could be', given better conditions.

of the arrangements that the Council has put in place to support its financial sustainability. It was not a review of the Council's wider financial management, or of the individual financial decisions that the Council has made or intends to make.

- 9 We recognise that some factors which will impact on councils' financial sustainability will be beyond the scope of this audit, as this audit focused on the arrangements that councils are putting in place. However, where we identified common issues through our fieldwork that go beyond the arrangements that councils have put in place, we will report on these in our planned national summary report.
- 10 We also recognise the unprecedented financial challenges that councils have faced for many years and are likely to continue to face for at least the medium term. This includes the public sector funding pressures that followed the financial crisis in 2008 and the impact of the pandemic both at the time and its continued aftereffects. More recently councils have also faced significant real-terms reductions in spending power as a consequence of the fastest increase in inflation for decades. Alongside all of these events there have also been significant increases in the demand for some services, including for example the impact of an ageing population and the resulting increased demand for some services. These factors are largely outside the control of any individual council.
- 11 Against this longer-term background of financial challenges councils have needed to respond to more recent challenges at pace and we understand that inevitably in many, if not all councils, some of the specific details of how financial pressures will be tackled over the medium-term are still to be determined. This report sets out our view on the council's financial arrangements, and where appropriate where we think these could be strengthened to help improve the council's financial sustainability over the medium-term. Our report should be viewed in the context of these wider and longer-term financial pressures.
- 12 The audit sought to answer the overall question – **Does the Council have proper arrangements to support its financial sustainability?** To do this we looked to answer the following questions:
- Does the Council have a clear strategy for its long-term financial sustainability?
 - Is the Council's financial strategy supported by a clear understanding of its financial position?
 - Do the Council's reporting arrangements support regular oversight of its financial sustainability?
- 13 The audit criteria that we used to assess the Council's arrangements against each of our questions is set out in **Appendix 1**. This has been informed by our cumulative knowledge, as well as drawing on some publications produced by the Chartered Institute of Public Finance and Accountancy (CIPFA).



Our audit methods and when we undertook the audit

- 14 Our findings are based on document reviews and interviews with a sample of councillors and senior officers. The evidence we have used to inform our findings is limited to these sources. We undertook this work during May 2024.
- 15 We are undertaking this work at each of the 22 principal councils in Wales and, as well as reporting locally to each council, we also intend to produce a national report.



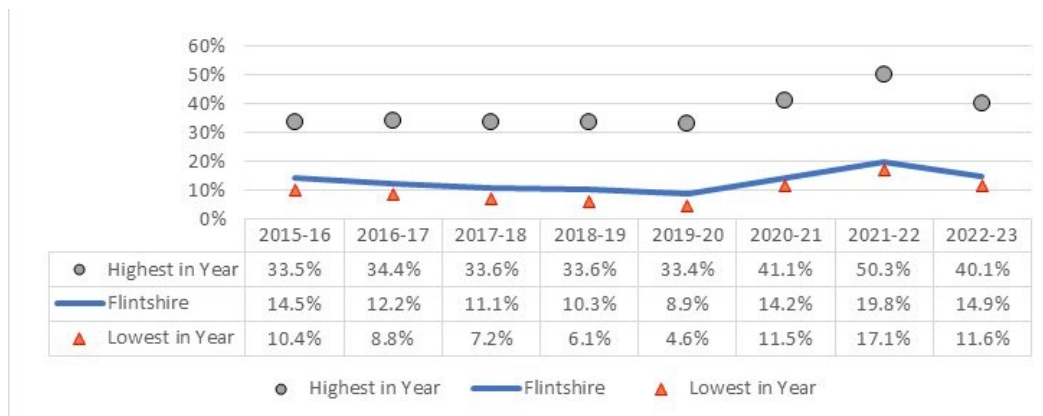
What we found

- 16 Overall, we found that **the Council's arrangements do not provide assurance that it can identify strategic transformation in the short and medium-term of the scale required by its financial position. This, combined with its low level of reserves and spiralling costs in some service areas, puts the Council's financial sustainability at serious risk.** We set out below why we reached this conclusion.
- 17 Although the Council has engaged members well, it has taken a short-term approach to detailed financial planning that has led to weaknesses in identifying and assessing savings, which it has not looked to address. A clear, robust, and agreed financial strategy is important to identify how the Council will respond to anticipated future funding pressures, and particularly how the Council will meet its projected funding gap in the short, medium, and long term.
- 18 During its budget-setting process for 2024-25, the Council ran a series of presentations and workshops with Members to provide updates and allow them to contribute to the process. The engagement process with Members for the 2025-26 budget has already begun. This is earlier than for the previous year and will allow the Council more time to manage the process.
- 19 The Council has worked well with other bodies to identify and compare its assumptions, forecasts, and to identify budget and service pressures. This has been used in its financial planning. However, this is short-term in nature, with no joined-up review of its medium-term budget gaps or pressures.
- 20 The Council was only able to present a balanced budget for 2024-25 after two rounds of substantial savings. The second round, which was unplanned, required £10 million in December 2023, of a total of £32 million planned in-year. The Council is aware that it is not feasible to identify savings in such a manner going forward.
- 21 Additionally, there is no evidence that the Council assessed the potential impact of these savings on services and service users, partly because of the unplanned nature of the savings and the timescales required to achieve them. This could lead

to unforeseen impacts on demand and the Council’s financial resources in the medium and long-term.

- 22 The importance of planning in the longer-term is framed by the Council’s reserves position. Whilst the Council has not regularly relied on the unplanned use of reserves to balance outturns, a risk of failing to meet the scale of the budget gap may place additional pressure on reserves. This risk would increase with planned usage of earmarked and contingency reserves to balance budgets. In our analysis of 2022-23 accounts, the Council held the third lowest reserves as a proportion of the net cost of services. The low levels of reserves (**Exhibit 1**) means the Council can only rely on these sources of funding in a very limited manner in the future. Reserve levels have continued to decline during 2023-24. This risks it not being able to set balanced budgets or mitigate against unplanned spend in-year.

Exhibit 1: total usable reserves not protected by law² as a percentage of the net cost of services



Source: Audit Wales analysis of council accounts

- 23 The Council has a clear understanding of its financial position and pressures. A thorough understanding of current and future funding pressures, alongside other risks to financial sustainability is important to ensure that the Council’s financial strategy is well informed and appropriate to the scale of the financial challenge it faces.
- 24 The Council has projected budget pressures of £24.9 million in 2025-26 and £22.7 million in 2026-27. Key pressures include:
- homelessness: the service has been given an additional £2 million for 2024-25, but this is anticipated to be below the uplift required to meet the demand

² This definition is consistent with our financial sustainability data tool and will differ from the Council’s own definition of usable reserves.

predicted for the financial year. For context, the service's net expenditure in 2022-23 was £1.9 million and was projected to be £5.1 million in 2023-24.

- out of county placements: This service was projected to overspend by £1.6 million in 2023-24 and has been allocated an extra £1.5 million for 2024-25 on top of the allocation for 2023-24.
- the Council's social care budget for 2024-25 includes a 7.44% increase, which is £7.4 million. While many other services are facing cuts to their budget, the Council anticipates that this increase will only be able to match the estimated additional costs arising from increased demand, inflation and costs being passed on from the providers of commissioned services.

- 25 While there are other external pressures on the Council's budget beyond the Council's control, such as central pay awards that have been greater in recent years, there are pressures and opportunities that are within the Council's control that it is not exploring fully. These include developing a more strategic approach to identifying savings, taking decisions to alter service design and delivery on a scale that will impact its financial position, and identifying opportunities for collaboration or transformation.
- 26 The Council had developed plans to introduce a transformation program but these have yet to receive approval from Chief Officers or members. As a result, if agreed and implemented, they are unlikely to deliver savings in the short to medium term, increasing the pressure on traditional savings and reserves.
- 27 Despite a clear understanding of its financial position, the Council has not taken challenging decisions of the scale required. This, combined with Council's low level of reserves and savings approach, does not provide us with the assurance that the Council is in a position to produce balanced budgets going forward.
- 28 The Council has good arrangements for regular and detailed reporting to Members on its financial position, but these have been unable to impact its financial position. Clear, regular, and transparent reporting arrangements are important to enable effective oversight of the Council's financial position, the action it is taking to ensure its financial sustainability and the impact of this on its local communities.
- 29 Arrangements provide Members with the opportunity to scrutinise and challenge the Council's financial decisions and position. In monthly reporting to members, officers provide a very detailed review of spending and progress against planned savings. The detailed level of reporting leads to discussions about smaller matters and detracts from tackling the bigger issues facing the Council.
- 30 Officers also report on the impact of its financial position and decisions against the sustainable development principle, the national well-being goals, and the Council's corporate objectives.
- 31 However, despite these arrangements, the Council's financial position remains challenging. There is little evidence of the Governance and Audit Committee or the Corporate Resources Oversight and Scrutiny Committee providing any mitigation or decision-making to help the Council improve its financial sustainability.



Our recommendations for the Council

Exhibit 2: our recommendations for the Council

Recommendations

- R1 There are weaknesses in how the Council identifies savings. To change this, the Council should:
- 1.1 work with officers and Members to develop arrangements for identifying savings of a scale that can impact on its identified budget gap from a range of sources; and
 - 1.2 develop and implement arrangements to identify and evaluate the impact of these savings on services and service users.

Appendix 1

Audit questions and criteria

Exhibit 3: overall question: Does the Council have proper arrangements to support its financial sustainability?

Level 2 questions	Criteria
Does the Council have a clear strategy for its long-term financial sustainability?	<ul style="list-style-type: none">• The Council has clearly set out its strategic approach to support its financial resilience over the short, medium, and long term.• The Council has a medium-term financial plan.• The Council's strategic approach is widely understood and supported by senior officers.• The Council has considered a wide range of options to improve its long-term financial sustainability, including comparison with other bodies.• The Council has identified all the savings it intends to make to meet its funding gap over the medium term, supported by well-evidenced plans based on reasonable assumptions.• The Council's strategy includes the strategic use of reserves to manage its savings programme over the medium term.• The Council has modelled the anticipated impact of its financial strategy over the medium term (eg potential service reductions and council tax levels on local communities).
Is the Council's financial strategy supported by a clear understanding of its financial position?	<ul style="list-style-type: none">• The Council has calculated its funding gap over the short to medium term based on reasonable assumptions.• The Council has benchmarked its assumptions with appropriate comparator bodies.• The Council has a good understanding of its key budget pressures in the medium and long term.• The Council has a track record of successfully addressing key budget pressures.• The Council has identified the key risks to its financial sustainability and has put in place mitigations.

Level 2 questions	Criteria
<p>Do the Council's reporting arrangements support regular oversight of its financial sustainability?</p>	<ul style="list-style-type: none"> • It is clear who is responsible for monitoring the Council's financial position, including its sustainability over the medium to long term. • The Council regularly reports its financial position to members to enable oversight and scrutiny. • The Council has arrangements to transparently report the impact/anticipated impact of its financial strategy on the achievement of its corporate objectives and on local communities to members and other stakeholders. • The Council's savings plan includes what has been agreed, how much progress has been made in implementation, and links to both its budget and medium-term financial plan. • The Council regularly reports progress in delivering planned savings to members to enable oversight and scrutiny.



Audit Wales

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We welcome correspondence and telephone calls in Welsh and English.
Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

Management response form



Report title: Financial Sustainability

Completion date: [date]

Document reference: [insert reference here]

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Ref	Recommendation	Management response	Completion date	Responsible officers (title)
R1	<p>There are weaknesses in how the Council identifies savings. To change this, the Council should:</p> <p>1.1 work with officers and Members to develop arrangements for identifying savings of a scale that can impact on its identified budget gap from a range of sources; and</p> <p>1.2 develop and implement arrangements to identify and evaluate the impact of these savings on services and service users.</p>	<p>Agreed</p> <p>As set out in the MTFS update report the Council acknowledges that it has a serious and major budget challenge due to significantly reduced national funding and the scale of historic cost reductions already taken over the last decade.</p> <p>A Transformation Programme is being developed with governance and resourcing arrangements now agreed. The programme will be prioritised and the early emphasis will be on maximising cost reduction opportunities in areas such as digital, use of assets and service</p>	<p>Phased programme of activity within the Transformation Programme in conjunction with budget setting for 2025/26 and beyond.</p> <p>Delivery of a legal and balanced budget by March 2025</p>	<p>Neal Cockerton (Chief Executive)</p> <p>Gary Ferguson (Corporate Finance Manager)</p>

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 officers (title)
		<p>transformation. The Programme will be undertaken and developed through engagement with both officers and members.</p> <p>The impacts and consequences of cost reduction proposals will be subject to formal impact assessments and appropriate consultation with service users</p>		



Cabinet

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Annual Performance Report 2023/24 (combined with the Council Plan End of Year Performance Report 2023/4)
Cabinet Member	Cabinet Member for Corporate Services
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Annual Performance Report sets out an analysis and summary of how well the Council has performed against our Well-being Objectives, Priorities and Sub-priorities at the end of the financial year 2023/24 of our Council Plan (2023-28). The Annual Performance Report also provides a summary of performance regarding other key areas of focus within the Council, i.e., Partnership and Collaboration Activity, Strategic Equality Plan.

The Council Plan (2023-28) sets out our deliverable organisational priorities and outcomes to align with the Well-being of Future Generations (Wales) Act 2015, seven well-being goals and five ways of working to create a sustainable Wales.

Performance against the Council Plan (2023-28) Well-being Objectives and Priorities was positive overall for 2023/24 with 74% of the actions and 65% of the performance measures meeting or exceeding target for the year.

RECOMMENDATIONS

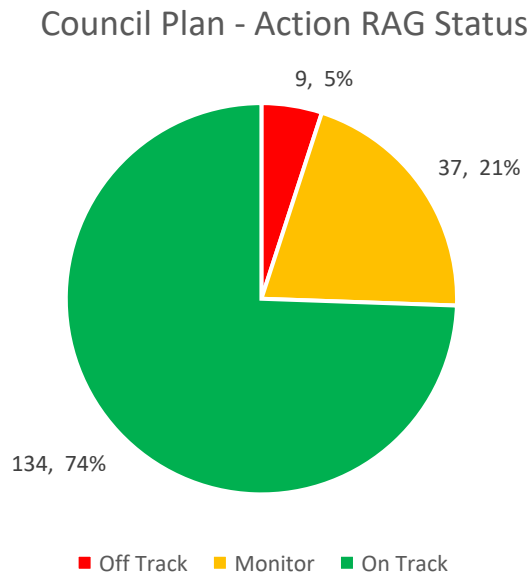
1	Cabinet to approve the 2023/24 Annual Performance Report, combined with the Council Plan End of Year 2023/24 Performance Report, noting the performance achieved.
---	---

REPORT DETAILS

1.00	EXPLAINING THE ANNUAL PERFORMANCE REPORT 2023/24
1.01	<p>The Annual Performance Report (the Report) is produced in accordance with two key legislations;</p> <p><u>Well-being of Future Generations (Wales) Act 2015</u></p> <p>The performance and governance provisions in the Act are framed within the context of the well-being duty in the Well-being of Future Generations (Wales) Act 2015 which sets out a legally binding common purpose for the public bodies subject to that Act to improve the social, economic, environmental, and cultural well-being of Wales. It sets out seven well-being goals which these public bodies must work towards and five ways of working to guide how public bodies should deliver.</p> <p><u>Local Government and Elections (Wales) Act 2021</u></p> <p>Councils are democratically accountable for the performance of their services, including their governance arrangements. They are supported through external audit, inspection and regulatory bodies who have a key role in assuring the quality of our public services in Wales</p>
1.02	<p>The Annual Performance Report must be approved by the full Council prior to publication.</p>
1.03	<p>Last year, feedback was received from Members and Chief Officers that the Annual Performance Report 2022/23 and the Council Plan 2022/23, End of Year Performance Report provided similar information and therefore, would it be possible to merge the two reports to reduce duplication and provide more consistency.</p> <p>The Annual Performance Report 2023/24 now provides a high-level summary of the Council Plan (2023-28) end of year performance, with the full analysis available as an appendix on progress against our Well-being Objectives and Priorities (Appendix B).</p> <p>The Annual Performance 2023/24 also takes into consideration assessment of our performance regarding:</p> <ul style="list-style-type: none">• Regulatory, audit and inspection activity• Annual Governance Statement• Corporate Self-assessment• Welsh Language• Budget Monitoring• Risk Management• Climate Change

Council Plan 2023/24 Performance

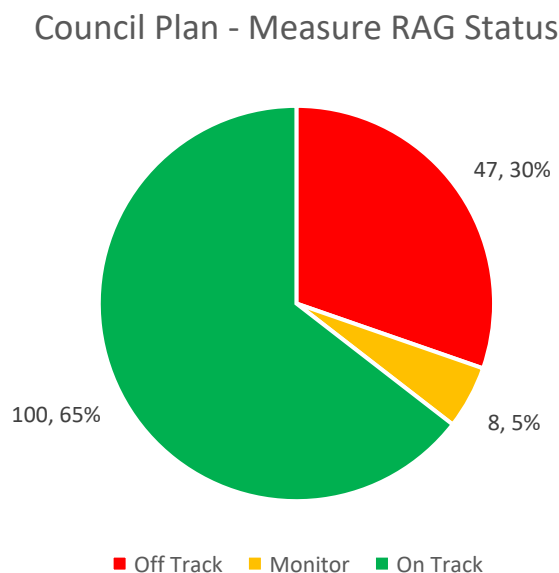
Performance for 2023/24 against our Council Plan Actions is summarised in the chart below.



In summary:

- 134 (74%) actions achieved the target (Green RAG Status - on track)
- 37 (21%) actions are being monitored (Amber RAG status - monitor)
- 9 (5%) actions missed target (Red RAG status - off track)

Performance for 2023/24 against our Council Plan Measures is summarised in the chart below.



In summary:

- 100 (65%) actions achieved the target (Green RAG Status - on track)
- 8 (5%) actions are being monitored (Amber RAG status - monitor)
- 47 (30%) actions missed target (Red RAG status - off track)

	For a full detailed analysis of the Council Plan (2023-28) end of year performance report please see Appendix B.
1.05	The Annual Performance Report 2023/24 will be made available via the Council's website once published.
1.06	As part of performance monitoring both Cabinet and Corporate Resources Overview and Scrutiny Committee have considered performance areas which under-perform (downward trend and/or low quartile benchmark position) throughout 2023/24 (and will continue to do so in the next financial year) in regard to the Council Plan (2023-28) but also other key areas of performance i.e., Corporate Self-assessment.

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

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p>Ways of Working (Sustainable Development) Principles</p> <p>In regard to the impact on the Ways of Working (Sustainable Development) Principles, the Council Plan (2023-28) continues to be aligned to these Principles;</p> <ul style="list-style-type: none"> • Long-term • Prevention • Integration • Collaboration • Involvement <p>By completing a high-level IIA for the Council Plan (2023-28), it enabled the Council to have an overview of the various additional IIA's that will be carried out to support the Council Plan (2023-28) priorities.</p> <p>Well-being Goals Impact</p> <p>The Council Plan (2023-28) continues to provide evidence of alignment with the seven Well-being Goals (part of the Well-being of Future Generations (Wales) Act 2015 and Five Ways of Working (Sustainable Development Principle). To do this effectively the Council ensures that specific strategic and policy reports include impact and risk assessments and considers the Well-being Goals.</p> <p>The Well-being Goals are;</p> <ul style="list-style-type: none"> • Prosperous Wales • Resilient Wales • Healthier Wales • More Equal Wales • Cohesive Wales

	<ul style="list-style-type: none"> • Vibrant Wales • Globally Responsible Wales <p>Council's Well-being Objectives The information detailed within the Annual Performance Report 2023/24 and Council Plan End of Year Performance Report 2023/24 demonstrates the progress made against the Well-being Objectives.</p> <p>Risks are identified as part of the annual review of the Council Plan and are detailed within Council Plan (Part 2 Document). In accordance with the Risk Management Framework, risks are reviewed monthly and reported upon.</p>
--	--

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	<p>Consultation with Senior Managers and Chief Officers was undertaken on setting the actions and measures to support performance for 2023/24 of the Council Plan (2023-28).</p> <p>Consultation is undertaken throughout the year by Cabinet and Overview and Scrutiny Committees to review the Council Plan (2023-28) performance reports.</p>

5.00	APPENDICES
5.01	<p>Appendix A - Draft Annual Performance Report 2023/24 Appendix B - Council Plan (2023-28) End of Year Performance Report for 2023/24</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Previous Annual Performance Reports Annual Governance Statement 2023/24 Annual Audit Wales Summary 2023 Council Plan (2023-28) Corporate Self-assessment Climate Change information Public Services Board Risk Management Framework Strategic Equality Plan Statement of Accounts Welsh Language</p>

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Emma Heath, Strategic Performance Advisor Telephone: 01352 702744 E-mail: emma.heath@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	Council Plan (2023-28): the document which sets out the priorities for Flintshire County Council and the big things that the Council aims to achieve over the duration of the Plan.



Annual Performance Report

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2023/24



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Welcome to Flintshire’s Annual Performance Report (APR). This document gives an overview of the performance of the Council during 2023/24 against the priorities set within our Council Plan (2023-28) and progress against our Well-being Objectives;

- Protecting people from poverty by supporting them to meet their basic needs
- Housing in Flintshire meeting the needs of our residents and supporting safer communities
- Limiting the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint
- Enabling a sustainable economic recovery and growth
- Supporting people in need to live as well as they can
- Enabling and Supporting Learning Communities

The Annual Performance Report also provides an overview of performance of the Council in relation to other key areas, including climate change and monitoring budget.

Flintshire County Council continues to pride itself on being a Council which performs highly for its local communities and one which is guided and motivated by a set of strong social values.

The past year has been another challenging year for many, especially in light of the current economic situation and the continued cost of living pressures. However, as a Council we have continued to deliver good quality services; development of sustainable housing, supporting residents of Flintshire, delivering high quality education and learning opportunities, and a continued commitment to being a green Council.

Next year we will be mid-way through of five-year Council Plan and as a Council this provides us with the perfect opportunity to review progress achieved so far against our existing priorities and Well-being Objectives and also inform planning for the Council’s future direction to support with making a positive and lasting difference.



**Neal
Cockerton**
Chief Executive



Ian Roberts
Leader of
the Council

2

Priority Setting

The report has amended slightly from last year’s Annual Performance Report and now includes analysis of our end of year performance in relation to the Council Plan (2023-28), whereas previously this report used to focus on performance within each Portfolio.

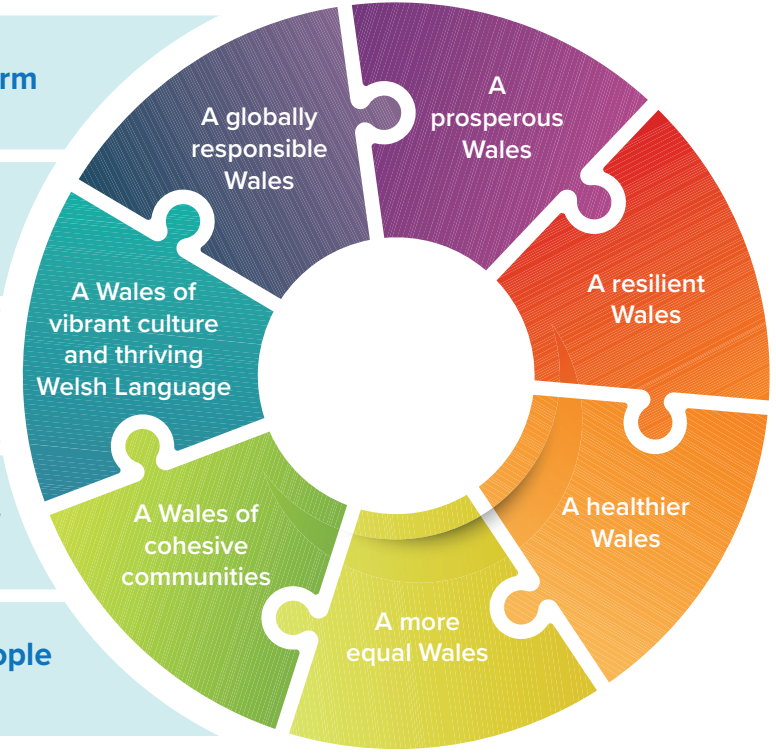
The Council Plan (2023-28) sets out the Council’s seven priorities and Well-being Objectives and what we aim to achieve. These priorities and Well-being Objectives have been chosen as the areas where the Council can add the most value and also help us to identify how we are working towards the [Well-being of Future Generations \(Wales\) Act 2015](#).

Designated public bodies are required to work individually and collectively to improve well-being in Wales. The seven well-being goals and the five ways of working (Sustainable Development Principle) set a general purpose for public bodies.

Sustainable Development (Five Ways of Working)



Seven Well-being Goals



Section 5 of the report will provide a high level overview of our performance against the Council Plan (2023-28) under the following headings.

- Priority
- Key Achievements and More
- What We Said We Will Do
- Future Improvements

Full details of the Council Plan (2023-28) End of Year Performance for 2023-24 can be found [here](#)

Alignment of Council Plan 2023-28 Priorities and Well-Being Objectives 3

The Annual Performance Report as advised in Section 2, aligns closely with the Council Plan (2023-28) priorities and the Well-being Objectives, as detailed below:

PRIORITY	WELL-BEING OBJECTIVES
 POVERTY	<ul style="list-style-type: none"> Protecting people from poverty by supporting them to meet their basic needs and be resilient.
 AFFORDABLE AND ACCESSIBLE HOUSING	<ul style="list-style-type: none"> Housing in Flintshire meeting the needs of our residents and supporting safer communities.
 GREEN SOCIETY AND ENVIRONMENT	<ul style="list-style-type: none"> Limiting the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint.
 ECONOMY	<ul style="list-style-type: none"> Connecting communities and enabling sustainable economic recovery and growth.
 PERSONAL & COMMUNITY WELL-BEING	<ul style="list-style-type: none"> Supporting people in need to live as well as they can.
 EDUCATION AND SKILLS	<ul style="list-style-type: none"> Enabling and Supporting Learning Communities.
 A WELL-MANAGED COUNCIL	<ul style="list-style-type: none"> A responsible, resourceful and trusted Council operating as efficiently as possible.

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4

Council Plan (2023-28) Summary of Performance

Overall, 2023/24 performance has been a positive start to the Council Plan (2023-28) with 74% of actions that have either met or exceeded their targets for the year, achieving a green RAG (Red, Amber, Green) status and 65% of measures also have either met or exceeded their targets, achieving green RAG status.

The Council recognises that not all outcomes (actions and measures) have been achieved, but there is a need to be mindful of the number of competing priorities as a Council we have responsibility for, and the

increased economic and financial constraints; however, performance and improvement remain a high priority for the Council with many positive outcomes achieved this financial year.


With the Council Plan being a five-year plan and the aim of thinking longer term (Sustainable Development Principle) there are outcomes which are continuing next year and others that will continue through the duration of the Plan. Thus, allowing performance to be analysed over a period of time.

4.1 Assessment of Our Performance


The table below provides an overview of how progress against the Council Plan (2023-28) is measured. Please see attached Appendix 1 for full analysis of the 2023/24 End of Year Performance Monitoring Report.

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Performance Indicators for Actions



Limited Progress -
delay in
scheduled activity;
not on track.




Satisfactory Progress -
some delay in
scheduled activity,
but broadly
on track.

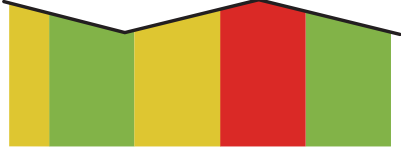


Good Progress -
activities
completed
on schedule,
on track.

Performance Indicators for Measures



Speed dial will provide an analysis of how a measures has performed in that year, using a RAG (Red, Amber, Green) status to highlight the achievement.



Will provide further analysis of the trend of a measure and how it has performed over a period of time.

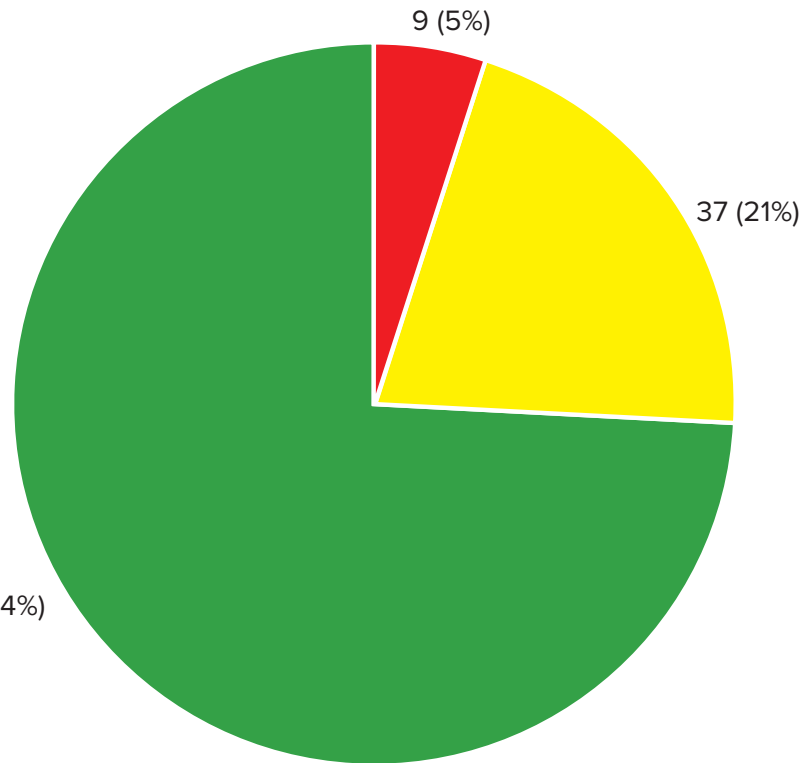
Council Plan (2023-28) Summary of Performance

4.2 Summary of Performance for Actions

Performance for 2023/24 against our Council Plan (2023-28) actions is summarised in the chart below.

Chart 1a: Council Plan Performance - Actions 2023/24

In summary our overall progress against the actions are;



■ Off Track ■ Monitor ■ On Track

In summary our overall progress against the actions are;

- 134 (74%) actions met or exceeded the target (green RAG)

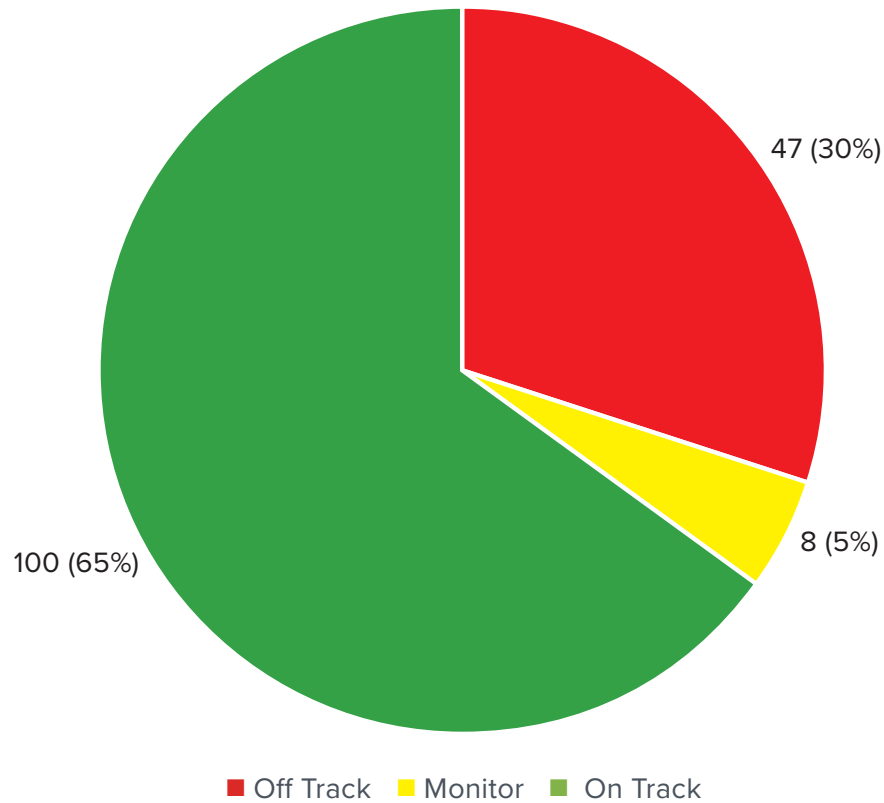
- 37 (21%) actions are being monitored (amber RAG)

- 9 (5%) actions missed target (red RAG)

4.2 Summary of Performance for Measures

Performance for 2023/24 against our Council Plan (2023-28) measures is summarised in the chart below.

Chart 2a: Council Plan Performance - Measures 2023/24



Analysis of the end of year performance against the targets set for 2023-24 shows:

■ 100 (65%) measures have a green RAG status

■ 8 (5%) measures have an amber RAG status

■ 47 (30%) measures have a red RAG status

Assessment of our Seven Priorities and Well-being Objectives



Priority:

Well-being Objective:
Protecting people from poverty by supporting them to meet their basic needs and be resilient.



Poverty

What We Said We Will Do:

- Deliver Welsh Government support schemes linked to the cost-of-living crisis.
- Maximise the number of people signposted for support to facilitate longer term change.
- Explore development of support schemes to mitigate in work poverty.
- Ensure children and young people have access to transitional play/youth activity to support succession from play opportunities into youth clubs to further support young people’s development.
- Provide free physical activity and well-being sessions within the summer School Holiday Enrichment Programme.
- Provide free access to Fit, Fed and Read sessions during summer holidays providing activities, sport, reading, crafts and meals.



- Introduce and develop a “Well Fed at Home Service”.
- Engage, support and refer vulnerable households to reduce fuel poverty and improve health and Well-being.
- Continue to provide free of charge public access to the internet at Flintshire Connects Centres.
- Support people to use digital technology through Digital Workforce Volunteers.

Assessment of our Seven Priorities and Well-being Objectives

Key Achievements and More for 2023/24

- A hardship scheme has been implemented to support Local Authority households to mitigate effects of in-work poverty by promoting Discretionary Housing Payments and budgeting advice.
- The cost-of-living crisis continues to increase, impacting residents, and referrals to the Council continue to be received. Ongoing advice and support still form part of the Discretionary Housing Payments application process and advice is also provided around options for support, even if an application is unsuccessful.
- Automatic payments for School Essential Grants resulted in 3085 children receiving payments, reducing the pressure on families and allowing them to order and purchase school uniforms. Automatic payments also enabled the team to prioritise new applications.
- The 2023 Fit, Fed and Read community programme took place across the county during a five-week period in July and August 2023, with a wide range of public sector partners tackling issues such as health inequalities, food poverty, literacy levels, and physical and mental well-being. 5,040 families and young people attended the 39 sessions. The scheme made a significant contribution in supporting 3,000 children to sign up to the annual Summer Reading Challenge. 110 volunteering hours were recorded by our young ambassadors.
- The Youth Service continues to deliver a range of open access and targeted provision in a range of settings, including open access youth clubs, schools, forest school, community centres and street-based work. Flintshire Youth Service delivered 1928 sessions between April 23 - March 24 with 14,743 registered attendees.
- 150 Christmas dinner boxes were provided to vulnerable residents.
- The 'Well Fed at Home' service launched in April 2023 and the service is proving popular. In Quarter Four, Well Fed had over 200 customers ordering meals from the Well Fed food hubs within the community led hubs and mobile shop. Well Fed mobile shop visits 45 locations across Flintshire including schools, churches, community groups and sheltered accommodation schemes with residents purchasing 16,533 subsidised meals.



Assessment of our Seven Priorities and Well-being Objectives

- Provided advice and sign posting support to 508 households against a target of 200.
- 1,203 households received energy efficiency improvements against a target of 1,200.
- Supported by workforce volunteers, Digital Surgeries launched in March 2024. A schedule of surgeries are planned throughout 2024 in different towns across the county.
- Free of charge access to the internet is available at all Flintshire Connects Centres.
- National Data Bank - free SIM cards and data vouchers are available from our Connects Centres to eligible residents. The free data has been provided by Virgin Media O2, Vodafone and Three. Connects work with the Good Things Foundation, a charity helping people improve their lives through digital.



Future Improvements

- Increase campaigns to raise awareness and take-up of Free School Meals, School Essential Grants, Housing Benefit and Council Tax Reduction.
- Support community led hubs to open their own food pantries, reducing food waste from local supermarkets and increasing access to seasonal food. This will include to hold a 'Good Food Flintshire' event in Autumn, working corroboratively with other key agencies.
- Low subscribers to My Account by Contract Holders (tenants). Promotion will help increase awareness and Housing Officers should aim to offer digital by default whenever a new contract is issued.



Priority:

Well-being Objective:
Housing in Flintshire meeting the needs of our residents and supporting safer communities.



Affordable and Accessible Housing

What We Said We Will Do:

- Commission a wide range of housing related support that meets the needs of the people of Flintshire.
- Ensure a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is “everyone’s business”.
- Develop self-service approaches that enable people to identify their own housing options through on line support.
- Create a Single Point of Access service for housing help and advice.
- Work with housing association partners to build new social housing properties and additional affordable properties.
- Ensure the Council’s housing stock maintains the current Welsh Housing Quality Standards.
- Support our tenants to access technology and create sustainable digital communities.
- Finalise the plan for the decarbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised.
- Ensure increase in stock capacity meets the identified needs and demands.
- Implement the initial recommendations of the sheltered housing review to ensure that it continues to meet the needs of current and prospective tenants.
- Work with residents to ensure our communities are well managed, safe, and sustainable places to live.
- Engage with private sector tenants, giving them a voice, and responding to their needs.
- Work in partnership with landlords and private sector agents to better understand their needs.

Assessment of our Seven Priorities and Well-being Objectives



Key Achievements and More for 2023/24

- Housing Support and Homelessness services continue to explore every opportunity to prevent homelessness and reduce escalations in housing hardships that may lead to risk of homelessness. There has been an increase in homeless households rehoused by the Council and Housing Partners through the 50% homeless nominations process.
- Work continues to promote Housing Support and Homelessness services through the development of website content and active engagement with residents electronically, which for many is a preferred method of sourcing information. Additionally, officers regularly attend local activities to promote services and support offers through groups such as local Community Hubs, Children’s Services Forum and Citizen Advice Bureau frontline worker events and the Flintshire Support Network (FSN).
- Community Based Accommodation Support Services Team (CBASS) received over 500 out of hours calls with 156 residents requiring attendance. The CBASS teams support residents have a range of needs including substance misuse and mental health problems. The team work closely with Social Services and other services to support residents to stay safe and well and maintain their tenancy.
- Housing Supply Map and availability data has been included as part of the Housing Hub webpages on the Council’s website.

This allows residents to be better informed about local social housing supply.

- There has been an increase in homeless households rehoused by the Council and Housing Partners through the 50% homeless nominations process.
- The Council continues to target properties that do not meet the Standard Assessment Procedure (SAP) 65 rating through various improvement works. This includes, installation of efficient central heating systems, renewable technology (Solar Panels and Air Source Heating) and extensive external refurbishment contracts comprising of new windows, doors, loft insulation and roof coverings, the energy performance and thermal efficiency of our properties is addressed and improved. Our current average SAP rating for our entire stock is 73.5. The Council are currently moving towards incorporating our decarbonisation measures into our investment programmes of refurbishment works to our tenanted homes.



Key Achievements and More for 2023/24

- Staff service improvement groups are working through priorities as identified through the last Survey of Tenants and Residents (STAR) to see where improvements can be made.
- Work continues with regards to housing support and advice for landlords when they have issues with residents. This is positive prevention activity to avoid housing problems and risks of homelessness. Where landlords are selling properties we now have a purchase offer and an established process in partnership with Housing Strategy and Empty Homes Teams. This is in direct response to landlords telling us they are selling up and leaving the market.
- Positive joint work with the Empty Homes Team to identify properties that are long term empty and can be secured for long term leasing to ease the pressures on homeless accommodation. Ongoing work with Regional Partners and TPAS Cymru to engage with Private Sector Contract Holders.
- Utilised 96% of the allocated £13.3m Social Housing Grant (SHG) in 2023/24.



Future Improvements

- Scope the potential merger of the Telecare (Social Services) and Carelink teams to create a more efficient service for both the Council and the customer.
- Undertake the STAR survey again in 2024/25 and assess response to areas identified previously for improvement, including tenants views and these are taken into account to inform service provision and delivering of services.
- Ensure the sheltered housing review continues to assess and identifies the needs of current and prospective tenants and the council implements solutions to achieve them.
- Deliver the agreed restructure of the Housing and Prevention Service increasing resources to engage with Private Sector Landlords.

Assessment of our Seven Priorities and Well-being Objectives

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Priority:

Well-being Objective:
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.



Green Society and Environment

What We Said We Will Do:

- Produce guidance on viable and deliverable options to mitigate the impact of phosphates from new development on Special Areas of Conservation (SAC) protected rivers.
- Work with Flintshire's leisure and culture trust partners to reduce carbon emissions.
- Develop plans towards net zero carbon for our assets in line with Welsh Government guidance.
- Review the procurement policy to reduce greenhouse gas emissions from suppliers.
- Ensure climate change and biodiversity are considered a priority in key decision making across all Council services.
- Assess the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage.
- Identify projects to further support climate adaptation ambitions following Welsh Government guidance.
- Reduce the environmental impact of our fleet by transitioning to ultra-low emission vehicles (ULEV).
- Deliver an increase in canopy cover as part of the Urban Tree and Woodland Plan.
- Enhance the natural environment through the delivery of the Section 6 Environment (Wales) Act 2016 biodiversity duty.
- Explore opportunities to develop the Flintshire Coast Park through the production of a scoping study.
- Support the development of public electric vehicle charging network.
- Promote active travel and further develop the County's walking and cycleway network.
- Implement formalised crossing facilities at existing school crossing patrol sites.
- Work in partnership, actively support and engage with community led groups by developing recycling initiatives.

Key Achievements and More

- The adoption of the Local Development Plan (LDP) was premised on the basis of certain allocated housing sites having to demonstrate nutrient neutrality in terms of not harming the Bala Lake and River Dee (Special Area of Conservation) through the release of phosphates from waste water treatment works into the River Alyn. Work commenced on the feasibility of developing wetlands alongside the waste water treatment works at Mold, Buckley and Hope, which would have required developer financial contributions as part of a process to have been set out in Supplementary Planning Guidance (SPG). However, the release of updated and unchanged permits for the three waste water treatment works by Natural Resources Wales and the availability of 'headroom' (difference between the level of phosphate permitted by the permit and the actual level of phosphate being released by the treatment works) evidenced by Dwr Cymru/Welsh Water has provided a window within which to deliver LDP allocations.
- The revised Procurement Strategy for 2024/2027, has a key theme centred around 'Climate Emergency' - ensuring procurement exercises have a reduced impact on CO2 emissions, and that our suppliers embrace our Net Zero Carbon ambitions too.
- The Council's investment in the RE:fit Framework for 2024/25 and 2025/26 will see energy efficiency and renewable energy works worth £1.5 million invested in our building assets. The framework has been awarded and project work will commence post - April 2024.
- The programme of activities to decarbonise the Council's assets and services continues to work to plan by meeting interim targets. This is a long term target regarding the Council's carbon footprint taking us to 2030, and we are currently on target at 10%, giving us a green RAG status.
- The following strategies and plans have been reviewed and now incorporate the Council's Net Zero Carbon ambitions: Asset Management Plan, Procurement Strategy, Biodiversity Plan, Waste Strategy, and Housing Strategy and action plan.
- A working draft of the Flood Risk Management Strategy has been drafted with consultants and the next stage is to complete the draft action plan in order to carry out stakeholder consultation with Members and key stakeholders. This will then lead to a public consultation exercise on the strategy before review of comments made, sign off by the Council, and submission to Welsh Government.
- Bee friendly status: Bee friendly status obtained in recognition of our work for pollinators, we are the fourth Local Authority in Wales to receive the status.
- Small Grants for Nature: The Council have delivered our first small community nature grant which allocated over £13,000 to

Assessment of our Seven Priorities and Well-being Objectives

Key Achievements and More

small community groups and schools to support local features for nature.

- Ponds for Schools project successfully obtained funding from the Airbus Community Impact Fund to restore ponds in two schools, the projects included preparatory educational visits, pond works, and volunteering sessions with Airbus corporate staff.
- Significant natural environment enhancement through changes in estate management, tree planting and green infrastructure projects.
- Assessment of over 180 Flintshire owned sites for suitability for tree planting is to become part of the Flintshire Forest.
- Successful Countryside and Greenfield Valley events programme with 7537 event participants.
- Shared Prosperity Funding secured to further progress establishing the Flintshire Coast Park.
- Social media promotional and awareness content reached 54,000, which is a 10% increase of social followers.
- Active Travelschemes including; Holywell Urban Area and Flint Six Schools have been delivered

as part of Safer Routes in Communities initiatives enabling pupils to walk and cycle to school safely, as well as benefitting the wider local communities.

- All civil engineering works associated with the formalised crossing facilities has been completed and will be operational in May 2024.
- Electric Vehicle (EV) charging feasibility study and associated Delivery Plan completed in February 2024. The aim of the study is to identify the next phase of EV charge-points within public car parks in Flintshire.

- The Waste Strategy Team have been actively engaging with communities in Flintshire to promote our recycling and reuse services. This has taken place with housing associations, at community group meetings and on the doorstep. A six week consultation took place with Flintshire residents and stakeholders to gain their input into developing a future Resource and Waste Strategy. Five engagement events took place in January 2024, where team members met and discussed recycling with Flintshire residents. Work has also begun with Repair Café Wales to introduce more repair centres.



Assessment of our Seven Priorities and Well-being Objectives

Key Achievements and More

- A new Resource and Waste Strategy was adopted in March 2024 which identifies measures to maximise the amount of waste reused, recycled and composted.
- Service Delivery waste and recycling crews continue to visit approximately 11,624 per day and this year have maintained a successful collection rate of 99.72%.



Future Improvements

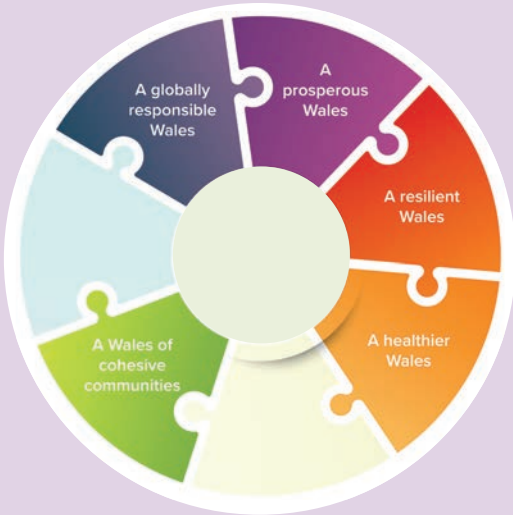
- The roll out of the Climate Essentials e-learn to the wider workforce was delayed to coincide with the roll out of the new Learning portal. Once this module is available it will vastly increase the number of employees and Members receiving carbon related training.
- To improve on recycling targets. In 2023/24 the Council missed the statutory recycling target for the fourth year in succession, resulting in potential infraction charges.
- Work has been underway this year to identify Flintshire Council land assets with the potential for planting schemes in order to provide natural flood mitigation, and improved biodiversity and carbon sequestration of our land. This work is nearing completion and will help to inform sites that can be considered for planting in the coming years.

Assessment of our Seven Priorities and Well-being Objectives



Priority:

Well-being Objective:
Connecting communities and enabling a sustainable economic recovery and growth.



Economy

What We Said We Will Do:

- Ensure that Economy interventions consider and meet the needs of rural businesses and individuals.
- Commission a data review for rural Flintshire and hold community consultation to better understand rural community needs.
- Monitor the health and vitality of town centres to support effective management and business investment decisions.
- Encourage and supporting investment in town centre properties specially to facilitate more sustainable uses and including improvements to the environment.
- Understand the needs of and supporting community enterprises in town centre locations.
- Libraries and leisure centres are community well-being hubs with social objectives underpinning their operation.
- Engage town centre small businesses and promote support packages available to them.
- Support small and/or local businesses to engage with public sector procurement opportunities.
- Support recovery of the County’s Street and indoor markets.
- Support growth of the local and regional food and drink business sector through marketing and collaborative projects.
- Support recovery of the tourism and hospitality sectors and rebuild confidence in the industry.
- Increase the scale and impact of the social business sector.
- Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient.
- Improve digital connectivity across the County for businesses and residents.
- Make decisions at Planning Committee in line with the adopted Local Development Plan.
- Co-ordinate a multi-agency approach to support businesses to recruit people from disadvantaged groups.
- Deliver mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market.

Assessment of our Seven Priorities and Well-being Objectives

Key Achievements and More

- All current interventions (outside of specific town centre projects) supporting individuals and businesses are targeting all of the County.
- Discussions are underway with Wrexham University about how the needs of rural Flintshire residents can be most effectively assessed and supported.
- The Council processed over £30m of Shared Prosperity Fund project proposals in conjunction with similar processes across the other North Wales Councils. £11m of funding was awarded to projects in Flintshire supporting businesses, supporting places and communities and improving skills and employability. The majority of projects cover all of the County including rural areas, especially those focused on the visitor economy, which will bring a disproportionate benefit to rural businesses.
- Work has continued during Quarter Four (January - March 2024) to monitor and respond to the health, vibrancy and needs of town centres across Flintshire. This has included planning and delivering an online consultation for four towns across Flintshire, which 3,356 local people responded to, and also reviewing data related to the town centres to develop up-to-date profiles of the current strengths and focus for future improvement / investment. The focus during quarter four has been on initiating work in four of the seven towns (Connah's Quay, Flint, Mold and Queensferry). The place making plan for Shotton has been developed and identifies 10 key themes and priorities responding to local needs. The place making plans for both Holywell and Buckley have also been commissioned and work has progressed on these also.
- 'Save The High Street' has been engaged by the Council's Regeneration Team to deliver tailored business support for town centre businesses across the seven town centres of Flintshire, to support their growth, development and diversification through the delivery of an intensive eight week support programme. Flintshire was the first local authority in Wales to partner with 'Save The High Street' using funding secured from the Shared Prosperity Fund. Fourteen town centre businesses participated in the 'Save The High Street' eight week intensive programme. Due to the success of the pilot project, a further 30 businesses will benefit from this provision between April and November 2024. Excellent feedback has been received from local businesses who participated and has been featured in the local press. Work has continued to roll-out grant schemes and encourage take-up amongst local businesses as take-up has been excellent.
- The Regeneration Team secured £1.178million from UK Government to deliver Town Centre Investment Programme across seven towns in Flintshire (Buckley, Connah's Quay, Flint, Holywell, Mold, Shotton, Queensferry) in 2023/24 and 2024/25. The programme comprises of nine projects in total - a mix of capital and revenue initiatives aimed at supporting our Flintshire's high streets.

Assessment of our Seven Priorities and Well-being Objectives

Key Achievements and More

- During January - March 2024, 42 support sessions have been delivered by the Council’s Social Enterprise Officer to social enterprises in the towns of Buckley, Connah’s Quay, Mold and Shotton. These sessions have involved understanding their needs and tailoring support provided to these in addition to encouraging the social enterprises to utilise the Flintshire Social Impact toolkit to calculate their overall social value. Of the organisations supported during January - March 2024, this has involved a total of £807,269 social value being recorded.
- £466,458 secured from Welsh Government’s ‘Transforming Towns’ and UK Government’s Shared Prosperity Funding £180,000 of this total being contributed to businesses towards improving their premises.
- £63,130 has been awarded to local communities to deliver activities and events in towns across Flintshire to improve footfall and the vibrancy of towns.
- The development of the Flintshire Social Impact toolkit and increase of numbers of social enterprises using it, continues to demonstrate the impact of social enterprise activity in Flintshire. During this reporting period (2023/24) the

- fourteen participating social enterprises reported the generation of a combined social value of £2,119,680.98 through the 18 activities being measured.
- The Business Development Team have delivered two Net Zero Carbon Workshops and in partnership with Deeside Decarbonisation Forum have delivered four network events, engaging with 271 business delegates throughout the year.
- Mold Street Market continues to thrive with an average of 66 traders attending each market day and 24 new traders have been accommodated since April 2023, (including the replacement of retired stallholders). Mold Indoor Market is currently 87% occupied with interest shown in the two remaining vacant units.
- 143 business support sessions were delivered to 43 social enterprises.
- Engagement with over 90 commercial investors to support new businesses moving into Flintshire or expanding current operations.
- Fibre connectivity has improved significantly in Flintshire recently. A number of regional projects to improve connectivity are approaching delivery phase. Locally, work is underway to encourage network operators to fill gaps in mobile phone coverage and capacity.
- A successful joint partnership between Communities For Work Plus, Jobcentre Plus and Careers Wales through the Jobs, Skills and Training Events group has delivered a number of successful

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Key Achievements and More

projects throughout the year highlighting opportunities available locally in Flintshire.

- £160,000 Brilliant Basics Fund Grant was secured to develop and improve regionally recognised trails across Flintshire and associated infrastructure.
- The Flintshire Tourism Association supported with securing and the delivery of £64,000 funding from Cadwyn Clwyd to support wider business and marketing activities over the summer.
- The Flintshire Tourism Ambassador Course was delivered in July 2023. Seventy ambassadors have completed and achieved the Bronze and Silver Award during 2023/24.

<https://www.ambassador.wales>

Future Improvements

- The Council will be working closely with Welsh Government and communities in order to increase patronage on public transport through the delivery of education and infrastructure improvements.



Assessment of our Seven Priorities and Well-being Objectives



Priority:

Well-being Objective:
Supporting people in need to live as well as they can.



Personal and Community Well-being

What We Said We Will Do:

- Continue to grow the Microcare market, including access to commissioned care packages.
- Develop a national, regional, and local approach to Early Years Transformation so that all our children ages 0-7 have the best possible start in life and are able to reach their full potential.
- Support people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership.
- Work in partnership with the Community Mental Health Team and Social Services Mental Health Support Service to develop clear pathways for individuals needing access to Mental Health services, and a sustainable model for the future.
- Utilise the progression model as a way of promoting people's independence skills.
- Provide additional placements for step down care within our in-house provision (Croes Atti 2).
- Work with Housing to fund a small team of people to support individuals with low level Mental health problems to improve their housing.
- Plan for the relocation of Tri Ffordd supported employment project to Maes Gwern in Mold.
- Prepare for the implementation of the new Liberty Protect Safeguard procedures.
- Deliver a programme of registered Children's Homes to help avoid the need for residential placements outside Flintshire.
- Explore the recommissioning of advocacy services on a regional basis.
- Develop childcare expansion and seamless childcare provision across programmes.
- Continue to grow our in-house fostering service to support more looked after children.
- Continue to grow our in-house homecare service to support more people to live at home, utilising a rolling scheme of recruitment.
- Establish a Dementia Strategy Implementation Group, to include representation from people with lived experience.

Assessment of our Seven Priorities and Well-being Objectives

Key Achievements and More

- 46 Microcare businesses were operational at the end of March 2024. The intention is to increase this by another 10 providers over the next 12 months.
- The Wellbeing and Recovery Team is now fully operational and delivering excellent outcomes. The service focusses on those residents who have housing problems, or are homeless, or at risk of homelessness and require additional support due to their mental health. The service is part funded through Social Care and Housing Support Grant and consideration will be given to increasing capacity during 2024-2025.
- In order to provide additional capacity for step down care within our in-house provision, twelve step down Discharge to Recover and Assess beds have been agreed for Croes Atti Newydd Net Zero Carbon operation (planned for completion in May 2025). This will increase the step down provision from its current level of 16 to a total of 28 across Flintshire.
- The design concept for the Maes Gwern hub has evolved to incorporate areas to enable health services and therapies to be



delivered at the site. This is in addition to the learning disability, mental health, and autism support services to create an integrated social services and health hub. The construction start date to commence April 2024.

- Continue to support individuals to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership, with 66 courses available. Courses have been well attended throughout the financial year.
- The North East Wales Community Equipment service continue to deliver a level of service exceeding Welsh Government standards for equipment requests. 93% of equipment has been reused this year; this equates to £2,185,980 cost avoidance (average £42,076 a week). Without this level of re-use of equipment, the North East Wales Community Equipment Service budget would only cover 12.5 weeks of operation.
- The Children's Safeguarding Unit continue to maintain consistency in holding case conferences within statutory timescales, working with increasing numbers on the child protection register.

Assessment of our Seven Priorities and Well-being Objectives

Key Achievements and More



- Between April 2023 and March 2024, 1109 safeguarding reports for adults were received, representing a 23% increase on last year. 667 of these reports met the threshold for an enquiry under Section 126, representing a significant increase in demand, however, the Safeguarding Unit continue to prioritise safeguarding reports on an individual basis.

- The children’s residential homes are now fully operational. Ty Nyth is a tri-party partnership collaboration between Flintshire County Council (FCC), Wrexham County Borough Council (WCBC) and Betsi Cadwaladr University Health Board (BCUHB), offering up to four places

for children and young people aged 8-18 years. Park Avenue provides care and support including accommodation, for up to four children and young people between the ages of 8-18 years old who are supported by Flintshire County Council. Bromfield Park and Chevrons Road offers care and support including accommodation for one young person aged 8-18 years as a solo placement or two siblings aged 8-18 years. Mesen Fach is an emergency crisis flat on the site of Ty Nyth.

- Foster carer recruitment has been active this year, with four new general foster carers approved and a further eight connected person carers.
- Flying Start two year olds part time childcare expansion Phase 2 is currently being rolled out across Flintshire with an additional 23 children for 2024/25.
- The Adults Advocacy Contract has been successfully commissioned in collaboration with Wrexham County Borough Council. This has been awarded to ASNEW or Independent Professional Advocacy and Community Advocacy, and Advance Brighter Futures have been awarded Self Advocacy.
- The Flintshire Dementia Strategy supports around 850 people living with dementia, and carers, receiving care and support or engaging in community activities in Flintshire.
- Throughout 2023 over thirty community events were attended to engage with Flintshire residents to drive environment initiatives and behavioural change.



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Assessment of our Seven Priorities and Well-being Objectives



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- Fourteen sessions offering a range of activities and sport for young people around Flintshire are available. The Youth Services work with Community Councils and sit on the contextual safeguarding meetings to ensure they are in the right areas.



Future Improvements

- Recruitment for in-house home carers continues to be challenging, however the service has developed a recruitment plan to help increase the workforce and grow the share of the market.
- Increase the number of community champions to deliver environmental initiatives.

Assessment of our Seven Priorities and Well-being Objectives



Priority:

**Well-being Objective:
Enabling and supporting
learning communities.**



Education and Skills

What We Said We Will Do:

- Support the implementation of the revised curriculum for secondary pupils in years 7 and 8.
- Continue to deliver Alternative Provision (Education) and to increase the number of young people on the programme gaining qualifications and achieving their full potential (subject to external grant funding).
- Provide bespoke support for schools through training and development to improve the level of speech language and communication skills for pupils.
- Explore and develop options for in house provision in response to the increasing number of pupils struggling to engage with education due to mental health difficulties.
- Embed the delivery plan for Integrated Youth Services by maintaining focus on digital, school and community engagement.
- Provide Duke of Edinburgh Award training opportunities for young people in Alternative Provision, schools, and community groups (subject to external grant funding).
- Schedule Council approval to progress Wales Government’s Band B Sustainable Communities projects within the Learning Investment Programme.
- Continue construction of the 3-16 campus at Mynydd Isa.
- Deliver the Adult Community Learning (ACL) programme.
- Complete the annual strategic actions within the Welsh Education Strategic Plan 5-year action plan.
- Run a referral programme for children and young people with ACEs or a disability and their families to provide low cost / no cost physical activity opportunities to improve overall health and well-being.
- Embed a Whole School Approach to Emotional Health and Wellbeing in all Flintshire schools.

Key Achievements and More

- Informal Qualifications delivered by Flintshire Youth Service and eight young people were recruited for the Youth Work Young Leaders Award.
- Anti-Racism: 'Leaders of Now' is a pilot project that has seen young people from four secondary schools in Flintshire lead the way in challenging racism in their own settings.
- The model of intervention for the Community Focused Schools Team has been established and further developed to focus on transition.
- All secondary schools in Flintshire have implemented the revised curriculum for secondary pupils in Years 7 and 8 from September 2023. Each school continues to work with their supporting improvement adviser to embed this work.
- Over the past six months, from October 2023 to March 2024, the PlayPals project has been successfully implemented across eight schools in different areas of Flintshire.
- Substance Education by Flintshire Sorted: This was undertaken in twelve schools and PPRUs through assemblies, lunchtime walkaround sessions and input into lessons, engaging a total of 2,152 children and young people. 75 sessions also took place in the community.
- Over 70 Young People enrolled on the Bronze and Silver Duke of Edinburgh.
- £6.23m of capital investment was injected across the school network to improve facilities for learners.
- Construction of new 3-16 campus continues and is progressing well, following the site start in November 2022 on the Argoed High School site Net Zero Carbon in operation.
- Sixty young people successfully completed the John Muir Award through the Forest School programme.
- The Council's contribution to the Adult Community Learning Partnership continues to grow, with over 1,036 learners and 246 sessions being delivered during this reporting year. Examples of the courses that we provided include - First Aid for Parents, Pre and Post-natal Fitness, Employability Skills, Autism Awareness, Safeguarding, Social Media workshops, Food Safety qualifications.
- Secured funding through the Shared Prosperity Fund to improve responses and support to children and young people at risk of exploitation by enabling Action for Children to deliver their SideStep Programme until December 2025.
- Welsh Language Music Club - 35 young people took part in a 4 week programme across two schools.
- 56 young people from secondary schools competed in the Eisteddfod in a variety of different competitions, including Cogurdd, Dance, Singing and Reciting.

Assessment of our Seven Priorities and Well-being Objectives

Key Achievements and More

- A review has been undertaken to consider the current provision and engage with Welsh medium settings to determine need. The findings are being collated and will be presented to the Welsh Education Strategic Plan Forum.
- Flintshire schools are positively engaged with developing their work around the whole school approach to emotional health and well-being. This work will be ongoing as schools continue to embed effective practice.
- 24 candidates from schools and Education and Youth successfully completed the local Trauma Informed Schools UK diploma training.
- The Council has successfully achieved the Integrated Youth Services delivery plan by maintaining a strong digital presence, ensuring school and community immersion workers and play team are active in schools, and sustaining ongoing community engagement.
- All schools have now formally adopted their own digital strategy. This gives all schools a standard to work from to develop their digital progression in a structured manner.



Future Improvements

- The level of exclusion remains high across secondary schools, and this remains a targeted priority. The focus on Trauma Informed practice will continue with the aim of supporting a reduction in the need for exclusion by encouraging schools to adopt a different approach to managing serious behaviour incidents.
- There has been a 12 month gap in the position of the Welsh Language Youth Worker. The new post holder was successfully recruited at the end of 2023 and starts their position in May 2024. The sustaining of the current projects has been a success and focus will be placed on growth for 2024/25, including the Welsh language skills across the play and youth team.



Priority:

Well-being Objective:
Responsible, resourceful, and trusted Council operating efficiently as possible.



A Well Managed Council

What We Said We Will Do:

- Maintain competitive pay and reward, and terms and conditions of employment.
- Recruit sufficient permanent high quality staff with suitable qualifications and experience.
- Retain existing employees by supporting them to carry out their roles effectively, and by ensuring that our total offer for new and existing employees is competitive within the market place.
- Increase the level of Welsh Language across the organisation.
- Develop and implement an Action Plan to meet Welsh Government’s Anti-racist Wales Action Plan.
- Complete an annual self-assessment against the Welsh Language Standards and implement an action plan for improvement across all Portfolios.
- Publish the Strategic Equality Plan Annual Report to meet our statutory public sector equality duties.
- Ensure the funding needs of the Council cover the medium term are met through financial planning.
- Ensure robust processes exist for the management and recovery of debt including Council Tax and rent.
- Monitor Council Progress against the Corporate Asset Management Plan.
- Continue to provide a corporate Contact Centre for handling telephone calls to the Council.
- Provide access to Council services on the internet in a responsive way (information can be accessed using different devices).
- Work with public sector partners, develop and publish a local Well-being Plan for 2023-28 setting out the local well-being objectives and how the Public Services Board, including the Council, aims to achieve them.
- Deliver three engagement events to encourage other organisations to sign up to the Armed Forces Covenant, which contribute to Flintshire County Council being re-accredited with the Defence Employers Recognition Scheme Gold Award in 2024.

Assessment of our Seven Priorities and Well-being Objectives

Key Achievements and More

- During the year 754 positions were filled, which is positive and indicates that we are able to recruit to a large number of positions, all of which will have been assessed as meeting the essential criteria for the post (including qualifications and experience), (percentage determined after deducting those who commenced employment but left during the first 12 months).
- A range of Welsh language courses have been accessed by a number of learners and by offering different levels/methods of learning makes it more accessible.
- There have been 2,403 portal accesses to Vivup from September 2023 up until the end of February 2024. 500 self-help downloads have been recorded and 63 employees have accessed counselling.
- The annual self-assessment for all Portfolios regarding Welsh Language Standards has been completed, with actions being identified and implemented. Regular reviews and reminders of Welsh Language Standards continue to be shared across the Portfolios.
- The Strategic Equality Plan Annual Report was approved and published in March 2024. The action plan is now included within the Strategic Equality Plan 2024/28 which has now been published.
- The Council was able to set a legal and balanced budget for 2024/25 in February 2024. Work is underway to update the Medium Term Financial Strategy for 2025/26 onwards and an update report is scheduled for June/July 2024.
- The Council continues to apply robust, but fair, debt recovery processes to maximise collection levels across all areas. At the same time, the Revenues service engages constructively with residents who struggle to meet their payment obligations by entering into affordable payment plans. The approach to debt recovery is set out in the Councils Corporate Debt Recovery Policy.
- The Corporate Asset Management Plan informs the Capital Programme, which is reviewed annually, and progress is monitored throughout the year. The Corporate Asset Management Plan will be refreshed 2024/25.
- Work has commenced on the Office Strategy; draft principles have been prepared and further work is required to firm up principles.
- The corporate Contact Centre is open Monday-Friday between 08:30 - 17:00. The team continues to handle a wide range of telephone calls for services in Housing, Streetscene, Planning, Elections and Blue Badges. In addition, the team answer calls to the Council’s main telephone number.
- The Digital Flintshire Hub continues to promotes a range of initiatives to help people to use digital technology now and in the future. The Hub includes resources to keep people safe

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Assessment of our Seven Priorities and Well-being Objectives

Key Achievements and More

online, training, health and wellbeing resources, digital events and activities. The Hub also provides information about the Council's ambitious plans contained in the Digital Strategy.

- The joint Flintshire and Wrexham Public Services Board (PSB) have been working on the first year of the Well-being Plan 2023-28. Three Outcome Boards and an Integration Team have been established and partnership project working is ongoing.
- Engagement events have been delivered by the Business Team. The Engagement Officer for the Armed Forces Employers Recognition Scheme is also invited to attend the Flintshire Armed Forces Forum. A significant number of employees have attended the Armed Forces Covenant training.



Future Improvements

- Although the use of agency workers has increased in 2023/24, reducing the use of agency workers still remains a key priority for the Council.
- Low subscribers to My Account by Contract Holders (tenants). Promotion will help increase awareness and Housing Officers should aim to offer digital by default whenever a new contract is issued.
- We need to encourage more organisations to sign up to the Armed Forces Covenant. Two organisations signed up to the Covenant during 2023/24.

Strategic Equality Plan



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During the past 12 months, the new Strategic Equality Plan, (SEP) 2024-28 has been developed and published. The new Plan includes actions from Welsh Government’s Anti-racist Wales action plan and the Lesbian, Gay, Bisexual, Transgender, Questioning, Plus (LGBTQ+) Action Plan for Wales. The Council’s Housing Team is working with Tai Pawb to develop specific actions and training to embed an anti-racist approach within the Service. A new LGBTQ+ e-learning module has been developed to support the implementation of the new SEP and meet the commitments of the LGBTQ+ Action Plan for Wales.

Vision Support reviewed the Council website to ensure it is fully accessible for people who are blind or have visual impairments. The results of their review were positive and no issues with accessibility were identified.

We have continued to work with the University of Manchester on developing a new approach for Integrated Impact Assessments (IIA). The new IIA Tool has been piloted by several officers across the Council, this takes into account recommendations made by Audit Wales in their report “Equality Impact Assessments: more than a tick box exercise”. An evaluation of the new Tool will be completed by the University during 2024/25 which will involve interviews with both IIA authors and decision makers. This will help understand how the outcomes of IIAs influence decisions made by the Council.

Welsh Language

There has been an increased number of initiatives to increase the use of Welsh by employees. In addition to providing Welsh language skills training and offering informal chat sessions. Several teams are participating in Bangor University's ARFer project which aims to increase the use of incidental Welsh amongst employees, whatever their level of skill. We have developed video recordings with phonics to support employees use more Cymraeg in meetings and on the telephone. This means that employees can hear and see words and phrases to support pronunciation.

laith, the Welsh Centre for language planning, delivered a series of courses- "Welsh Matters for Everyone" and "Welsh Matters for Managers".

The aim of these courses was to look at:

- **Influences on language use** - reflect upon personal experience and knowledge, understand changes to the status of the Welsh Language and what influences language attitudes and behaviours.
- **Why Use Welsh** - understand National Policy and legislation and the Language Standards in Flintshire
- **Facts and figures about the Welsh Language** - linguistic demography of Wales and Flintshire
- **Working Bilingually** - importance of bilingual services

We have experienced difficulties recruiting Welsh speaking job applicants, as have other public bodies. To tackle this we worked with Wrexham County Borough Council and partners, including Menter Iaith Fflint a Wrecsam, Mudiad Meithrin and Coleg Cambria, to look at solutions to attracting and recruiting more Welsh speakers to our organisations. This has involved two employees being involved in promotional videos to show how we support employees to use Welsh at work. The North Wales Regional Public Services Board also commissioned Iaith to look at issues and solutions to recruiting and retaining Welsh speaking employees. This work will be completed during 2024/25.

During 2023/24, we asked employees to complete a Welsh language attitude survey the results will be used to develop more initiatives to promote the Welsh language during 2024/25.



Partnership and Collaboration Activity

Flintshire has a longstanding and proud track record of partnership working. The communities it serves rightly expect the statutory and third sector partners to work together to manage shared priorities through collaboration. The Flintshire Public Services Board is at the heart of promoting a positive culture of working together, setting shared priorities, and combining resources for the benefit of Flintshire, with an overall aim of improving local well-being.

The Flintshire Public Services Board was formally established in April 2016 following the Well-being of Future Generations (Wales) Act 2015 coming into effect. The Flintshire Public Services Board and Wrexham Public Services Board formally merged in January 2023.

Membership of the Flintshire and Wrexham Public Services Board includes Natural Resources Wales, Betsi Cadwaladr University Health Board, North Wales Fire and Rescue Service, Flintshire County Council, Wrexham County Borough Council, Association of Voluntary Organisations Wrexham, Flintshire Local Voluntary Council, Coleg Cambria, DWP, North Wales Police, Wrexham Glyndwr University and Welsh Government.

The Flintshire and Wrexham Public Services Board is working with its communities to change how we do things, to make sure we will be able to face the challenges ahead such as the climate and nature emergency, and how we ensure good mental health and wellbeing for all.

A key focus for the Flintshire and Wrexham Public Service Board has been the development of a new five-year Well-being Plan, drawing

on the findings of the Well-being Assessments produced in 2022. The Flintshire and Wrexham Public Services Board Well-Being Plan 2023-2028 contains two well-being objectives for the Public Services Board over the coming five years:

- 1. **Building flourishing communities by reducing inequalities across environment, education, employment, income, and housing.**
- 2. **Improve community well-being by enabling people of all ages to live safe, healthy, and independent lives.**

Under these objectives are several outcomes, which fall under three themes: Children and Young People, Our Communities, and Where We Work.

The Well-being Plan 2023 - 2028 will shape the work of the Public Services Board over coming years and there will be close working with other Public Services Boards across North Wales, along with local communities.



Risk Management

All Council Plans, business as usual and emerging risks are identified, assessed, treated, and monitored using the Council's Risk Management Framework.

Risks are identified using qualitative (milestones & actions) and quantitative (performance indicators, financial) data. Risk identification remains a key priority for the Council.

It is a continuous process which is embedded in not only in our day to day (business as usual) but embedded within our Council Planning, Portfolio Business Planning, Project Management, and Partnerships (short term, medium term and long term).



Regulation, Audit and Inspection




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The Council is regulated by organisations throughout the year. These include, amongst others, Audit Wales, Estyn (the education inspectorate) and the Care Inspectorate Wales.

The Annual Audit Summary for 2023, sets out the audit and regulatory work completed by Audit Wales of Flintshire County Council since the last annual report which was published in April 2024. Overall, the Auditor General for Wales has reached a positive conclusion and no formal recommendations have been made during the year. Full details of the report are available on Audit Wales [website](#).

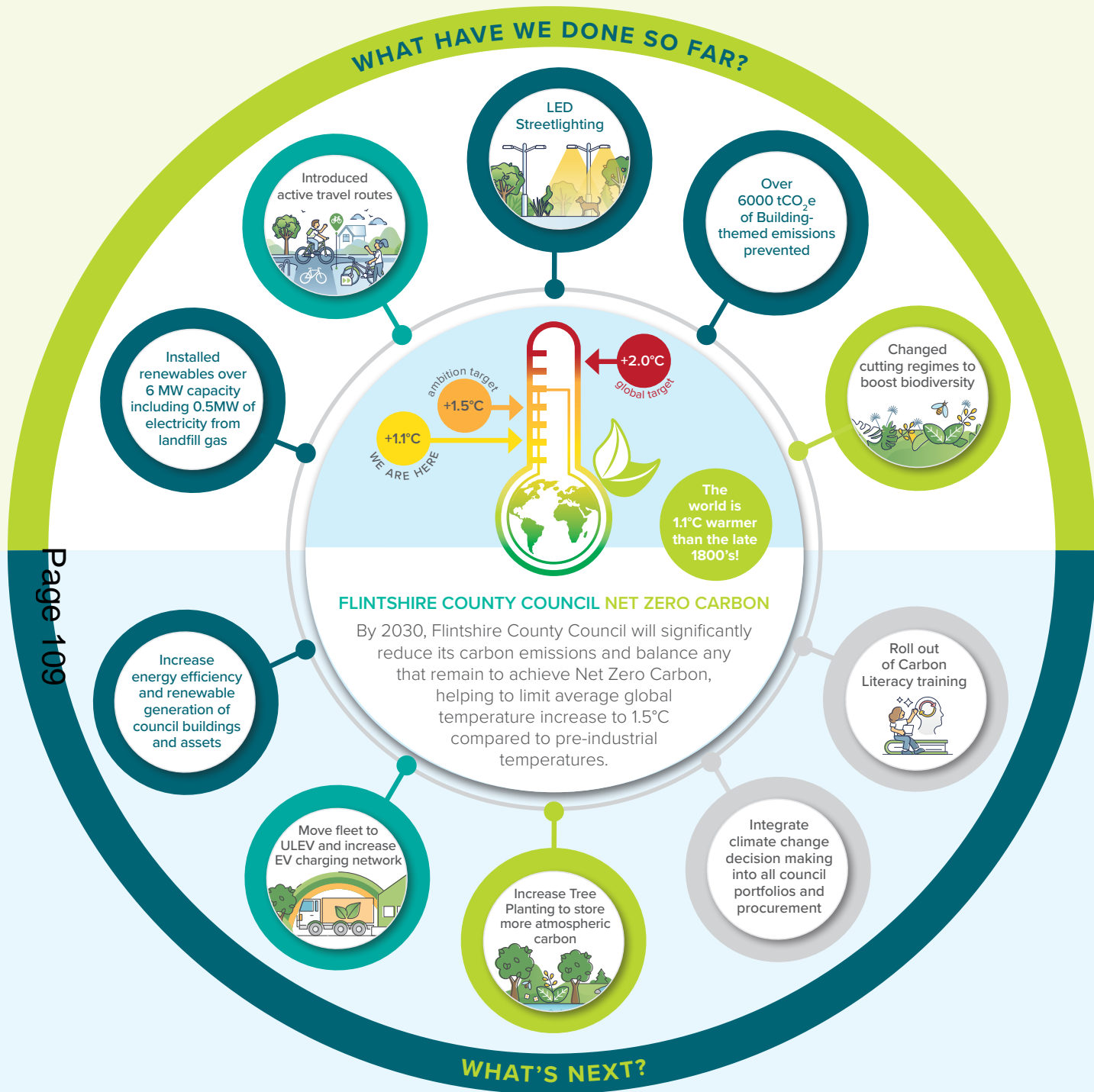


TAKING ACTION ON CLIMATE CHANGE

	 BUILDINGS	 MOBILITY & TRANSPORT	 PROCUREMENT	
2018/19	10,747 tCO ₂ e	6,716 tCO ₂ e	28,970 tCO ₂ e	Baseline tCO ₂ e
2024/25	35%	50%	30%	REDUCTION
2029/30	60%	80%	60%	



WHAT HAVE WE DONE SO FAR?



WHAT'S NEXT?

LEARN MORE



CONTACT US

climatechange@flintshire.gov.uk



Flintshire County Council
Climate Change Strategy



What's your
carbon footprint?



Take our questionnaire

*Mae'r ddogfen hon hefyd ar gael yn Gymraeg. Gweler y dudalen Gymraeg ar ein gwefan.
This document is also available in Welsh. See Welsh page on our website.*



Our Flintshire, Our Future 2023 - 2024

The budget, your Council Tax and local services

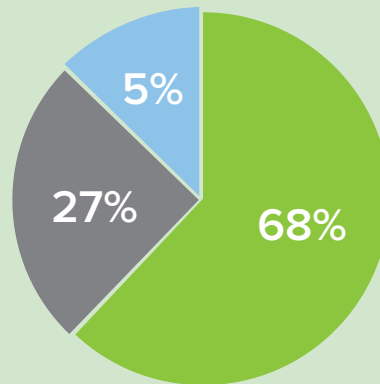
Every year councils have to set a budget which balances their resources with their spending needs. Between 2008 and 2020 all councils received reduced funding from government. As a low funded council - ranked 20 out of 22 councils in Wales - Flintshire was particularly exposed to the effects of this period of austerity.

Over the last 14 years, Flintshire County Council has reduced its spending by **£100M**. Every year it's been harder and harder to make more savings and protect services. At times hard budget choices have been needed.



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Where the Council's money comes from



- Comes from the Welsh Government
- Comes from Council Tax
- Comes from the fees we charge for some services e.g. planning fees, garden waste charges, Register Office fees

Budget Monitoring 2023/24

What your Council Tax pays for

The Council Tax you pay goes up every year, but not all the money collected goes to pay for council services. It also supports 34 Town and Community Councils, the North Wales Police and Crime Commissioner and contributes to increases in funding for other regional services.

How Council Tax is shared between the Council and other public services

£125.5M is the total the Council expects to collect in Council Tax in 2023/24, of which:

89% is retained by the Council as a contribution to run local services

17% is collected on behalf of North Wales Police and the Police and Crime Commissioner

3% is collected on behalf of our Town and Community Councils

Flintshire County Council is committed to keeping its annual increase at 5% or less and has applied a 3.99% increase to pay for council services.

All six North Wales councils also contribute to the costs of the North Wales Fire and Rescue Authority, The North Wales Coroners Service and GWE - the Regional Education Improvement Service. Flintshire has added an extra 0.96% to cover annual increases in these contributions.

This brings the total increase of Flintshire County Council's portion of Council Tax to 4.95%.



What this means in monetary terms for Council Tax for 2023/24

Using an average Band D property example:

	2023/24	2022/23	Increased Cost	Percentage increase
Flintshire County Council	£1,521.33	£1,449.58	£71.75	4.95%
North Wales Police & Crime Commissioner	£333.09	£316.80	£16.29	5.14%
Town and Community Councils*	£51.98*	£49.02*	£2.96*	6.04%*
TOTAL COST	£1,906.40	£1,815.40	£91.00	5.01%

* average cost across all 34 Town and Community Councils, the cost on individual bills will differ from Council to Council



The Council was successful in balancing the budget for 2023/2024

What is the Annual Governance Statement?

The Accounts and Audit (Wales) Regulations 2018 require us to prepare a statement on internal control.

Like many authorities in Wales, this is referred to as the 'Annual Governance Statement'. This is a public document that reports on the extent to which we as the Council comply with our own code of governance.



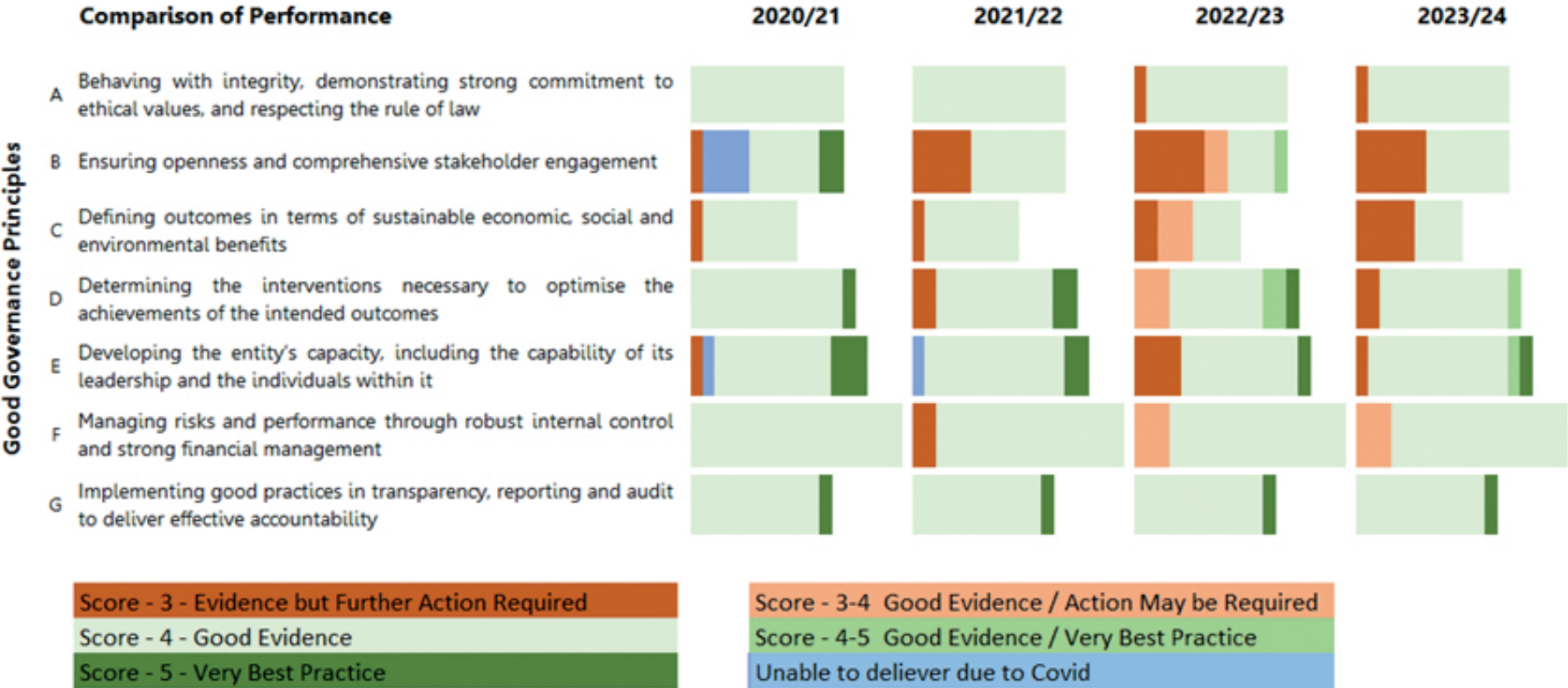
In the Annual Governance Statement, we, the Council:

- Acknowledge our responsibility for ensuring that there is a sound system of governance;
- Summarise the key elements of that governance framework and the roles of those responsible for the development and maintenance of the governance environment;
- Describe how we have monitored and evaluated the effectiveness of our governance arrangements in year, and any planned changes in the coming period;
- Provide details of how we have responded to any issue(s) identified in last year's governance statement;
- Report on any governance issues identified from this review and provide a commitment to addressing them; and
- In referring to the Council, this includes its group relationship with other entities such as New Homes and Newydd

The Annual Governance Statement reports on the governance arrangements that has been in place at Flintshire County Council during the financial year 2023/24 and up to the date of approval of the Statement of Accounts.

Annual Governance Statement

Comparison of the Effectiveness of the Council's Governance Arrangement



There will not be a separate action for those scored 3-4 if the issue has already been covered by actions to address those scored a 3

14

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, the assessment themes are designed in this way. The Corporate Self-assessment is meant to provide a platform for assurance and self-improvement and would lead to an improvement plan for the organisation.

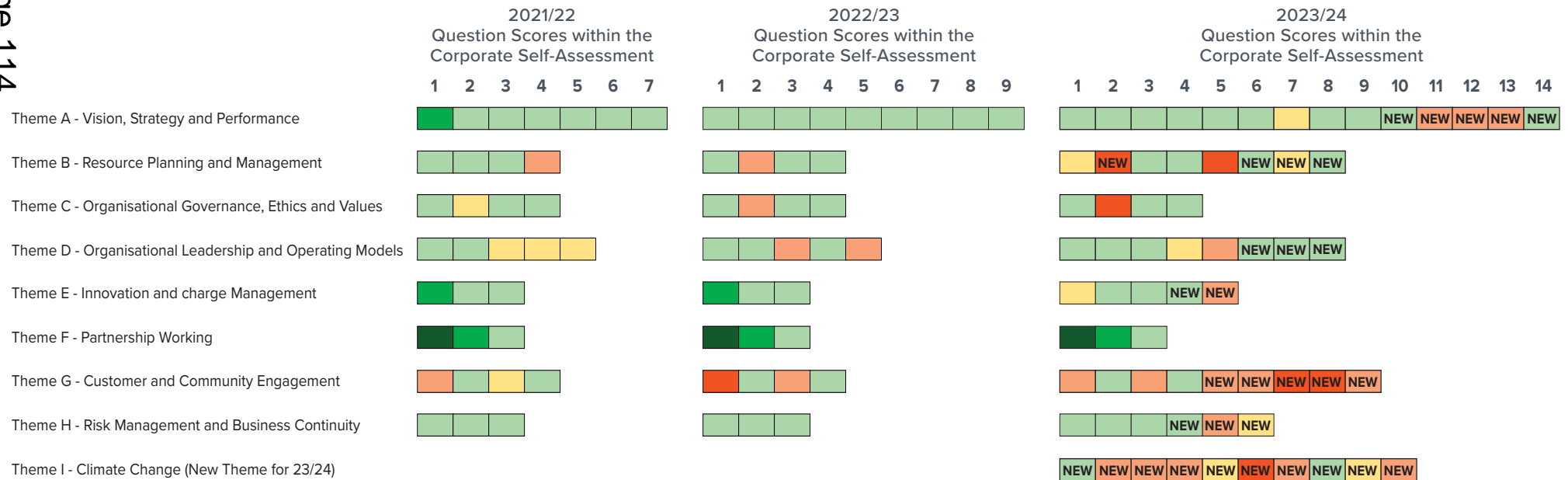
The Corporate Self-Assessment model focuses on a number of themes and considers a number of core questions within each of these themes. As with all models there will inevitably be overlaps across themes, however, the themes are sufficiently defined and demarked

to avoid too much overlapping or duplication. This year, the Corporate Self-Assessment also incorporates a number of additional questions and a new theme to cover areas that will be considered within the Panel Performance Assessment.

Building on the approach in 2021 the Corporate Self-assessment has a stronger focus on i) a more proportionate and targeted collection of evidence and ii) the analysis of evidence, focusing on the strengths, areas for development and the impact that is being achieved. This approach will help the formulation of the action plan.

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



■ Score 5 - Very Best Practice (1% ■ Score 4/5 (1% ■ Score 4 - Good Evidence (58%) ■ Score 3/4 (16%) ■ Score 3 - Evidence but Further Action Required (19%)
 ■ Score 2/3 - Some Evidence but Lacking in Key Areas (4%) ■ Score 2 - Some Evidence but Lacking in Key Areas (1%)

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

Additional Background Information

There are a number of related documents which support the Annual Performance Report and are available on Flintshire County Council’s website.

- Council Plan 2023-28
- Social Services Annual Performance Report
- Welsh Language Standards
- Strategic Equality Plan
- Risk Management Framework
- Corporate Self-assessment
- Previous Annual Performance Reports



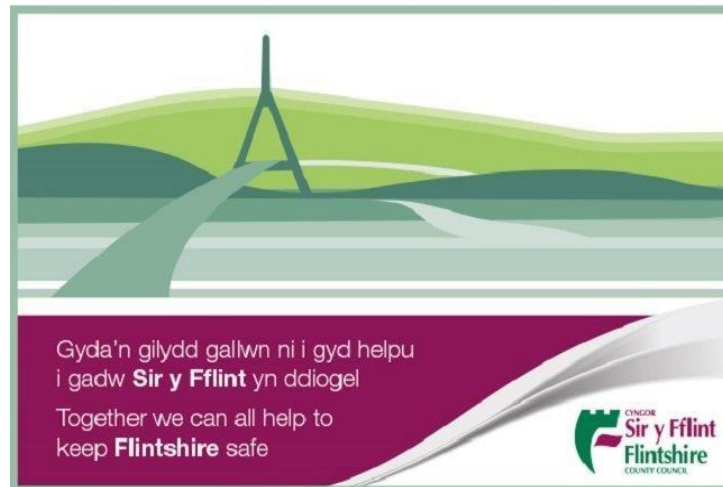
Thank you for reading our Annual Performance Report for 2023/24.

Your views and suggestions about how we might improve the content and layout of the Annual Performance Report for future years are welcome.

Please contact the Performance and Risk Management Team:
Email: PRM@flintshire.gov.uk

Council Plan End of Year Performance Monitoring Report 2023/24

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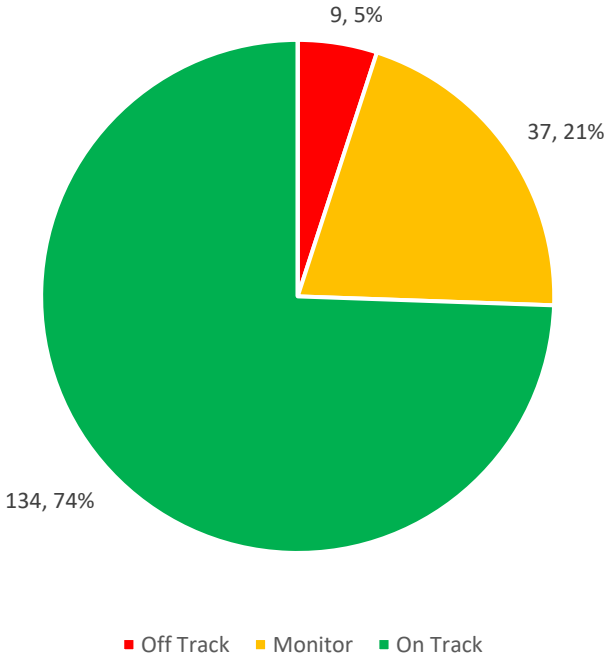
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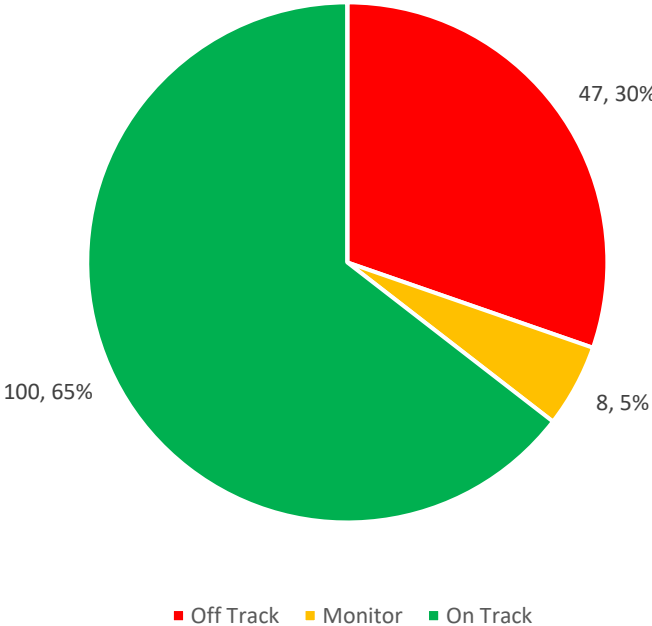
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Analysis

Council Plan - Action RAG Status



Council Plan - Measure RAG Status



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- Key**
- ▲ Red: Limited Progress – delay in scheduled activity and, not on track.
 - Amber: Satisfactory Progress – some delay in scheduled activity, but broadly on track.
 - ★ Green: Good Progress – activities completed on schedule and on track.

Actions Off Track

Priority	Sub-Priority	Action	RAG
Affordable and Accessible Housing	Social Housing	Increase the Council's housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes	▲
		Support our tenants to access technology and create sustainable digital communities	▲
Green Society and Environment	Active and Sustainable Travel Options	Declassification of hazardous routes across the county where appropriate through the implementation of engineering initiatives	▲
	Circular Economy	Achieve Welsh Government recycling targets	▲
		Promote the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises	▲
Economy	Rural Regeneration	Recruit a Digital Connectivity Officer to support rural communities to access better quality connectivity options	▲
	Reducing Worklessness	Deliver mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market	▲
A Well Managed Council	People	Reduce the use of agency workers	▲
	Flintshire Assets	Review of Industrial Estate Strategy (Area by Area)	▲

Measures Off Track

Priority	Sub-Priority	Measure	RAG
Poverty	Food Poverty	Number of residents supported by the “Hospital to Home” meals service	▲
Affordable and Accessible Housing	Housing Support and Homeless Prevention	Number of presentations to the homeless service	▲
		Percentage of successful prevention outcomes for homelessness under Housing (Wales) Act 2014	▲
		Percentage of successful relief outcomes for homelessness under Housing (Wales) Act 2014	▲
		Number of households accommodated by the Council under Housing (Wales) Act 2014 homeless duties	▲
		Average length of stay (days) for those households in interim homeless accommodation under Housing (Wales) Act 2014	▲
	Housing Needs and Housing Options	Number of applicants rehoused via SARTH by All Housing Partners	▲
		Number of households rehoused with significant adaptations requirements	▲
	Social Housing	Number of Council Homes under construction	▲
		Number of Affordable Homes completed via NEW Homes	▲

Priority	Sub-Priority	Measure	RAG
		Increase in stock capacity correlates with demand profile	▲
		Total number of Medium Disabled Adaptations completed	▲
		Average number of days to complete a Medium Disabled adaptation	▲
		Average number of days to complete a Large Disabled adaptation	▲
	Private Rented Sector	Landlords engaged through Flintshire Landlord Forum	▲
Green Society and Environment	Net Zero Carbon Council	Percentage of Councillors received carbon related training	▲
		Percentage of employees received carbon related training	▲
		Number of contracts with carbon impact assessed	▲
	Climate Change and Adaptation	Increase in carbon sequestered (Kg/tCO2e)	▲
	Flood Risk Management Strategy	Completion of the Flood Risk Management Strategy by the revised Welsh Government due date (March 2024)	▲
	Fleet Strategy	Number of Ultra Low Emission Vehicles on Fleet	▲
	Active and Sustainable Travel Options	Number of hazardous routes declassified through the Implementation of Active Travel infrastructure to provide safe routes to schools	▲

Priority	Sub-Priority	Measure	RAG
	Circular Economy	Percentage of waste reused, recycled or composted	▲
		Reduce the tonnage of residual waste collected from residential properties	▲
		Increase the tonnage of food waste collected from residential properties	▲
		Obtain Welsh Government funding to implement a reuse initiative at the household recycling centres	▲
		Implement a trial for the delivery of local benefits/local recycling targets initiative	▲
Economy	Rural Regeneration	Digital Connectivity Officer appointed - June 2023	▲
		Rural needs report completed by March 2024	▲
	Town Centre Regeneration	Completion of initial 3 (of 7) Place Making Plans in partnership with a range of stakeholders	▲
	Local Development Plan (LDP) Targets	Completion of first LDP Annual Monitoring Report and submission to Welsh Government (January 2024)	▲
		Completion of annual review of LDP housing trajectory	▲
		Contribution to the scoping of the form and content of the North Wales Strategic Development Plan	▲

Priority	Sub-Priority	Measure	RAG
	Reducing Worklessness	Number of individuals receiving support	▲
Personal and Community Well-being	Safeguarding	Percentage of Pre-birth assessments completed within timescales	▲
	A Well Connected, Safe and Clean Local Environment	Number of targeted environmental educational campaigns undertaken promote improved Local Environmental Quality	▲
Education and Skills	Educational Engagement and Achievement	Reduction in the number of permanent exclusions	▲
		Reduction in the number of fixed term exclusions	▲
	Digital Learning Opportunities	Number of Youth Work Sessions Delivered - Digital	▲
	Welsh Education Strategic Plan (WESP)	Number of Year 11 pupils studying Welsh	▲
A Well Managed Council	People	The number of working days lost per full time equivalent (FTE) local authority employees lost due to sickness absence	▲
		Percentage of permanent employees who leave within first year of employment	▲
		Percentage of employees who have completed all of mandatory modules	▲

Priority	Sub-Priority	Measure	RAG
	Flintshire Assets	Commercial rent review completed: To increase rental income in line with prevailing market rents to make sure that rental income is optimised. To ensure rental consistency within estates	▲
		County Hall Master Plan options appraisal/strategy: To develop a plan which will provide the blueprint for the redevelopment of County Hall site.	▲
	Digital	80% of telephone calls to the corporate Contact Centre answered	▲
	Partnerships	Number of organisations who sign up to the Armed Forces Covenant	▲

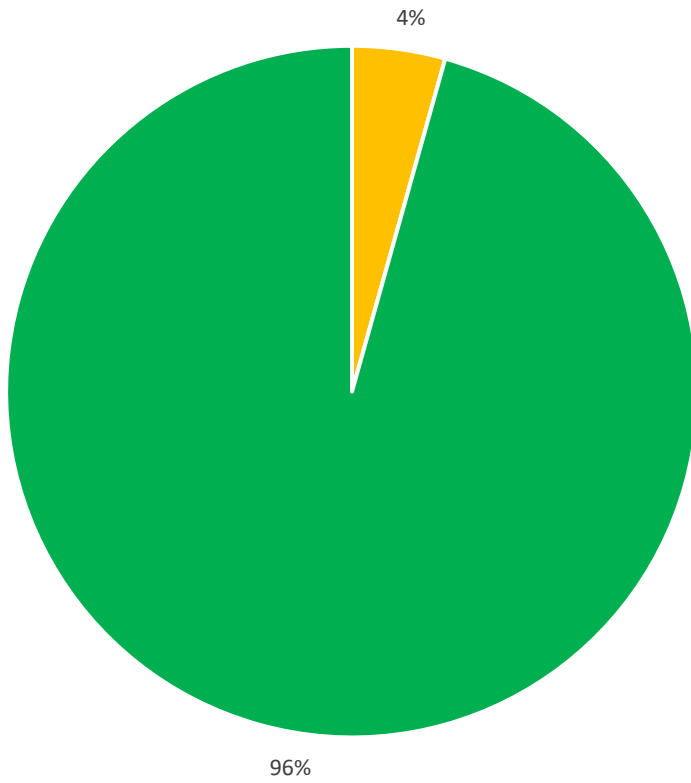
Poverty

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Well-being Objective: Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient.

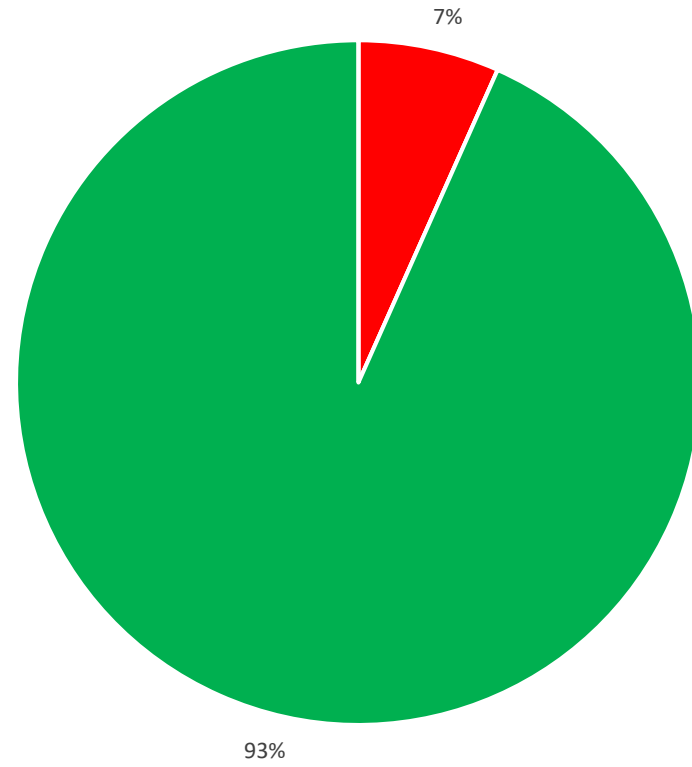
Poverty Overall Performance

Poverty - Action RAG Status



■ Off Track ■ Monitor ■ On Track ■ Missing Value

Poverty - Measure RAG Status


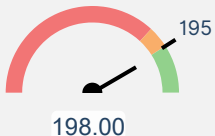
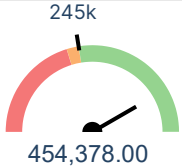


■ Off Track ■ Monitor ■ On Track ■ Missing Value

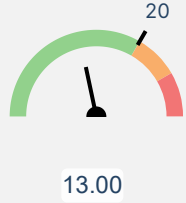
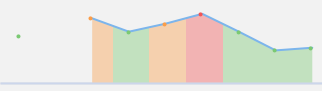
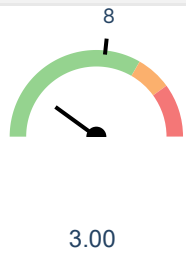
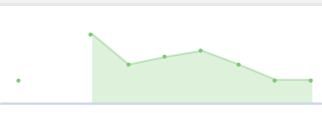
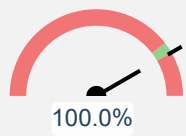
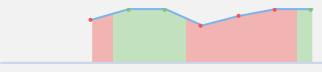
Income Poverty

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CAU022T	Provide free access to swimming lessons (subject to WG funding), children's outdoor play areas, resources and information via library services	100%		Throughout 2023/24, Aura managed the Welsh Government/Sport Wales Free Swimming Initiative (for children and young people aged 16 years and under, people aged 60 years and over, and veterans and serving Armed Forces personnel). Aura continued to inspect and maintain nearly 200 free to access outdoor children's play areas, and continued to support residents with free access to written and digital resources, together with free Wi-Fi and free public access to computers, via its library network.
<input checked="" type="checkbox"/> CAU023T	Provide free activities and sports sessions during all school holidays within communities across Flintshire (subject to external grant funding)	100%		We offer a range of opportunities in a variety of venues for young people to attend. 6035 attended with 71 sessions on offer. this is reliant on Funding that we write bids for and are successful.
<input checked="" type="checkbox"/> CHC001T	Maximise the number of people signposted for support to facilitate longer term change	100%		The cost-of-living crisis continues to increase, impacting residents, and referrals to the Council continue to be received. Ongoing advice and support still form part of the Discretionary Housing Payments (DHP) application process and advice is also provided around options for support, even if a DHP application is unsuccessful. It is envisaged that with the implementation of Managed Migration to Universal Credit early 2024, more residents will require access to this support.
<input checked="" type="checkbox"/> CHC002T	Ensuring that take-up to benefit entitlement is maximised in a timely way by processing claims efficiently	100%		The target times for processing Housing Benefit and Council Tax Reduction Scheme new claims and change of circumstances applications have been met: 17 days for new claims and 3 days for change of circumstances. By processing claims and changes to entitlement efficiently, customers receive the correct amount of financial support when they need it, which is supporting customers to reduce income poverty.
<input checked="" type="checkbox"/> CHC003T	Maximise take up of the Discretionary Housing Payments scheme and other financial support	100%		The grant for Discretionary Housing Payments (DHP) has been fully spent supporting households requiring financial support with rent payments. Additional funding via the homeless prevention funds has also provided further support for administering DHP applications for 2023/24. There has been no confirmation of additional funds for 2024/25.
<input checked="" type="checkbox"/> CHC004T	Further develop our community hub approach giving access to a range of programmes, services and agencies together in one place	90%		The Community Support Hub in Shotton will remain open until March 2025. The Council are working on widening the model across Flintshire in collaboration with the Health Board and other agencies that are providing support in five key areas: food, income, fuel, digital and mental health.
<input checked="" type="checkbox"/> CHC033T	Explore development of support schemes to mitigate in work poverty	100%		A hardship scheme has been implemented to support Local Authority households. The Council continue to support households to mitigate effects of in-work poverty by promoting Discretionary Housing Payments (DHPs) and budgeting advice. Additionally, funding has been committed by homeless prevention funds to support DHPs.
<input checked="" type="checkbox"/> CHC034T	Deliver Welsh Government support schemes linked to the cost-of-living crisis	100%		In addition to delivering Welsh Government support schemes, the Council also delivered the Energy Bills Support Scheme on behalf of UK Government. This was the final scheme linked to the cost-of-living crisis and the last payment was issued in August 2023.

Income Poverty

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU019M	Number of children enrolled in free swimming lessons	6,937.00			 6,937.00	
<p>The number of children in Free Swimming for 2023/24 was 6,937 attendances and 409 sessions delivered across all pools in Flintshire (not just Aura).</p>						
CAU020M	Number of free to access outdoor play areas available to children across the county	198.00	195.00		 198.00	
<p>The number of outdoor children's play areas managed by Aura remains static. Technically, Aura maintains 198 play areas based on data held within its inspection software, though context is required as a traditional play area and a skate park located on the same site are categorised by the software as two facilities rather than one. The original Target of 195 anticipated the strategic withdrawal from at least three sites based on the recommendations of an independent play survey completed in late 2020 (which identified 12 sites as having potential for strategic removal).</p>						
CAU021M	Number of items loaned (physical and digital)	454,378.00	245,000.00		 454,378.00	
<p>Our performance for resources has continues to improve during this reporting year, both for physical loans and for our comprehensive digital offer, which includes e-newspapers and magazines, e-books and e-audio books .</p>						

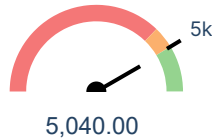

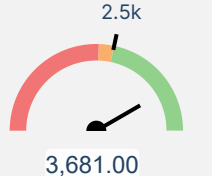
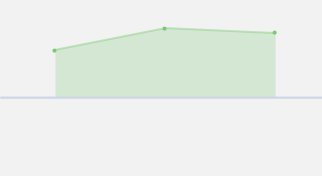
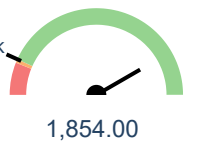
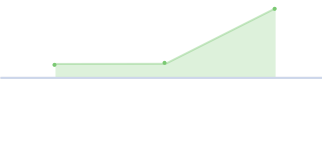
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Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC001M	Average number of calendar days to process new claims for housing benefit and council tax reduction	13.00	20.00	22.00	 13.00	
<p>Performance has reduced since Q4 however this is expected as workloads are always higher in April due to an increase in new applications following the issuing of annual council tax bills and annual increases to rents. Also the Assessment Officer Team are carrying a vacancy.</p>						
CHC002M	Average number of calendar days to process change in circumstances for housing benefit and council tax reduction	3.00	8.00	6.00	 3.00	
<p>Performance has improved by 4 days since Quarter 1, maintaining the same level for Quarter 3 and Quarter 4. Our overall performance for the year 2023/24 is 4 days, which is within target. The improvement in performance is a result of recruitment in Quarter 1. The Assessment Officer Team were fully staffed until January 2024, however, performance may begin to reduce during Quarter 1 of 2024/25 due to current vacancies.</p>						
CHC003M	Total spend of Discretionary Housing Payments (%)	100.0%	100.0%	100.0%	 100.0%	
<p>The Discretionary Housing Payments (DHP) funds have been fully committed and spent. The level of funding in 2024/25 from the Department of Work and Pensions (DWP) remains the same as 2023/24. This continues to be a challenge for 2024/25.</p>						






Child Poverty

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CAU013T	Provide free access to Fit, Fed and Read sessions during summer holidays providing activities, sport, reading, crafts and meals (subject to external grant funding)	100%		The 2023 Fit, Fed and Read community programme took place in nine locations across the county during a five-week period in July and August 2023. It is a multi-agency scheme with a wide range of public sector partners tackling issues such as health inequalities, food poverty, community cohesion, literacy levels, and physical and mental well-being. 5,040 families and young people attended the 39 sessions held over the five weeks. Over 50% of participants attended four or more sessions. The scheme made a significant contribution in supporting 3,000 children to sign up to the annual Summer Reading Challenge. 110 volunteering hours were recorded by our young ambassadors.
<input checked="" type="checkbox"/> CAU014T	Provide free physical activity and well-being sessions within the summer School Holiday Enrichment Programme (SHEP) (subject to external grant funding)	100%		Delivered in 13 schools for the 2023 Food and Fun, offering a minimum of 1 session a week with the option for the coordinators to book extra sessions for the 3 weeks of delivery. A range of sports and physical activities have been played during the 3 weeks, all lead by Aura Sport Development staff. A total of 1093 participants attended the 53 sessions within the program. this will continue Funding depending.
<input checked="" type="checkbox"/> CEY003T	Encourage further take-up of the free school breakfast for year 7 pupils eligible for free school meals	100%		All secondary schools were able to participate in the pilot project by the summer term of 2023. This national pilot ended in July 2023. Welsh Government are currently evaluating the findings from this.
<input checked="" type="checkbox"/> CEY040T	Contribute to the network of school uniform exchanges across the county supported by enhanced web and social media promotion	100%		A baseline survey was completed with schools during the summer term. This enabled us to establish a full understanding of uniform exchange schemes across the county and help us plan our future support strategy more effectively. Bespoke support was focused at secondary schools during the summer term. The Council website is currently being refreshed to provide further information regarding the uniform exchange schemes.
<input checked="" type="checkbox"/> CEY043T	Continue to ensure children and young people have access to transitional play/youth activity to support succession from play opportunities into youth clubs to further support young people's development'	100%		Areas of priority have been Leeswood and Sealand, with planning taking place in the Holywell area. The clubs are viewed as exit routes from play provision and a bridge into youth provision, such as a youth club.

Child Poverty

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU022M	Number of children attending Fit, Fed and Read sessions during school holidays	5,040.00	5,000.00			
<p>5,040 children attended with 3,000 meals distributed and 39 sessions delivered.</p>						
CEY001M	Total number of children pre-registered for Summer Play Scheme	3,681.00	2,500.00	3,970.00		
<p>In 2023, Flintshire Play Development's Summer Playschemes saw remarkable success, attracting 3,681 children across 56 county sites, total attendance 11,907, ensuring their right to play in safe, supervised settings. Our streamlined digital registration system significantly improved data collection and personal information handling. Additionally, Welsh language promotion at all sites was effective, with children actively engaging with Welsh resources and using Welsh incidentally.</p>						
CEY002M	Total number of children pre-registered for community and school play sessions/support	1,854.00	300.00	353.00		
<p>Our community provisions have thrived, welcoming over 1,854 children from October 2023 to March 2024. This momentum propels us to expand our offerings, ensuring year-round play opportunities for children.</p>						

Food Poverty

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CAU013T	Provide free access to Fit, Fed and Read sessions during summer holidays providing activities, sport, reading, crafts and meals (subject to external grant funding)	100%		The 2023 Fit, Fed and Read community programme took place in nine locations across the county during a five-week period in July and August 2023. It is a multi-agency scheme with a wide range of public sector partners tackling issues such as health inequalities, food poverty, community cohesion, literacy levels, and physical and mental well-being. 5,040 families and young people attended the 39 sessions held over the five weeks. Over 50% of participants attended four or more sessions. The scheme made a significant contribution in supporting 3,000 children to sign up to the annual Summer Reading Challenge. 110 volunteering hours were recorded by our young ambassadors.
<input checked="" type="checkbox"/> CHC005T	Introduce and develop a 'Well Fed at Home' service	100%		The 'Well Fed at Home' service launched in April 2023 and as this is a new initiative previous figures are not available to use as a base line. However, the service is proving popular. In Quarter 4, Well Fed had over 200 customers ordering meals from the Well Fed food hubs within the community led hubs and mobile shop.
<input checked="" type="checkbox"/> CHC006T	Continue to develop delivery of a "Hospital to Home" meals service	10%		The 'Hospital to Home' 12-week pilot launched on 2nd January 2024, providing free Well Fed meals and fresh provisions to residents being discharged from the three local community hospitals (Mold, Holywell and Deeside). Over the 12 weeks, 3 referrals were received. The pilot has been extended for a further 12 weeks continuing to work collaboratively with the community hospitals and the Care and Repair Team. If there is no increase in take up over the next 6 weeks, the widening of the pilot will be considered to Wrexham Maelor hospital.
<input checked="" type="checkbox"/> CHC007T	Continue to roll out a transported and delivered food service "Mobile Meals" to those who are vulnerable	100%		The 'Well Fed at Home' service launched in April 2023, with the 'Mobile Meals' forming part of this initiative. As this is a new initiative previous figures are not available to use as a base line. However, the service is proving popular. In Quarter 4, Well Fed had over 200 customers ordering meals from the Well Fed food hubs within the community led hubs and mobile shop.
<input checked="" type="checkbox"/> CHC035T	Further develop the warm spaces initiative in partnership with organisations and third sector	90%		Since the Croeso Cynnes 'Warm Welcome' project ceased in March 2023, 24 of the community led hubs have remained open, providing a warm welcome whatever the weather. The Council continue to work closely with the hubs to understand the resident's needs, supporting them with funding applications to remain open for their community.

Food Poverty



Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC005M	Number of residents enrolled in the "Mobile Meals" service	270.00	40.00	30.00		

The 'Mobile Meals' service continues to grow as part of the new Well Fed initiative, with over 200 customers purchasing the subsidized meals.

CHC006M	Number of residents supported by the "Hospital to Home" meals service	3.00	150.00	5.00		
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The discharging team in hospitals is aware of our hospital to home initiative, where we can provide a free food parcel for all patients who are being discharged if they require one. We are also working with the care and repair team as they support discharged patients to ensure they also have the opportunity to access the service. As with any new initiative, it takes time to bed-in therefore take up has been slow. Due to this we have extended the initiative for a further 12 weeks to maximise the take up and reminded the discharge team and care and repair to encourage their patients to accept the support. We have received great feedback from the residents we have supported so far, confirming it was a relief to know they had food to eat when they arrived home and they would be happy to pay for the service if they ever needed to in the future.




Fuel Poverty

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CPE001T	Reduce the risk of fuel poverty for residents by increasing the energy efficiency of homes	100%		1,203 measures delivered against a target of 1,200. The measure is made up of various component parts delivered by the Domestic Energy Efficiency Project team. Included within the statistic are works carried out on private and public housing stock for renewable heating, gas central heating, loft and cavity insulation and solar photo voltaic installations.
<input checked="" type="checkbox"/> CPE002T	Engage, support and refer vulnerable households to reduce fuel poverty and improve health and well-being	100%		508 households were supported against a target of 200. Measure consists of work carried out on post installation work as well as energy advice, help and guidance for the general public to assist with fuel poverty and the current energy crisis in general.

Fuel Poverty

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE001M	Total number of households receiving energy efficiency improvements	1,203.00	1,200.00	1,245.00		
<p>This measure is made up of various component parts delivered by the Domestic Energy Efficiency Project team. Included within the statistic are work carried out on private and public housing stock for renewable heating, gas central heating, loft and cavity insulation and solar photo voltaic installations.</p>						
CPE014M	Providing advice and signposting support to vulnerable households	508.00	100.00			
<p>Measure consists of energy advice, help and guidance for the general public to assist with fuel poverty and the current energy crisis in general.</p>						

Digital Poverty

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CAU015T	Provide free access to PCs and internet	100%		Aura's libraries provide access to a variety of digital stations, including standalone PCs, laptops and tablets available for loan or for use on site. We also provide networked internet access , Wi-Fi access at all our sites (including our mobile library) and help people to access the internet in their own homes through our Digital Loan Scheme.
<input checked="" type="checkbox"/> CGV007T	Support people to use digital technology through Digital Workforce Volunteers	100%		Supported by workforce volunteers, Digital Surgeries launched in March 2024. A schedule of surgeries are planned throughout 2024 in different towns across the county.
<input checked="" type="checkbox"/> CGV008T	Continue to provide free of charge public access to the internet at Flintshire Connects Centres	100%		Free of charge access to the internet is available at all Flintshire Connects Centres.

Digital Poverty

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU024M	Number of digital stations available across the libraries' network	145.00	145.00			
<p>Aura's libraries provide access to a variety of digital stations, including standalone PCs, laptops and tablets available for loan or for use on site. We also provide networked internet access , Wi-Fi access at all our sites (including our mobile library) and help people to access the internet in their own homes through our Digital Loan Scheme.</p>						
CGV006M	Number of Digital Surgeries held at Connects Centres	4.00	3.00			
<p>Digital Surgeries launched in Holywell Connects in March 2024. Feedback from those visiting the surgeries has been positive and plans are progressing to extend Digital Surgeries across the county in 2024.</p>						
CGV007M	Number of Sim Cards issued to people in low income households	104.00	15.00			
<p>Flintshire Connects continue to offer free data and SIM cards across all Centres in partnership with The Good Things Foundation.</p>						

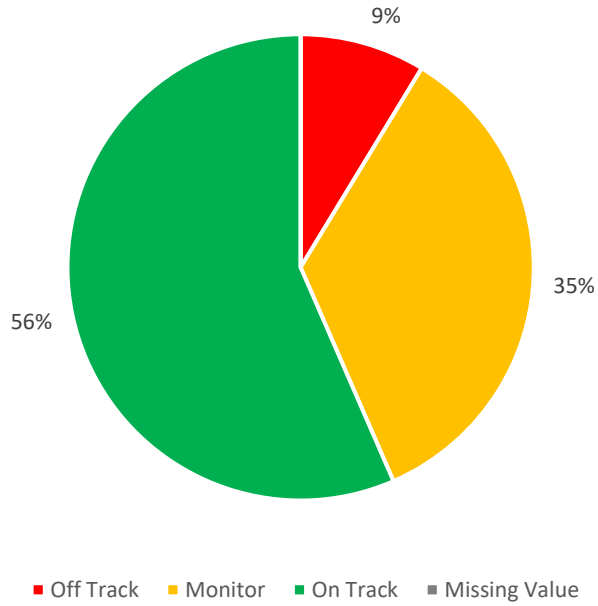
Affordable and Accessible Housing

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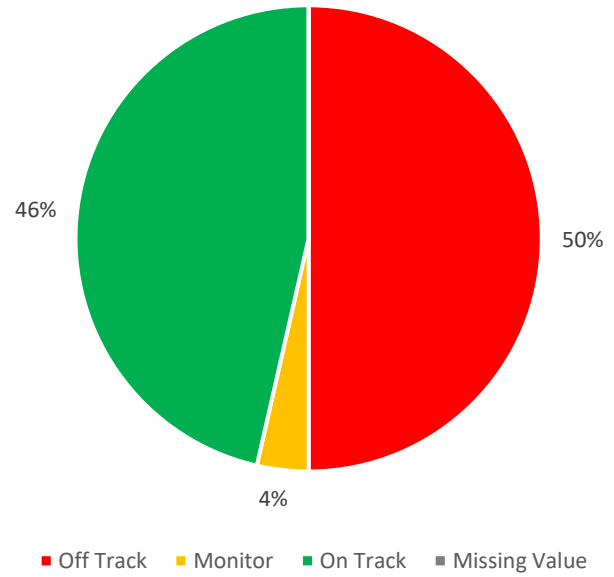
Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

Affordable and Accessible Housing Overall Performance

Affordable and Accessible Housing - Action RAG Status







Affordable and Accessible Housing - Measure RAG Status



Housing Support and Homeless Prevention

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CHC008T	Promote housing support and homeless prevention services with our residents and partners	100%	★	<p>Work continues to promote services through the development of website content and active engagement with residents electronically, which for many is a preferred method of sourcing information. Additionally, officers regularly attend local activities to promote services and support offers through groups such as local Community Hubs, Children's Services Forum and Citizen Advice Bureau frontline worker events and the Flintshire Support Network (FSN). Due to increased service demand progress against this action has been slower than intended within the last quarter.</p> <p>The Ending Homelessness Board has established a Communication and Workforce delivery group, now meeting on a regular basis. Critical friend activities have been undertaken by delivery group members to review website content available on the Council's website. Resident involvement activities are also scheduled with residents from the homeless hub to provide further feedback. Officers continue to engage with local partners to promote services and network to raise the profile of Housing Support and Homelessness and ensure Homelessness is everyone's business.</p> <p>Work continues to review and enhance the current suite of leaflets and letters linked to housing support and homelessness and the Council will seek to engage residents again for insight and ensure these resources meet their needs.</p>
<input checked="" type="checkbox"/> CHC009T	Commission a wide range of housing related support that meets the needs of the people of Flintshire	60%	●	<p>A tender was published for a Complex Needs Supported Housing Project Age 25+ but all bids received were unsuccessful. The Council are revisiting the specification, costings etc., so the tender can be re-published. The Council have recently finalised the Families Floating Support tender and in the next few weeks this tender will be published. The Housing Support Gateway allocation has recently received a 7.8% increase, with the Welsh Government Minister providing clear expectation that this should be used to address pay pressures in the first instance and assist commissioners in supporting providers to deliver on our broader commitment to Fair Work and the Real Living Wage.</p>
<input checked="" type="checkbox"/> CHC010T	Ensure a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is "everyone's business"	100%	★	<p>The Ending Homelessness Board has been established with full terms of reference and officer membership confirmed. The first meeting was held in December 2023. There is representation from across the Council with each portfolio nominating a representative to sit on the Board. The following delivery groups have now met 1) Communications and Workforce Development 2) Homeless Pressures Accommodation Supply 3) Partnerships, Processes and Protocols and adopted clear terms of reference and workplans which link to the action plan for rapid rehousing. Engagement with internal partners has been positive, however, more work on rapid rehousing is required with external partners as part of the rapid rehousing transition plan. A recent review of the Council's homelessness services by Audit Wales identified particular strengths in regard to partnership working with significant praise from partners and also in regard to the Council's collaborative nature of housing support and homelessness services, as reported to Cabinet in March 2024.</p>

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CHC011T	Ensure when homelessness does occur it is rare, brief and non-recurring	100%		Housing Support and Homelessness services continue to explore every opportunity to prevent homelessness and reduce escalations in housing hardships that may lead to risk of homelessness. As reported to Overview and Scrutiny Committee and Cabinet in March 2024, it is clear that a high percentage (42%) of all homeless presentations resulting in access to emergency housing were 'homeless on the day' cases. This means prevention activity within the statutory framework of 56 day prevention duties are a limited tool available to the Homeless Team. Further work is required through the partnership's protocols and problem case delivery group and the soon to be established data insight delivery group, to understand whether those households presenting on the day are known to wider partner services who could assist in identifying risk factors and assist people to access services earlier. This would support the aspiration for homelessness to rare. Barriers to achieving shorter periods of homelessness (brief) are significantly hindered through a lack of 1 bed general needs housing, however, the rapid rehousing transition plan seeks to address the issue of supply and access to suitable housing for those who experience homelessness. We continue to offer follow on support for those people who exit homelessness to ensure tenancy sustainability and reduce the likelihood of repeat occurrences of homelessness. Recent announcement by Welsh Government of a 7.8% uplift in Housing Support Grant is welcomed and will help sustain and respond to increased demand for housing support and prevention services.
<input checked="" type="checkbox"/> CHC036T	Identify a site for a young person's homeless hub offering accommodation and support services	25%		We are currently revisiting and refining the details of the brief and developing a revised specification with colleagues from Youth Justice, Homelessness, Youth Services and Social Services for a 'Hub' approach. In addition, visits to existing hubs in other authorities are being arranged to understand the best designs and service configurations.
<input checked="" type="checkbox"/> CHC037T	Progress build project for the new homeless hub accommodation.	50%		After revisiting and refining the detail of the brief a feasible design has now been received from the architects. We have informally consulted with Planning Service and a positive response to the proposals has been received. Discussions have also taken place with the Welsh Government in relation to pre-application technical advice and funding.
<input checked="" type="checkbox"/> CHC038T	Deliver our Rapid Rehousing Transition Plan	100%		The Rapid Rehousing Transition Plan has now been submitted to Welsh Government and will be made available on the Council's website for public access and visibility in Quarter 1, 2024/5. The Ending Homelessness Board has been established and will oversee delivery of the Transition Plan. Delivery Groups have been established to take forward specific actions within the Transition Plan and report progress to the Board. The move to Rapid Rehousing is a long-term change programme. To support this, we will be recruiting a Rapid Rehousing Strategic Co-Ordinator as part of the Housing and Prevention Service restructure to support delivery and co-ordination of the Plan.

Housing Support and Homeless Prevention

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC007M	Number of presentations to the homeless service	2,006.00	1,400.00	1,598.00		
<p>Presentations to the homeless service continue to be significant. Over the year a total of 2,006 presentations were made in 2023/24. Of those households who were identified as at risk of homelessness or homeless and approached the Council for support a total of 1,276 have progressed to a Homeless Assessment (Section 62 Housing (Wales) Act 2014) in the year. Those who did not progress were either offered advice and assistance, as they were not at risk of homelessness, ineligible, or further contact was not made when officers were seeking to undertake the Homeless Assessment. In the previous year, a total of 911 Section 62 Homeless Assessments were completed. This shows a 40% increase in demand for service.</p>						
CHC008M	Percentage of successful prevention outcomes for homelessness under Housing (Wales) Act 2014	61.00%	70.00%	59.25%		
<p>A total of 403 prevention outcomes have been recorded during the year. 234 of these were positive prevention outcomes where these households were supported to avoid homelessness. Those who did become homeless progressed onto other duties and were assisted accordingly by the Homeless Team under statutory duties. It is noted that fewer prevention duties have been accepted in the final quarter of the year. This highlights the challenge of operating a homeless prevention service, within current legislative framework, when high numbers of people present as homeless on the day and often fulfilling a priority need category triggering additional duties for the Council around homeless accommodation.</p>						
CHC009M	Percentage of successful relief outcomes for homelessness under Housing (Wales) Act 2014	40.00%	45.00%	44.26%		
<p>A total of 686 relief outcomes were recorded during the year. 264 of these were positive relief outcomes and these households were supported to exit homelessness. When breaking down the successful outcomes across reporting periods there were 60 positive outcomes in Quarter 1, 72 in Quarter 2, 83 in Quarter 3 and 48 in Quarter 4. This demonstrates significant challenges relating to homelessness and housing market conditions with fewer opportunities to move people on and help them exit homelessness.</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC010M	Number of households accommodated by the Council under Housing (Wales) Act 2014 homeless duties	282.00	150.00	184.00	<p>150</p> <p>282.00</p>	

At the end of the reporting period, there were 282 households (363 people) in interim housing. This is a significant increase over the course of the year and reflects the ongoing pressures within the homelessness system. Annual target was to sustain a similar level of households in homeless accommodation. Whilst the number of homeless households accommodated by the Council is a concern this is not unique to Flintshire. The breakdown of household types is as follows; Single Male 199, Single Female 40, Families 124, Rough sleeping figures remain low (1).

CHC011M	Average length of stay (days) for those households in interim homeless accommodation under Housing (Wales) Act 2014	202.00	130.00	95.28	<p>130</p> <p>202.00</p>	
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Pressures on homeless accommodation continue to be significant with high numbers of households assisted with accommodation due to homelessness. There are significant barriers to move on from homeless accommodation, due to lack of available social housing (of the right types in the right places) and a difficult private rented sector. This means that people are remaining in homeless accommodation longer. The homeless cohort average stay was 151.33 days in Quarter 4. When broken down further by household type, singles and couples without children are reported as 206 day average with families reported as 177 days average. The total average days for the full year is 202 days.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC012M	Number of referrals received through the Housing Support Gateway	2,007.00	1,400.00	1,447.00		

The Housing Support Grant Gateway (HSG) serves as our central referral system, facilitating access to essential support services. A total of 559 referrals were recorded during Quarter 4. For the full financial year, the HSG Gateway received 2,007 referrals. Referrals have increased by 7% compared to Quarter 4 of the previous financial year. Referrals increased by 12% from the preceding quarter (Quarter 3), indicating a notable increase in demand for support services. This is in line with trends from previous years.

Significant efforts have been made to promote our support services, resulting in heightened awareness and increased referral rates. Continuous engagement in promotional and outreach activities has contributed to the continued growth in referral numbers.

A recent review of the Housing & Prevention Service website hub has recently taken place to understand user experience and accessibility. A service user feedback session was conducted to gain insights into the preferences and needs of our target audience. Emphasis was placed on understanding how users navigate the website to identify areas for improvement. Valuable feedback obtained from the session will inform strategic enhancements to the website, ensuring it remains user-centric and responsive to the needs of our stakeholders.

The HSG Gateway continues to play an important role in connecting individuals with essential support services. The significant increase in referrals is evidence of the effectiveness of our promotional efforts and ongoing initiatives. Moving forward, we remain committed to optimizing service accessibility and encouraging feedback to drive continuous improvement to better serve our community.

Housing Needs and Housing Options

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CHC016T	Develop self-service approaches that enable people to identify their own housing options through online support	60%	●	<p>The website is currently under development to include additional self-service housing options advice. Developments will include a waiting time calculator for being rehoused into Social Housing and an eligibility tool.</p> <p>Applicants were recently invited to take part in a customer satisfaction survey. Respondents were asked to identify what services or functions they would like to access digitally. The responses included having the ability to notify the Council of changes in circumstances, complete reviews etc. This data will help inform future enhancements to our current online services.</p>
<input checked="" type="checkbox"/> CHC039T	Create a Single Point of Access service for housing help and advice	60%	●	<p>The dedicated Homeless Duty Officer pilot findings are still being analysed and will help inform future plans for service delivery. Any changes to the delivery of the Homeless Prevention Service will be embedded as part of the pending restructure.</p>

Housing Needs and Housing Options

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC013M	Number of applicants on the Common Housing Register	2,067.00	2,400.00	2,424.00	<p>2,067.00</p>	
<p>At the end of Quarter 4 there were 2,067 live applications for Social Housing. The decrease in live applications can be linked to the Housing Register Team now only being responsible for Flintshire's register providing capacity to undertake data cleansing, dealing with cancellations and suspensions in a more timely manner. However, the demand for Social Housing remains high compared to the properties that become available each year.</p>						
CHC014M	Customer satisfaction data for the Housing Register Service (%)	40.00%	40.00%	52.27%	<p>40.00%</p>	
<p>In January all applicants were approached and invited to take part in the survey. 210 responses were received. When first approaching the Housing Register Service, 50% of applicants stated the service received was Excellent or Good. It is however noted in the following table that satisfaction drops when later asked to rate the 'Overall satisfaction with the Housing Register Service' where the response of Excellent or Good drops to 32%. This likely accounts for the fact that: 1) Residents are experiencing increased waiting times for social housing which creates general dissatisfaction with the services and assistance offered. 2) Changes being implemented to enable more digital access are yet to be fully rolled out.</p>						
CHC015M	Number of applicants rehoused via SARTH by All Housing Partners	539.00	610.00	534.00	<p>539.00</p>	
<p>There has been a total of 539 applicants rehoused via the Housing Register this year as follows; 62 were rehoused into Clwyd Alyn properties, Flintshire County Council 422, Grwp Cynefin 11, Wales and West 44. In Quarter 4 of this year the breakdown was as follows; Clwyd Alyn 16, Flintshire County Council 105, Grwp Cynefin 3, Wales and West 13 which totals 137 moves.</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC016M	Number of applicants rehoused via SARTH by Flintshire County Council	422.00	440.00	366.00		
<p>This year 422 applicants moved into Flintshire County Council properties of which 105 applicants moved in Quarter 4.</p>						
CHC017M	Number of households rehoused with significant adaptations requirements	9.00	10.00	15.00		
<p>This measure seeks to highlight the work of the specialist housing panel and the rehousing of households with significant property adaptation requirements. Due to the complexity of some applicant's property need, the traditional route of the Common Housing Register and existing stock would not routinely meet the needs of this cohort of residents. The specialist housing panel therefore seeks to focus on those residents who without creative and innovative housing solutions, would fail to have their housing needs met. At the end of the reporting year there are 53 live applicants being reviewed by the specialist housing panel and 9 households have been successfully rehoused in the last 12 months. A further 6 households are under offer and awaiting works to be completed.</p>						

Social Housing

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CHC019T <div style="writing-mode: vertical-rl; transform: rotate(180deg); position: absolute; left: -40px; top: 50%; font-weight: bold;">Page 149</div>	Work with housing association partners to build new social housing properties and additional affordable properties	90%	●	<p>There have been delays to the Programme, however, the Council continue to work closely with our Registered Social Landlords (RSL) partners to mitigate the various challenges and delays. These include the increase in the cost of living, which led to Contractors entering administration and withdrawing from contracts. Contractor insolvency and repricing/funding pressures impacted on start on site for Northern Gateway (100 units), Mynydd Isa (56 units) and completion of Station Road (8 units) and Buckley (9 units).</p> <p>Alternative contractors have been procured for Northern Gateway (100 units). Mynydd Isa (56 units) and are now on site and in contract. Expected contract full completion date for Mynydd Isa is set for November 2025, with a phased handover approach, with Phase 1 being available January / February 2025.</p> <p>In relation to Buckley (9 homes), the RSL obtained Board approval on the February 2024, for the revised contract and completion is now expected June 2024.</p> <p>Build started on Station Road (8 units) in August 2023, however as the original contractor went into administration an alternative contractor had to be sourced to complete this development and expected completion is October 2024.</p> <p>Additional Social Housing Grant funding was required to complete both Land at Buckley (9 units) and Station Road (8 units).</p> <p>An outline planning application for another scheme (62 homes) has faced delays and the RSL resubmitted the outline planning application, which was agreed in March 2024.</p> <p>Regular meetings continue to be held with the RSL's to try and identify any potential risks and delays to schemes in order to try and ensure that, where possible, mitigation and remedial action/s may be taken.</p>
<input checked="" type="checkbox"/> CHC020T	Increase the Council's housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes	0%	▲	<p>There has been slippage in Quarter 4 due to legal issues around Section 106 relating to six properties and completion delays affecting seven properties via Redrow. The Council had expected to have completed these within this financial year, however, it is anticipated these 13 properties will complete next financial year (2024/25).</p>
<input checked="" type="checkbox"/> CHC021T	Ensure the Council's housing stock maintains the current Welsh Housing Quality Standards	50%	★	<p>The Council continues to target properties that do not meet the Standard Assessment Procedure (SAP) 65 rating through various improvement works. This includes, installation of efficient central heating systems, renewable technology (Solar Panels and Air Source Heating) and extensive external refurbishment contracts comprising of new windows, doors, loft insulation and roof coverings, the energy performance and thermal efficiency of our properties is addressed and improved. Our current average SAP rating for our entire stock is 73.5%.</p> <p>The Council are currently moving towards incorporating our decarbonisation measures into our investment programmes of refurbishment works to our tenanted homes.</p> <p>The Council are also currently working towards drafting a new compliance policy in relation to the new Welsh Housing Quality Standards 2023, which will be incorporated into our investment programmes, along with our standards and specifications of works.</p>

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CHC022T	Finalise the plan for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised	50%	★	The Decarbonisation Strategy is currently in draft form and the service is currently reviewing the associated work programmes and plans. The Strategy will be finalised, alongside the programme of works, over the next three years in line with Welsh Government deadlines. The delayed launch of Welsh Housing Quality Standards 2023 has impacted upon timescales. Contract holder and Member workshops will be scheduled, and updates conveyed through Programme Board, Overview and Scrutiny Committee and management team meetings.
<input checked="" type="checkbox"/> CHC023T	Work with residents to ensure our communities are well managed, safe, and sustainable places to live	80%	★	Staff service improvement groups are working through priorities as identified through the last Survey of Tenants and Residents (STAR) to see where improvements can be made.
<input checked="" type="checkbox"/> CHC024T	Support our tenants to access technology and create sustainable digital communities	10%	▲	The original business plan requesting Wi-Fi to be installed in the HRA community centres was declined by the Digital Strategy Programme Board, therefore an updated business case is being developed and will be presented to the board in the future.
<input checked="" type="checkbox"/> CHC026T	In partnership with Denbighshire Council, create a new Dynamic Procurement System in order to ensure CPR's are met and provide a wider opportunity for tendering Disabled Adaptation projects	50%	●	This project has had numerous delays due to workforce absences and recruitment. In addition, due to a number of other framework agreements expiring at the end of March 2024, resources have been reallocated to focusing on these.
<input checked="" type="checkbox"/> CHC040T	Ensure that any new social housing stock meets Development Quality Requirements (DQR) standard energy efficiency A rating	100%	★	Welsh Government published the refreshed Welsh Housing Quality (WHQS) standards on the 24th October 2023. All properties will be designed to meet the updated standards and Development Quality Requirements (DQR).

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CHC041T	Maximise Welsh Government Funding to increase stock capacity	96%	★	<p>All schemes are designed to maximise the amount of grant funding, whilst providing the optimum number of properties on each scheme. Twenty-six schemes were originally prioritised for inclusion within the main programme. Not all of these schemes progressed for various reasons. This includes the purchase of a property for use by a household on the Specialist Housing Register which could not be completed this financial year due to issues relating to Probate.</p> <p>Circa 96% of the allocated Social Housing Grant of £13.3m has been drawn down this financial year. Schemes have been prioritised for inclusion within the main programme PDP that: Are in areas with higher housing need (social and intermediate).</p> <ul style="list-style-type: none"> • Provide the type and tenure that meets local housing need. • Provide the right type of home in the right location. • Provide smaller homes such as 1/2 bed flats and 2-bed houses. • Provide specialist housing including wheelchair accessible and larger properties. • Provide supported housing for identified client groups. • Planning permission will be in place /submitted and well advanced. • Progressed SAB approval. • Have a realistic likelihood of being able to comply with regulation relating to phosphates. • Are aligned with the LDP and are policy compliant. • Local member and / or community consultation has taken place where appropriate. <p>Schemes were not included in the main PDP that had known planning objections which could not be overcome or significant challenges which could not be addressed.</p> <p>In addition, there was an expectation that pre-application planning advice should be sought for schemes that are intended for inclusion on the main programme PDP and where available a copy of the positive pre-application response included with any submission.</p> <p>Circa £3.5 m of TACP funding has been allocated to Flintshire in 2023/24.</p>
<input checked="" type="checkbox"/> CHC042T	Ensure increase in stock capacity meets the identified needs and demands	86%	★	<p>Over 70% of the programme for development consists of one or two bedroom units. The housing prospectus has identified a higher percentage of housing is required for single person households under retirement age and for smaller households. There is an historic imbalance in the proportion of housing available to this group. Most council housing consists of two or three bedroom houses for families and sheltered housing for people over the age of 55.</p>
<input checked="" type="checkbox"/> CHC043T	Implement the initial recommendations of the sheltered housing review to ensure that it continues to meet the needs of current and prospective tenants	50%	★	<p>A decision was made by the Community and Housing Overview and Scrutiny Committee to establish a Sheltered Housing Review Task and Finish Group. The group met on three separate occasions in Quarter 3 to consider the terms of reference, the scoring matrix and the communications and engagement plan. Following the recommended changes to the matrix and the communications and engagement plan agreed by Overview and Scrutiny in December 2023, work has commenced with reviewing each sheltered scheme and scored through the matrix before progressing to either a re-designation or the development of a detailed options appraisal of each scheme.</p>

Social Housing

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC018M	Number of Council Homes under construction	0.00	85.00	38.00		
<p>Schemes have slipped in the programme and are currently at Welsh Government Technical Approval stage before the planning applications can be submitted with a view to being on site in the last quarter of 2024/25. Mostyn (30) and homeless provision at Duke Street and Park Lane (6) were technically on site at the start of April 2023 i.e. this financial year and are now included in the number of Council Homes completed figure. The Council anticipate that by Quarter 4 next financial year, we should be on site with 55 homes. These include Wirral View (4), Ffordd Llanarth (20), Station Road (4), Alyn Road (4), Borough Grove (4), School Lane (3) and Altami Road (16).</p>						
CHC019M	Number of Council Homes completed	50.00	22.00	0.00		
<p>While the figures show that we are ahead of programme this year with the number of homes completed, this is a result of slippage from the schemes included in the last financial year's figures. This figure includes Mostyn (30) and homeless provision at Duke Street and Park Lane (6) which were technically on site at the start of April 2023 i.e., this financial year and are now included in the number of Council Homes completed figure. This figure also includes acquisitions where Transitional Accommodation Capital Programme (TACP) funding has been utilised.</p>						
CHC020M	Number of Affordable Homes under construction via NEW Homes	13.00	0.00	6.00		
<p>There has been slippage in Quarter 4 due to some legal issues around Section 106, relating to six properties and completion delays relating to seven properties, which was expected to have been completed this financial year. However, we anticipate that these 13 properties will complete in the next financial year (2024/25).</p>						

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Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC021M	Number of Affordable Homes completed via NEW Homes.	0.00	30.00	0.00		
<p>There has been slippage in Quarter 4 due to some legal issues around Section 106 details relating to six properties and completion delays relating to seven properties via Redrow which we expected to have been completed this financial year. However, we anticipate that these 13 properties will complete early next financial year.</p>						
CHC022M	Number of Residential Social Landlords (RSL's) homes under construction	173.00	96.00	22.00		
<p>This figure includes schemes, which have been delayed and also those where additional funding has been provided by the Welsh Government. This includes Buckley (9) and Station Road (8), 100 units at Northern Gateway and 56 units at Mynydd Isa.</p>						
CHC023M	Number of Residential Social Landlord (RSL's) homes completed	30.00	33.00	43.00		
<p>We were anticipating that a three bed additional needs scheme would have completed by the end of March 2024. However, due to delays in acquiring the property, completion is due end of April 2024.</p>						
CHC026M	Total number of Small Disabled Adaptations completed	964.00	320.00	987.00		
<p>The referrals received have been higher than expected for a second year and therefore, there are plans to review this and gain understanding of the reasons why and the target to be reviewed in the process.</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC027M	Average number of days to complete a Small Disabled adaptation	14.00	28.00	7.00		
<p>The Care and Repair team undertake all minor works and are currently meeting Welsh Government targets. These are small adaptations, which are classed as priority. They are to prevent risk, hospital admissions, and include fitting grab rails and handrails within properties.</p>						
CHC034M	Total number of Disabled Adaptations completed	1,050.00	428.00	1,097.00		
<p>We have far surpassed the original target for this year and this has been the result of an increase in the number of minor adaptations referrals received and completed.</p>						
CHC056M	100% spend of Welsh Government funding for the PDP	96.00%	100.00%			
<p>There were 26 schemes that were originally prioritised for inclusion within the main programme. Although not all of these schemes were able to be progressed for various reasons circa 96% of the allocated Social Housing Grant of £13.3m has been drawn down this financial year. In addition, the Council also submitted an expression of interest form in relation to Transitional Accommodation Capital Programme (TACP) funding in 2023/24. The Council were initially awarded circa £1.6m. Subsequently, at the end of 2023, the Council applied for additional TACP funding of around £1.1m, which was agreed by the Welsh Government and we anticipate that our total allocation of TACP in 2023/24 will be at least £3m.</p>						

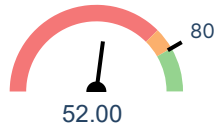

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC037M	Increase in stock capacity correlates with demand profile	48.00	56.00		 48.00	
<p>Over 70% of the programme for development consists of one or two bedroom units. The housing prospectus has identified a higher percentage of housing is required for single person households under retirement age and for smaller households. There is an historic imbalance in the proportion of housing available to this group, with most social housing consisting of two or three bedroom houses for families and also sheltered housing for people over the age of 55. Of the 80 additional units provided 60% consist of 1 and 2 bed units.</p>						
CHC038M	Maintain the Welsh Housing Quality Standard to all Flintshire County Council stock (%)	100.00%	100.00%		 100.00%	
<p>The Council continue to maintain the existing Welsh Housing Quality Standards whilst implementing the new standards accordingly. The new standards will be measured from April 2024 onwards.</p>						
CHC039M	Total number of Medium Disabled Adaptations completed	77.00	100.00		 77.00	
<p>Unfortunately, due to staff absences within the team, jobs were not progressed as quickly as usual within Quarter 4. This target was set using an average of last years completed cases, however it is noted that is it difficult to compare data as the number of completed cases varies every year. The number of adaptations is dependent upon the number of referrals received from Social Services. The number of referrals the Council will receive yearly from the public is unknown.</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC042M	Average number of days to complete a Medium Disabled adaptation	136.00	122.00			
<p>Unfortunately, the target timescales for medium jobs has not been met, there have been delays on some cases which have been caused by unforeseen events. The Christmas period and recent spells of bad weather has also created delays and impacted on the number of jobs completed in Quarter 4. Medium sized adaptations can be wide in scope and therefore, can take a range of days to complete.</p>						
CHC043M	Total number of Large Disabled Adaptations completed	9.00	8.00			
<p>Having had staffing shortages in 2021/22, meant that only four large adaptations in 2022/23 were completed. All vacancies were filled successfully and we have exceeded our target for 2023/24.</p>						
CHC044M	Average number of days to complete a Large Disabled adaptation	508.00	456.00			
<p>All outstanding legacy cases have now been completed, however they have still had an adverse effect on the current target, although there has been improvement in Quarter 4. Although meeting this target can be difficult when cases are complex, the aspiration for next year is to meet the target, especially as all outstanding legacy cases have been completed.</p>						

Private Rented Sector

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CHC028T	Engage with private sector tenants, giving them a voice, and responding to their needs	100%	★	The Council continue to work with The Pension Advisory Cymru and North Wales Local Authority partners to increase resident engagement in the private rented sector. This is proving challenging but efforts continue and communication and awareness activities are ongoing. With the recent changes to Local Housing Allowance (LHA) Rates and uplifts due 1st April 2024 the group have focused on responding to questions about the new LHA Rates. A further factsheet has been produced and released in March 2024 about this issue.
<input checked="" type="checkbox"/> CHC029T	Work in partnership with landlords and private sector agents to better understand their needs	90%	●	Work continues with regards to housing support and advice for landlords when they have issues with residents. This is positive prevention activity to avoid housing problems and risks of homelessness. Where landlords are selling properties we now have a purchase offer and an established process in partnership with Housing Strategy and Empty Homes Teams. This is in direct response to landlords telling us they are selling up and leaving the market. The action is not 100% complete as the Council had intended to have more Landlord Forums in partnership with the National Residents Landlords Association but have not been able to complete these Forum Meetings as initially intended.
<input checked="" type="checkbox"/> CHC044T	Create a Private Sector Housing Support Team	100%	✔	In terms of the actions that the service can take to deliver this task, we are 100% complete. The Private Sector function for Housing & Prevention Service will sit within the Homefinder Team (remit housing advice, housing register, homeless accommodation, landlord support). All jobs have been costed into the restructure and currently undergoing job evaluation. Confirmation has been received that Housing and Prevention Service is a priority for job evaluation and restructure.

Private Rented Sector

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHC040M	Landlords engaged through Flintshire Landlord Forum	52.00	80.00			

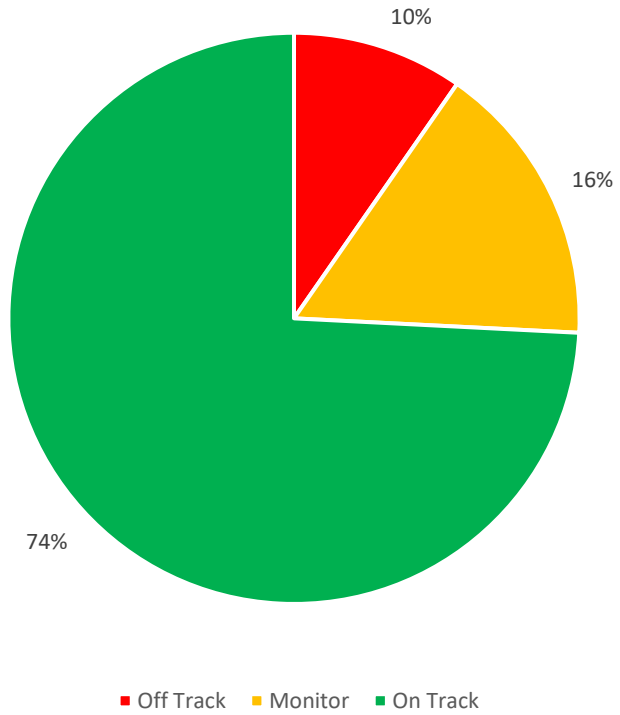
The Landlord Forum has not met as frequently as we had hoped this year. Another online forum was held in January 2024 and 27 landlords and agents registered. The Forum agenda included sector specific updates from the National Residential Landlords Association (NRLA); an overview of landlord support services offered by the Council and promotion of the Housing Support Gateway; and support available for contract holders. Council staff have also supported colleagues in the NRLA at regional events and coffee and catch-up sessions hosted by the NRLA.

Green Society and Environment

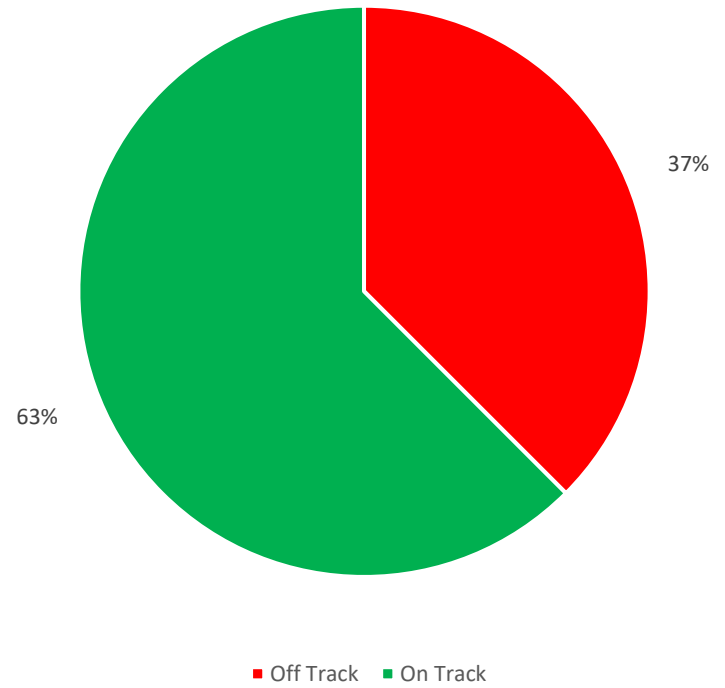
Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint.

Green Society and Environment Overall Performance



Green Society and Environment - Action RAG Status



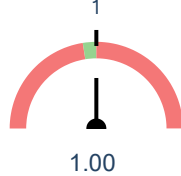
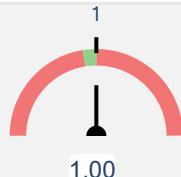
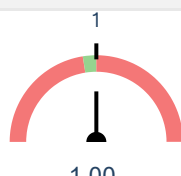
Green Society and Environment - Measure RAG Status



Phosphates Mitigation

	Action	Percentage Complete	RAG	Comment
 CPE044T	Produce guidance on viable and deliverable options to mitigate the impact of phosphates from new development on Special Areas of Conservation (SAC) protected rivers	100%		This action is no longer relevant nor required. The adoption of the Local Development Plan (LDP) was premised on the basis of certain allocated housing sites having to demonstrate nutrient neutrality in terms of not harming the Bala Lake and River Dee Special Area of Conservation (SAC) through the release of phosphates from waste water treatment works into the River Alyn. Work commenced on the feasibility of developing wetlands alongside the waste water treatment works at Mold, Buckley and Hope, which would have required developer financial contributions as part of a process to have been set out in Supplementary Planning Guidance (SPG). However, the release of updated and unchanged permits for the three waste water treatment works by Natural Resources Wales and the availability of 'headroom' (difference between the level of phosphate permitted by the permit and the actual level of phosphate being released by the treatment works) evidenced by Dwr Cymru Welsh Water has provided a window within which to deliver LDP allocations. However, in the longer term it will be necessary to revisit mitigation measures and the production of SPG to address phosphates and river quality and this is being overseen by the Dee Nutrient Management Board.

Phosphates Mitigation

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE015M	Completion of Flintshire County Council's Wetlands Feasibility Study Report	1.00	1.00		 <p>1.00</p>	
<p>The need for a Wetlands Feasibility Report has been overtaken by headroom capacity at Mold, Buckley and Hope waste water treatment works. Housing sites in the Local Development Plan (LDP) can be accommodated by the existing waste water treatment works, without harm to the Bala Lake and R. Dee Special Area of Conservation.</p>						
CPE016M	Completion of Review of Permits at wastewater treatment works by NRW	1.00	1.00		 <p>1.00</p>	
<p>In conjunction with Dwr Cymru Welsh Water, Natural Resources Wales (NRW) have issued revised permits for Mold, Buckley and Hope waste water treatment works. 'Headroom' exists to accommodate the waste arising from Local Development Plan (LDP) allocations without harm to the Bala Lake and R. Dee Special Area of Conservation.</p>						
CPE017M	Upgrade of Mold and Buckley wastewater treatment works by DCWW	1.00	1.00		 <p>1.00</p>	
<p>Mold, Buckley and Hope waste water treatment works are operating well below the phosphate limits specified in the revised Natural Resources Wales permits. There is no need at present for investment at these three facilities in terms of dealing with phosphates.</p>						

Net Zero Carbon Council

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CPE009T	Review the procurement policy to reduce greenhouse gas emissions from suppliers	100%	✔	100% complete. The revised Procurement Strategy for 2024/2027, which includes a key theme on climate change, was formally adopted by Cabinet in March 2024.
<input checked="" type="checkbox"/> CPE010T	Develop plans towards net zero carbon for our assets in line with Welsh Government guidance	100%	✔	The Council's investment in the RE:fit framework for 2024/25 and 2025/26 will see energy efficiency and renewable energy works worth £1.5 million invested in our building assets. The framework has been awarded and project work will commence post-April 2024. Welsh Government commissioned surveys of our school sites through AECOM are being carried out throughout 2024 and these will help to inform any further works needed to decarbonise our buildings.
<input checked="" type="checkbox"/> CPE011T	Work with Flintshire's leisure and culture trust partners to reduce carbon emissions	100%	✔	The Climate Change Team have continued to work with AURA on establishing their baseline carbon footprint, and formulating a carbon reduction plan through engagement with their stakeholders. Leisure facility assets will be appraised as part of the RE:fit programme alongside other Council building stock.
<input checked="" type="checkbox"/> CPE045T	A net zero carbon Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery	10%	★	The Council's carbon footprint for 2022/23 has been calculated and reported to Welsh Government. This report was appraised by both the Environment and Economy Overview and Scrutiny Committee and Cabinet in November 2023. The programme of activities to decarbonise the Council's assets and services continues to work to plan by meeting interim targets. This is a long term target taking us to 2030, and we are currently on target at 10%, giving us a green RAG status.

Net Zero Carbon Council

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE004M	Reduction in Council greenhouse gas emissions	32,328.00	33,521.00	44,980.00		
<p>Emissions for 2022/23 were lower than forecast, however, this is largely due to the change in emission factors for supply chain. Baselines will be reviewed within the Climate Change Strategy Review in 2024/25.</p>						
CPE018M	Percentage of Councillors received carbon related training	48.00%	80.00%			
<p>Engagement and take up of carbon related training by Members has been lower than anticipated (32 Members), and the delay in roll out of the carbon essentials e-learn has meant a more accessible training has not been available. However, Carbon training has now been added to the mandatory training for Councillors and therefore, it is anticipated that this figure will rise over 2024/25.</p>						
CPE019M	Percentage of employees received carbon related training	0.85%	5.00%			
<p>52 employees have completed carbon related training. 32 of these are senior leaders from across the Council which is very positive. This target for 2023/24 has not been met due to the delay in launch of the Climate essentials e-learn. This is being rolled out alongside the new e-learning platform, and will be promoted to ensure take up is higher over 2024/25. It should also be reviewed that this training is included in the mandatory learning for employees.</p>						

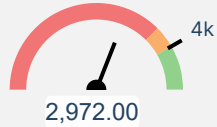
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Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE020M	Number of contracts with carbon impact assessed	3.00	10.00			
<p>Although only three large contracts have been assessed, these equate to a value of approximately £81 million over the next few years, which will not only allow us to report actual carbon emissions from these contracts, but include carbon measures within the construction phase so as to lower the carbon impact of our new build operations. Further engagement with large suppliers and commissioning officers will improve this target over the next financial years.</p>						
CPE021M	Percentage of schools accessing the support package	25.00%	15.00%			
<p>20 schools have accessed the Carbon toolkit package which is now available publicly on the Council's website. Ongoing support and engagement is being provided to schools to ensure successful delivery of the support package.</p>						
CPE022M	Percentage of Town and Community Councils accessing the support package	59.00%	15.00%			
<p>20 Town and Community Councils have accessed the Carbon toolkit package which is now available publicly on the council's website. Ongoing support and engagement is being provided to them to ensure successful delivery of the support package.</p>						


Climate Change and Adaptation

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/>	CPE012T Review the Council's Flood Risk Management Strategy	60%	●	A working draft of the strategy has been drafted with consultants and the next stage is to complete the draft action plan in order to carry out stakeholder consultation with Members and key stakeholders. This will then lead to a public consultation exercise on the strategy before review of comments made, sign off by the Council, and submission to Welsh Government
<input checked="" type="checkbox"/>	CPE013T Review the Council's Strategic Flood Consequences Assessment	100%	✔	Strategy complete and feedback has been provided to our consultants. The strategy has not yet been submitted to Welsh Government as there are further delays in the publication of the revised TAN15
<input checked="" type="checkbox"/>	CPE014T Carry out flood investigations and alleviation works where appropriate	100%	✔	This is an ongoing business as usual task that is the core business of the FCERM team. They are currently still engaged with multiple investigations following storm Babet and will be planning mitigation works as part of completing the review of the Food Risk Management Strategy.
<input checked="" type="checkbox"/>	CPE015T Assess the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage	90%	★	Work has been carried out between both Climate Change and Biodiversity teams to identify land assets that would be appropriate for such schemes. All land assets have been assessed through a matrix considering a number of criteria including flood risk, potential for development, biodiversity value, etc. This desktop exercise has highlighted a small list of potential sites for schemes. This is being further investigated and scoped with other teams across the Council to create a final list of feasible schemes. Completion target June 2024.
<input checked="" type="checkbox"/>	CPE046T Ensure climate change and biodiversity are considered a priority in key decision making across all Council services	90%	★	The new Integrated Impact Assessment has been through piloting and has now been launched across the Council in partnership with Manchester University. This new tool ensures that decisions affecting carbon impacts, biodiversity impacts, equalities and Welsh language. Process and roll out are being reviewed with support from Internal Audit with changes being made over the coming months.
<input checked="" type="checkbox"/>	CPE047T Identify projects to further support climate adaptation ambitions following Welsh Government guidance	40%	●	Research has been carried out to establish best practice and collate risks relevant and applicable to the county of Flintshire. Workshops with stakeholders to define risks and mitigation actions are being integrated into the climate change strategy review over 2024/25.

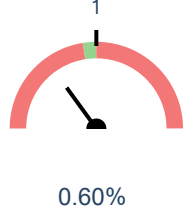
Climate Change and Adaptation

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE023M	Number of homes protected in vulnerable flood risk areas in Flintshire	0.00				
Target will be set once the Flood Risk Management Strategy has been completed						
CPE024M	Increase in carbon sequestered (Kg/tCO ₂ e)	2,972.00	4,000.00			
Tree planting over the 2023/24 year, that can be included within the carbon sequestration data, has been lower than forecast. Targets will be updated to reflect this.						

Flood Risk Management Strategy



	Action	Percentage Complete	RAG	Comment
 CPE012T	Review the Council's Flood Risk Management Strategy	60%	●	A working draft of the strategy has been drafted with consultants and the next stage is to complete the draft action plan in order to carry out stakeholder consultation with Members and key stakeholders. This will then lead to a public consultation exercise on the strategy before review of comments made, sign off by the Council, and submission to Welsh Government

Flood Risk Management Strategy

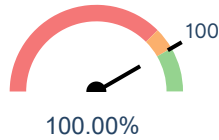

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE025M	Completion of the Flood Risk Management Strategy by the revised Welsh Government due date (March 2024)	0.60%	1.00%		 <p>0.60%</p>	

The Council have informed Welsh Government of its intention to complete its strategy by Autumn 2024 and this has been accepted.


Strategic Flood Consequences Assessment

	Action	Percentage Complete	RAG	Comment
 CPE013T	Review the Council's Strategic Flood Consequences Assessment	100%		Strategy complete and feedback has been provided to our consultants. The strategy has not yet been submitted to Welsh Government as there are further delays in the publication of the revised TAN15

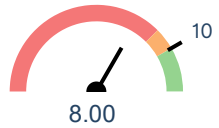
Strategic Flood Consequences Assessment

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE026M	Percentage compliance with Welsh Government delivery timetable	100.00%	100.00%			
<p>The delivery timeframe has slipped as Welsh Government have not yet been able to publish TAN15, which needs to happen in order for the strategy to be finalised and compliant with the TAN.</p>						

Fleet Strategy





	Action	Percentage Complete	RAG	Comment
 CST015T	Reduce the environmental impact of our fleet by transitioning to ultra low emission vehicles (ULEV)	3%	★	Following the decision to return the fleet provision to an in-house service, work has commenced to renew the fleet and move through a managed exit with the incumbent supplier. This work continues and future planning to enhance the ultra low emission vehicles (ULEV) fleet will continue throughout 2024.

Fleet Strategy


Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST013M	Number of Ultra Low Emission Vehicles on Fleet	8.00	10.00			

Six Electric Cars have been delivered to Social Services and two Electric Recycling Collection Vehicles have entered service in March 2024.

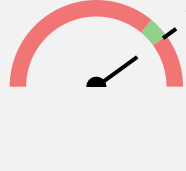
Green Environment

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CPE016T	Enhance the natural environment through the delivery of the Section 6 Environment (Wales) Act 2016 biodiversity duty	100%		Significant natural environment enhancement through changes in estate management, tree planting, green infrastructure projects. Section 6 delivery supported by increased cross department awareness and action and additional grant funded natural environment team capacity.
<input checked="" type="checkbox"/> CPE017T	Deliver an increase in canopy cover as part of the Urban Tree and Woodland Plan	100%		The annual tree planting programme is complete with over 10,000 trees planted.
<input checked="" type="checkbox"/> CPE048T	Progress Ash Dieback Action Plan	100%		Despite lead officer absence for six months and a gap in technical support due to officer retention/recruitment, the team completed the high risk/priority Flintshire owned tree works.
<input checked="" type="checkbox"/> CPE049T	Develop a strategy to improve biodiversity and carbon sequestration on the agricultural estate	30%		This action has been delayed due to delays in Welsh Government guidance and support. Decisions around strategy to engage farmers with carbon action hinges on Welsh Government's new Agricultural payment scheme and its approach towards supporting sustainable farming. A decision making tool is being developed for when land assets become available, to ensure that all considerations are made for the land in meeting the Council's ambitions and targets, before the land being disposed of. This work will continue over the next financial year.

Green Environment



Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE005M	Number of Green infrastructure improvement and planting projects	8.00	6.00			

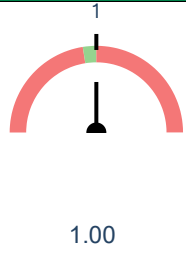
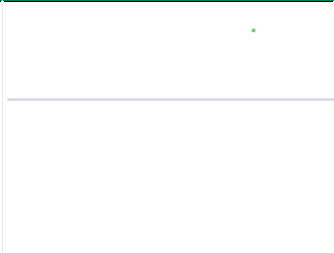
Green infrastructure and planting projects exceed the target of 6 and include: living screens, shotton, enhanced wildflower sites Mold, Connahs Quay and Buckley, Orchard creation and tree planting in Saltney, Pond restorations in Shotton and Gwernymynydd and tree planting in Mostyn.

CPE027M	Carry out baseline site species surveys on our 12 target sites to inform future increase in biodiversity from our interventions	12.00	12.00			
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Site surveys undertaken at all our wildflower sites before and following creation. Site surveys also completed at all potential sites for biodiversity enhancement through the landholdings project work.

Flintshire Forest


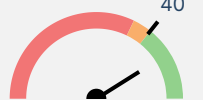
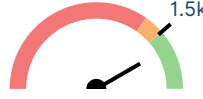
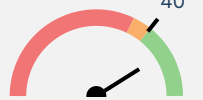
	Action	Percentage Complete	RAG	Comment
 CPE050T	Develop a Flintshire Forest Plan	100%		Work to understand a Flintshire Forest vision is complete. Analysis of available land has been completed. Draft Plan being finalised and designed.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE028M	Produce a detailed Plan for delivery, to include sites highlighted for inclusion, identified funding for planting and an Engagement Plan	1.00	1.00			
Target completed						

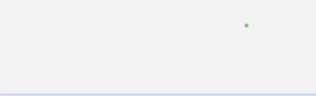
Green Access

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CPE019T	Explore opportunities to develop the Flintshire Coast Park through the production of a scoping study	100%		Scoping study is completed and has been reported to Cabinet. Shared Prosperity Funding secured to further progress establishing the Coast Park. Development Officer recruited to deliver the funding to enable the launch of the new coast park in 2024.
<input checked="" type="checkbox"/> CPE020T	Deliver the Rights of Way Improvement Plan with a focus to ensure improved access for all and the promotions of Walking for Health	100%		Annual programme of works to deliver the Rights of Way Improvement Plan is complete with over £75,00 additional spend from the Access Improvement Grant.

Green Access

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE029M	Utilise external funding to produce management plans and feasibility documents to inform development of the Coast Park	4.00	4.00		 <p>4.00</p>	
Target completed						
CPE030M	Install Kissing Gates on the network	46.00	40.00		 <p>46.00</p>	
Target exceeded						
CPE031M	Surface 1500 metres of footpaths	1,620.00	1,500.00		 <p>1,620.00</p>	
Target exceeded						
CPE032M	Remove barriers from the network	46.00	40.00		 <p>46.00</p>	
Target exceeded						



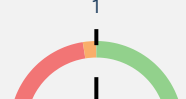

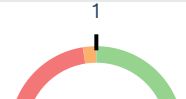

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Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE033M	Install roadside way markers	50.00	50.00			
Target achieved						
CPE034M	Carry out bridleway improvements	1,450.00	1,200.00			
Target exceeded						

Active and Sustainable Travel Options

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CST004T	Support the development of public electric vehicle charging network	0%	★	Electric Vehicle (EV) charging feasibility study and associated Delivery Plan completed in February this year. The aim of the study is to identify the next phase of EV charge-points within public car parks in Flintshire. A total of 46 sites were considered with their development being prioritised within three phases of delivery. The outcome of the study formed our 2024/25 Welsh Government Ultra Low Emission Vehicle (EULEV) transformation funding application which has been successful.
<input checked="" type="checkbox"/> CST005T	Promote active travel and further develop the County's walking and cycleway network	98%	★	Active Travel Schemes programmed for this year have been completed with the exception of minor outstanding elements which are in the process of completion.
<input checked="" type="checkbox"/> CST016T	Implementation of 20mph national legislation	100%	★	The Council have been successful in receiving Welsh Government grant funding for the progression of 20mph exceptions. The team are also working closely with Welsh Government to assist with the anticipated amendment to criteria.
<input checked="" type="checkbox"/> CST017T	Implement formalised crossing facilities at existing school crossing patrol sites	98%	★	All civil engineering works associated with the formalised crossing facilities has been completed and will be operational in May 2024.
<input checked="" type="checkbox"/> CST018T	Declassification of hazardous routes across the county where appropriate through the implementation of engineering initiatives	50%	▲	An active travel scheme has been delivered and completed, which has the effect of declassifying a hazardous route and providing an available walking route to and from school. Formal approval is required to instigate declassification.

Active and Sustainable Travel Options

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST014M	Number of formalised crossing facilities implemented at existing School Crossing Patrol sites	3.00	3.00		 3.00	
All civil works completed. Crossings to be operational in May 2024.						
CST015M	Implementation of 20mph speed limits on the County's restricted roads.	1.00	1.00		 1.00	
Change of National Legislation for restricted roads implemented successfully within Flintshire. Further work regarding criteria amendments and exceptions process is ongoing.						
CST016M	Number of hazardous routes declassified through the Implementation of Active Travel infrastructure to provide safe routes to schools	0.00	1.00		 0.00	
An active travel scheme has been delivered and completed, which has the effect of declassifying a hazardous route and providing an available walking route to and from school. Formal approval is required to instigate declassification.						

Circular Economy

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CST006T	Achieve Welsh Government recycling targets	75%	▲	While the statutory recycling target for 2023/24, is 64%, we aspire to meet the target of 70% ahead of 2024/25. Our year end recycling performance for 2022/23 fell short of the 64% target resulting in potential additional infraction fines by Welsh Government. The quarter three performance for 2023/24 is showing a performance outturn of 63.79%, which is likely to decrease further following quarter four data submissions. A review of the Waste Strategy is now complete following support from the Waste and Resource Action Programme (WRAP) and Local Partnerships (commissioned by Welsh Government). A new Resource and Waste Strategy was approved for adoption in March 2024 and work has begun on implementing the required interventions to improve recycling performance.
<input checked="" type="checkbox"/> CST008T	Promote the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises	50%	▲	A funding bid to introduce a reuse initiative across all Household Recycling Centers was submitted to Welsh Government for Circular Economy Funding in June 2022. In late 2023, an outcome for the funding application was received stating that the application had been unsuccessful therefore, there is no financial provision available to introduce the scheme. Officers are now reviewing the initiative and utilising the concept to help deliver on priority one of the newly adopted Resource and Waste Strategy. Discussions with Welsh Government on ways to support this are due to take place in April 2024.
<input checked="" type="checkbox"/> CST009T	Work in partnership, actively support and engage with community led groups by developing recycling initiatives	100%	✱	The Waste Strategy Team have been actively engaging with communities in Flintshire to promote our recycling and reuse services. This has taken place with housing associations, at community group meetings and on the door step. Local community groups have engaged with the team to promote our recycling initiatives and encourage participation. A six week consultation took place with Flintshire residents and stakeholders to gain their input into developing a future Resource and Waste Strategy. Five engagement events took place in January where team members met and discussed recycling with Flintshire residents. Work has begun with Repair Café Wales to introduce more repair centres.
<input checked="" type="checkbox"/> CST019T	Review the Council's Waste Strategy	100%	✱	A review of the councils current waste strategy, waste data and operational delivery took place throughout 2023 and into 2024. This concluded with a revised Resource and Waste Strategy being adopted by the Council in March 2024 which will support the authority in achieving national recycling targets and minimise the potential of infraction fines.
<input checked="" type="checkbox"/> CST020T	Develop a Recycling Waste Transfer Station for the deposit and processing of recyclable materials	0%	●	This action needs to be closed. Plans to develop a site are not currently financially viable.

Circular Economy

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST004M	Percentage of waste reused, recycled or composted	63.97%	70.00%	60.00%		
<p>The recycling percentage for 2023/24 Quarter 1 was 66.69%, for Quarter 2 it was 65.89%, Quarter 3 was 58.25% and Quarter 4 was 58.49% (correct at time of entry and subject to data verification by NRW), giving an overall annual performance of 62.77% for the whole year. This increase in comparison to the previous year has been predominantly due to an increase in garden waste collected.</p>						
CST005M	Average Recycling rate across Household Recycling Centres (HRCs)	76.08%	80.00%	76.00%		
<p>Quarter 4 recycling performance across all Household Recycling Centres (HRCs) has gone below 80% due to the reduced tonnages of DIY materials (wood, rubble, scrap metal) and garden waste which are typically higher during the spring and summer months.</p>						
CST017M	Reduce the tonnage of residual waste collected from residential properties	0.60%	10.00%			
<p>The amount of residual waste disposed of reduced by 56 tonnes (0.6%) in Quarter 4 (January to March) 2023/24 in comparison to the same period in the previous year.</p>						

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Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST018M	Increase the tonnage of food waste collected from residential properties	1.20%	15.00%		 1.20%	
<p>The amount of food waste collected for Quarter 4 (January to March 2023/24) has increased by 15 tonnes in comparison to the same period of time in the previous year resulting in the amount of food waste collected increasing by 1.2%. Without political approval to make changes to our waste and recycling collections service (2023/24) we were unable to improve recycling (food waste) capture from the residual waste stream, so the target was not achieved. We did promote food waste recycling on a number of occasions via communications (website/social media/event days/leaflets) to improve uptake, as requested by Elected Members, but this had minimal impact.</p>						
CST019M	Obtain Welsh Government funding to implement a reuse initiative at the household recycling centres	0.00	1.00		 0.00	
<p>A funding bid to introduce a re-use initiative across all Household Recycling Centres was submitted to Welsh Government for Circular Economy Funding in June 2022. In late 2023, an outcome for the funding application was received stating that the application had been unsuccessful; therefore, there is no financial provision available to introduce the scheme. Officers are now reviewing the initiative and utilising the concept to help develop a broader Resource and Waste Strategy for the authority.</p>						
CST020M	Implement a trial for the delivery of local benefits/local recycling targets initiative	0.00	1.00		 0.00	
<p>This initiative was proposed to support the authority with achieving 70% recycling targets. As the Council's recycling improvement action plan was not accepted by the Minister and Welsh Government as being sufficient and evidence based in demonstrating it would achieve the targets, this initiative has been withdrawn while staff resource was focused on undertaking the broader Resource and Waste Strategy Review during Quarter 4.</p>						

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Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST021M	Number of education campaigns on recycling and waste minimisation undertaken to improve recycling performance	4.00	3.00		 4.00	

Five community drop in events were undertaken in January 2024, to educate residents on recycling targets, performance, impacts and future aspirations. We took part in the national Be Mighty, Recycle food waste campaign and food waste action week to promote food waste minimisation and recycling awareness. We promoted the legislative changes being introduced for workplace recycling, supporting local businesses, schools and the third sector to become compliant. Working with our housing team and social housing providers we identified ways to support their residents to recycle as much of their waste as possible.

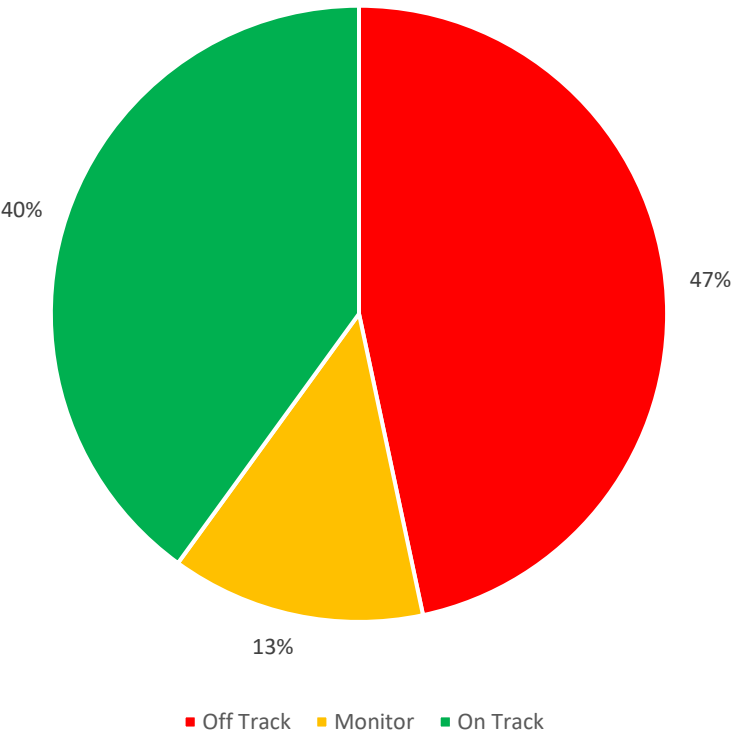
Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth.

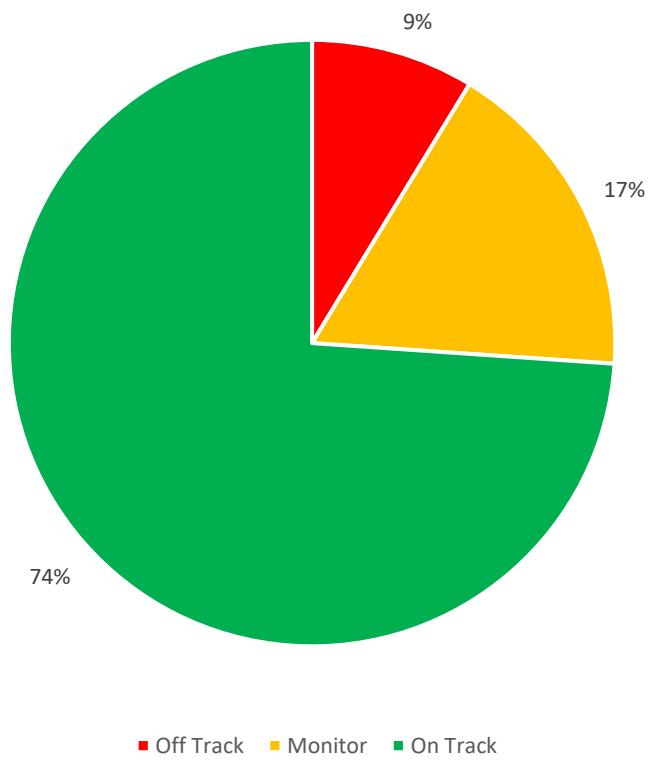
Economy Overall Performance

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Economy - Measure RAG Status



Economy - Action RAG Status



Rural Regeneration



	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CPE051T	Ensure that Economy interventions consider and meet the needs of rural businesses and individuals.	100%		All current interventions (outside of specific town centre projects) supporting individuals and businesses are targeting all of the County.
<input checked="" type="checkbox"/> CPE052T	Recruit a Digital Connectivity Officer to support rural communities to access better quality connectivity options	50%		Two attempts to recruit into the role have failed. The job has been rewritten and we hope to readvertise in April 2024.
<input checked="" type="checkbox"/> CPE053T	Commission a data review for rural Flintshire and hold community consultation to better understand rural community needs	25%		Discussions are underway with Wrexham University about how the needs of rural Flintshire residents can be most effectively assessed and supported.

Rural Regeneration







Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE035M	Digital Connectivity Officer appointed - June 2023	0.00	1.00			
Recruitment failed. Job has been rewritten and we hope to readvertise in April 2024.						
CPE036M	Rural needs report completed by March 2024	0.00	1.00			
Limited capacity has delayed the development of the report. Discussions are now underway with Wrexham University about the needs assessment process.						

Town Centre Regeneration

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CAU016T	Libraries and leisure centres are community well-being hubs with social objectives underpinning their operation	100%		Aura continued to operate four leisure centres and seven libraries (plus the mobile library and home library service) throughout 2023/24.
<input checked="" type="checkbox"/> CPE024T	Monitor the health and vitality of town centres to support effective management and business investment decisions	100%		Work has continued during Quarter 4 (January - March 2024) to monitor and respond to the health, vibrancy and needs of town centres across Flintshire. This has included planning and delivering an online consultation for four towns across Flintshire, which 3,356 local people responded to, and also reviewing data related to the town centres to develop up-to-date profiles of the current strengths and focus for future improvement/ investment. This work has been undertaken as part of the on-going place making plan development work which is focusses on an individual plan being developed for seven towns across Flintshire. The focus of the past three months has been on initiating work in four of these seven towns (Connah's Quay, Flint, Mold and Queensferry). The place making plan for Shotton has been developed to final draft during the last three months (consultation on which will be undertaken in the next three months). The Shotton plan identifies 10 key themes and priorities responding to local needs. The place making plans for both Holywell and Buckley have also been commissioned and work has progressed on these also within the last three months by the place making consultant appointed by the Council's Regeneration Team (with funding secured from the UK Government's Shared Prosperity Fund). It is anticipated these two plans will be completed by July 2024 (Holywell) and October 2024 (Buckley). Data and statistics gathered to monitor the health and vitality of these towns will inform the priorities outlined in these emerging plans.
<input checked="" type="checkbox"/> CPE025T	Encourage and support investment in town centre properties to facilitate more sustainable uses and including improvements to the environment	100%		The Regeneration Team secured £1.178million from UK Government to deliver Town Centre Investment Programme across seven towns in Flintshire (Buckley, Connah's Quay, Flint, Holywell, Mold, Shotton, Queensferry) in 2023/24 and 2024/25. The programme comprises of nine projects in total –a mix of capital and revenue initiatives aimed at supporting our Flintshire's high streets. Two of the nine projects have included designing and launching two grant schemes: i) Town Centre Property Improvement Grant (capital funding) and also ii) Town Centre Activities and Events Grant (revenue funding). Uptake from local beneficiaries has been extremely positive. By March 2024, £466,458 has been invested in property improvement schemes to premises on the high streets across towns in Flintshire, including £180,000 of this total being contributed from businesses towards improving their premises. £63,130 has been awarded to local communities to deliver activities and events in towns across Flintshire to improve footfall and the vibrancy of towns. Work has also continued to secure investment from Welsh Government to invest in town centre premises/projects. £410,500 grant has been claimed for completed town centre investment projects in the last three months.







	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CPE028T	Engage town centre small businesses and promote support packages available to them	100%		'Save The High Street' has been engaged by the Council's Regeneration Team to deliver tailored business support for town centre businesses across seven town centres across Flintshire, to support their growth, development and diversification through the delivery of an intensive eight week support programme. Flintshire was the first local authority in Wales to partner with 'Save The High Street' using funding secured from the Shared Prosperity Fund. 14 town centre businesses have participated in the 'Save The High Street' eight week intensive business support pilot project between January and March 2024. Due to the success of the pilot project, a further 30 businesses will be able to benefit from this provision between April and November 2024. Excellent feedback has been received from local businesses who participated and has been featured in the local press. Work has continued to roll-out grant schemes and encourage take-up amongst local businesses. Take-up has been excellent, demonstrating a real need for grant funding investment, without which private sector investment in towns in Flintshire would have not happened/been significantly less.
<input checked="" type="checkbox"/> CPE054T	Understand the needs of and supporting community enterprises in town centre locations	100%		During the last three months (January - March 2024), 42 support sessions have been delivered by the Council's Social Enterprise Officer in to to social enterprises in the towns of Buckley, Connah's Quay, Mold and Shotton. These sessions have involved understanding their needs and tailoring support provided to these in addition to encouraging the social enterprises to utilise the Flintshire Social Impact toolkit to calculate their overall social value. Of the organisations supported over the last three months, this has involved a total of £807,269 social value being recorded on the toolkit. Support sought from Flintshire County Council amongst social enterprises over the last three months has included: i) exploration of legal structures; ii) development of business plan(s); iii) general business support advice; iv) help to expand and set-up and operate from an additional premises and v) support and advice regarding sustaining community asset. The Town Centre Activities and Events Grant Scheme managed by the Council's Regeneration Team (with funding through the UK Government Shared Prosperity Fund), has received applications from a range of social enterprises. Funds awarded to date has assisted these organisation to deliver their aims and objectives whilst provide useful information to the Council to better understand their needs and aspirations.

Town Centre Regeneration

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU025M	Average number of weekly public opening hours available within leisure centres and library branches in Flintshire towns	536.00	536.00		 536.00	
<p>Opening hours of Aura's four leisure centres and seven libraries remain relatively static with no reduction in service levels. Some opening hours were subject to minor tweaks but this was due to the need to be responsive to customer needs rather than a reduction of the offer.</p>						
CPE037M	Completion and circulation of town centre performance data analysis report	4.00	1.00		 4.00	
<p>Four reports have been developed (not as yet circulated) as these are feeding into the development of place making plans for the towns of Connah's Quay, Mold, Flint and Queensferry (currently at development stage). Target will be met in 20024/25.</p>						
CPE038M	Completion of initial 3 (of 7) Place Making Plans in partnership with a range of stakeholders	1.00	3.00		 1.00	
<p>Shotton Place Making Plan is at completed stage - ready to be consulted on. Holywell and Buckley Plans are under development (external consultants appointed to deliver these). Target will be met in 20024/25.</p>						

Business

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CPE029T	Support small and/or local businesses to engage with public sector procurement opportunities	100%		Business Development has worked throughout the year with Robertson Construction (Mynydd Isa School development), Read Construction (Flint Primary School development) Wall-Lag Ltd (Domestic Energy) and Gilbert Ash (Theatr Clwyd development) to support local supply chain engagement through delivery of virtual Meet the Buyer sessions; develop corporate social responsibility activities and encourage added social value commitments from Tier 1 and Tier 2 contractors.
<input checked="" type="checkbox"/> CPE030T	Support recovery of the County's street and indoor markets	100%		Mold Street Market continues to thrive with an average of 66 traders attending each market day and 24 new traders have been accommodated since April 2023, including the replacement of retired stallholders. Mold Indoor Market is currently 87% occupied with interest shown in the two remaining vacant units. Holywell Market numbers remain low with an average of seven traders each week. Market events and activities delivered throughout the year, such as Christmas and Easter Markets has resulted in increased footfall from residents and visitors to the towns. A dedicated Markets Promotion and Engagement Officer has been funded through Shared Prosperity Fund to raise the profile of the county markets and the market offer to wider audiences, including group travel, through additional events, promotional campaigns and social media activity.
<input checked="" type="checkbox"/> CPE031T	Support growth of the local and regional food and drink business sector through marketing and collaborative projects	100%		The Council has supported Mold Food and Drink Festival with hosting a successful event in September 2023. Ongoing financial support for Clwydian Range Food and Drink activities i.e. researching local food and drink products. Their availability, supply and demand by the tourism sector within the Clwydian Range and Dee Valley AONB. We supported the organising of a local Food and Drink Networking event with Flintshire Tourism Association which provided an opportunity for local food and drink producers to showcase their products to 75 attendees (tourism and hospitality businesses). We accessed external fund to create tourism and hospitality grant programmes to support food and drink sector businesses wanting to invest in improving visitor experiences and target new markets. Shared Prosperity Fund - £679,000.

	Action	Percentage Complete	RAG	Comment
 CPE032T	Support recovery of the tourism and hospitality sectors and rebuild confidence in the industry	100%		<p>The Council has successfully accessed external funding to:</p> <ul style="list-style-type: none"> • Develop and improve regionally recognised trails in Flintshire and associated infrastructure which is being much appreciated by those who are benefiting from these improvements. Brilliant Basics Fund R3 - £160,000 grant. • Improve connectivity to our coast and countryside including improving visibility of assets by implementing a programme of new and upgraded tourist and boundary sign packages for sites of cultural, heritage and natural significance. Shared Prosperity Fund - £335,000 • Create tourism grant programmes to support tourism businesses wanting to invest in improving visitor experiences and target new markets. 10 applications supported to a total value of £191,165 in 2023/24 FY. Shared Prosperity Fund - £679,000 • Launched the Flintshire Tourism Ambassador Course in July 2023. 70 ambassadors have completed and achieved the Bronze and Silver Award in 2023/24. https://www.ambassador.wales/ • Supported the Flintshire Tourism Association with securing and the delivery of £64K funding from Cadwyn Clwyd to support wider business and marketing activities over the summer. • Drafted a new Destination Management Plan 2024/26 with industry partners to support the development of the visitor sector, improve the appeal of the County to visitors and increase the economic impact of the sector. • Completed a visitor accommodation bedstock audit for Flintshire. Around 300 visitor accommodation businesses in Flintshire. 18,392 visitor accommodation bedspaces (86% in caravan and camping establishments).
 CPE033T	Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient	100%		<p>Business Development has delivered two Net Zero workshops and in partnership with Deeside Decarbonisation Forum has delivered four network events, engaging with 271 business delegates throughout the year. The events are designed to share best practice within private sector decarbonisation work programmes and encourage business collaboration across Flintshire. Shared Prosperity Fund has been awarded to support a number of carbon reduction projects across Flintshire (ranging from private sector business grants to academic research) to encourage businesses to adopt greener technologies, reduce carbon footprints and become more resource efficient.</p>
 CPE034T	Increase the scale and impact of the social business sector	100%		<p>The development of the Flintshire Social Impact toolkit and increase of numbers of social enterprises using it, continues to demonstrate the impact of social enterprise activity in Flintshire. During this reporting period the 14 participating social enterprises reported the generation of a combined social value of £2,119,680.98 through the 18 activities being measured</p>

Business



Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE008M	Number of small or micro businesses receiving support	837.00	600.00	352.00		
<p>Delivered 35 confidential impartial coaching and mentoring sessions to industrial commercial directors to encourage:- decision making relating to private sector inward investment and business expansion; act as a commercial critical friend and confidant regarding business operations. Engaged with 43 larger and 42 smaller commercial private investors to support new businesses moving into Flintshire or expanding current operations. • Delivered 15 training, advice and networking events with partners focusing on business continuity and resilience. Engaged with 717 business delegates.</p>						
CPE009M	Number of social enterprises receiving support	49.00	48.00	71.00		
<p>During this reporting period the Social Enterprise Lead Officer delivered 138 business support sessions to 49 entrepreneurs across Flintshire.</p>						
CPE010M	Number of local businesses supported to reduce their carbon footprint and become more resource efficient	271.00	48.00	78.00		
<p>Delivered 2 Net Zero workshops and in partnership with Deeside Decarbonisation Forum delivered 4 network events, engaging with 271 businesses. to share best practice within private sector decarbonisation work programmes and encourage business collaboration across Flintshire. Supported a number of Shared Prosperity Fund carbon reduction projects across Flintshire (ranging from private sector business grants to academic research) to encourage businesses to adopt greener technologies, reduce carbon footprints and become more resource efficient.</p>						

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Transport Connectivity



	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CST021T	Review and update the Councils Integrated Transport Strategy	60%	★	The Council has provided feedback to the Corporate Joint Committee on the Case for Change along with current status of Strategic projects and feedback from local member workshops held in Autumn 2023. In order to progress the process further, Welsh Government will be organising a series of workshops with regional leads to discuss transport aspirations with a view to complete the Regional Transport Plan in March 2025.
<input checked="" type="checkbox"/> CST022T	Support the establishment of CJsCs and delivery of the Joint Regional Transport Plan	60%	★	The Council has provided feedback to the Corporate Joint Committee on the Case for Change along with current status of Strategic projects and feedback from local member workshops held in Autumn 2023. In order to progress the process further, Welsh Government will be organising a series of workshops with regional leads to discuss transport aspirations with a view to complete the Regional Transport Plan in March 2025.

Transport Connectivity

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST008M	Number of schemes delivered through the Welsh Government Active Travel Fund	2.80	3.00	3.00	 2.80	

Active Travel schemes programmed for this year have been completed with the exception of minor elements which are currently being completed.

Digital Infrastructure

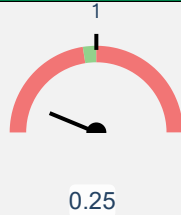
	Action	Percentage Complete	RAG	Comment
 CPE055T	Improve digital connectivity across the County for businesses and residents	100%		Fibre connectivity has improved significantly in Flintshire recently. A number of regional projects to improve connectivity are approaching delivery phase. Locally, work is underway to encourage network operators to fill gaps in mobile phone coverage and capacity.

Local Development Plan (LDP) Targets

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CPE038T	Monitor overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government	50%	●	Following the adoption of the Local Development Plan in January 2023, the first Annual Monitoring Report (AMR) will need to reflect the first full 12 month period following adoption. The AMR will have a base date of 1st April 2024, and must be submitted to Welsh Government by 31st October 2024. Initial work on producing a draft report is underway.
<input checked="" type="checkbox"/> CPE039T	Maintain and update the Local Development Plan (LDP) Housing Trajectory in line with planning decisions made	50%	●	The updating of the housing trajectory will form part of the first Annual Monitoring Report to be submitted to Welsh Government by 31st October 2024. Work on monitoring housing land is undertaken each April and will feed into the trajectory.
<input checked="" type="checkbox"/> CPE040T	Make decisions at Planning Committee in line with the adopted Local Development Plan (LDP)	100%	✔	Policies in the adopted Local Development Plan (LDP) have been consistently applied in both Planning Committee and delegated decisions on planning applications.
<input checked="" type="checkbox"/> CPE041T	Reference the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP)	20%	●	Work is commencing on scoping out the preparation of a Strategic Development Plan (SDP) for North Wales. The growth strategy of the Local Development Plan (LDP) will provide up to date planning context for the SDP.

Local Development Plan (LDP) Targets

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE039M	Completion of first LDP Annual Monitoring Report and submission to Welsh Government (January 2024)	0.50	1.00		 <p>0.50</p>	
<p>Work is underway on the first Annual Monitoring Report with a base date of 01/04/24 to be submitted to Welsh Government by 31/10/24. A report on progress will be taken to Planning Strategy Group.</p>						
CPE040M	Completion of annual review of LDP housing trajectory	0.50	1.00		 <p>0.50</p>	
<p>Work on updating the housing trajectory is being undertaken as part of work on the first Annual Monitoring Report with a base date of 01/04/24 to be submitted to Welsh Government by 31/10/24.</p>						
CPE041M	Percentage of decision made on planning applications in accordance with officer recommendation	91.70%	100.00%		 <p>91.70%</p>	
<p>In the January, February and March 2024 Planning Committees, one application out of 12 was refused contrary to officer recommendations.</p>						


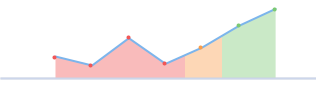
Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE042M	Contribution to the scoping of the form and content of the North Wales Strategic Development Plan	0.25	1.00			

The Corporate Joint Committee (CJC) has appointed a Project Coordinator and Officers are assisting in collating all background evidence and setting up a framework structure for the Strategic Development Plan.

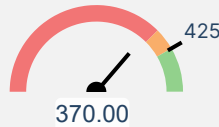
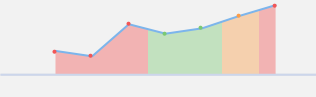
Reducing Worklessness

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CPE042T	Co-ordinate a multi-agency approach to support businesses to recruit people from disadvantaged groups	100%	✔	A successful joint partnership between Communities For Work Plus, Jobcentre Plus and Careers Wales through the Jobs, Skills and Training Events group has delivered a number of successful projects throughout the year highlighting opportunities available locally in Flintshire including: job fairs, recruitment events, sector specific based training and where necessary redundancy support events. This continued during Quarter 4 where the group partnered with Eleven 11, a training company who provides a full turnkey civil engineering solution for the utility and telecommunications sector, this saw 10 individuals selected to take part in four weeks of intensive training to become Water Repair and Maintenance Operatives and gain industry-recognised qualifications. These individuals are coming to the close of their training and will be offered guaranteed job interviews with Eleven 11 Group who are supporting Welsh Water with their current work schedule across North Wales.
<input checked="" type="checkbox"/> CPE043T	Deliver mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market	90%	▲	Mentors have engaged with their participants to provide on-going employability support to move them closer to the labour market or gaining employment. All the relevant ID requirements have been obtained by the mentors for the new participants of the programme. Participants have met regularly with the mentors to identify their support needs and have produced a plan of action to ensure that the right support is given to each individual.

Reducing Worklessness

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE012M	Number of individuals entering employment, learning or volunteering	206.00	185.00	118.00		

At the end of Quarter 4 we have surpassed our target for the number of individuals entering employment, learning or volunteering. Individuals have been successful in securing roles within hospitality and events, construction, logistics and production to name a few. Preparation for employment has been key throughout this year as individuals still struggle with the effects of covid on their confidence and mental health. Young people especially have benefited from a Preparation into Employment course at Flint library which has given them the confidence and skills to move closer to the labour market. Volunteering and work placement opportunities with Groundwork and FLVC have further supported clients on their pathway to gaining meaningful sustainable employment.

CPE013M	Number of individuals receiving support	370.00	425.00	267.00		
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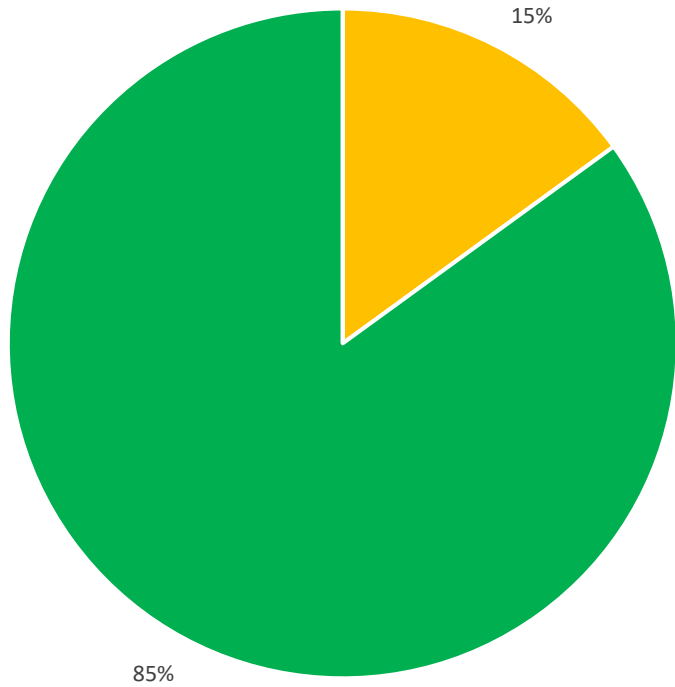
In Quarter 4, a total number of 59 participants registered on the Communities for Work plus programme. Referrals were received from Work Wednesday (Flint library), Job Centre Plus, Flintshire County Council's website, internal departments of Flintshire and self referrals. Also, during Quarter 4 all Communities for Work+ staff were going through redundancy process which started in January and ended in April. This was due to a 35% funding cut by Welsh Government which resulted in the team being reduced from 15 staff to 7. The 24/25 target have been set to reflect this.

Personal and Community Well-being

Page 205 **Well-being Objective:** Supporting people in need to live as well as they can.

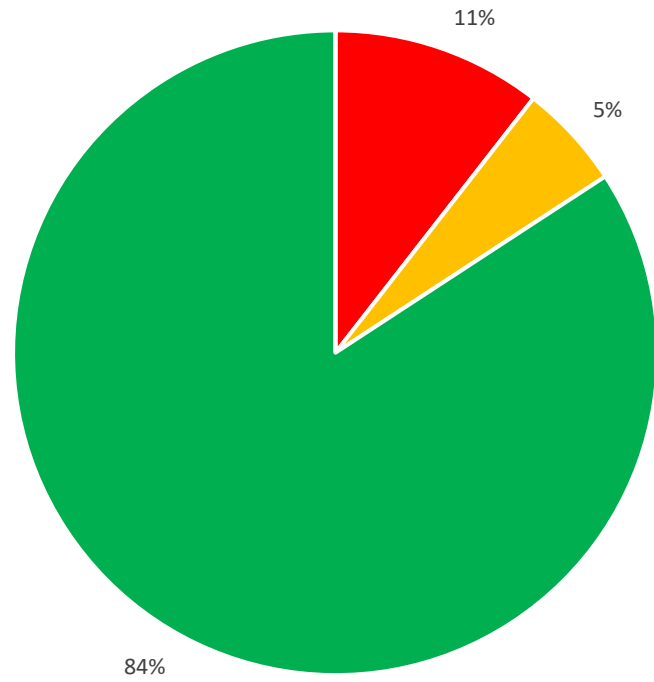
Personal and Community Well-being Overall Performance

Personal and Community Wellbeing - Action RAG Status








Monitor On Track





Personal and Community Wellbeing - Measure RAG Status



Off Track Monitor On Track

Independent Living

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CSS001T	Develop a national, regional and local approach to Early Years Transformation so that all our children ages 0-7 have the best possible start in life and are able to reach their full potential	100%		The work programme for 2023/24 has been completed, with some projects continuing into 2024/25. There has been significant benefit and system change due to partnership collaboration locally, regionally and nationally benefiting families. The transformation to date, and piloting and testing should support Welsh Government in making further policy decisions across the sectors and spectrum of need to ensure effective outcomes for all children and longer-term health and wellbeing outcomes. Key areas of work are being independently evaluated which will be shared with key partners and Welsh Government, to enable the work to be prioritised going forward. A draft Early Years Strategy has been completed, however, as Welsh Government notified closure of the Early Years Pathfinder funding late December, 12 months earlier than anticipated, a decision is to be made by the Flintshire Early Years Board (June 2024) and Regional Partnership (April 2024) to agree the way forward including the prioritisation of exiting projects e.g. parent and infant relationships, Brain Story and resilience. A letter has been sent to Welsh Government from the Regional Partnership and a meeting is arranged (April 2024) to discuss future plans with the Welsh Government Deputy Director for Childcare, Early Years and Play Division.
<input checked="" type="checkbox"/> CSS002T	Plan for the relocation of Tri Ffordd supported employment project to Maes Gwern in Mold	100%		The design concept for the Maes Gwern hub has evolved to incorporate areas to enable health services and therapies to be delivered at the site in addition to the learning disability, mental health, and autism support services to create an integrated social services and health hub. The construction contract was signed in March and the construction start date on site was 8th April. Work undertaken on the site primarily include clearance of the area where the main build will be situated. The construction phase is scheduled to be for a 12-month period therefore, the operational date is projected to be April 2025. The external contractors are working with the client design team which includes the local authority and partner organisations who will deliver services from the Maes Gwern site to coordinate Stage 5 design meetings which are scheduled to commence in June 2024.
<input checked="" type="checkbox"/> CSS003T	Support people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership	100%		There are currently 66 courses available. Courses are well attended and some courses are now being delivered as weekly community groups by the Learning Partnership.
<input checked="" type="checkbox"/> CSS011T	Provide additional placements for step down care within our in-house provision (Croes Atti 2)	100%		12 step down Discharge to recover and assess beds have been agreed for Croes Atti Newydd which is planned for completion in May 2025. This will increase the step down provision from its current level of 16 to a total of 28 across Flintshire.
<input checked="" type="checkbox"/> CSS013T	Work in partnership with the Community Mental Health Team and Social Services Mental Health Support Service to develop clear pathways for individuals needing access to Mental Health Services, and a sustainable model for the future	90%		Visits to other areas have taken place and further discussions with staff are taking place. A decision will be made in May 2024.



	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CSS014T	Utilise the progression model as a way of promoting people's independence skills	100%		The Progression Service continues to develop across Adult Disability Services, embedding the progression model of support across both Learning and Physical Disability teams. The approach to support is based on the strengths of the individual and as a result has enabled a reduction in the provision of paid support, using creative support systems, third sector and building on natural support within local communities. The Progression Service consists of the additional resource of a social worker specialising in Neurodiverse individuals aged 16-18 years. The Social Worker is working as part of a multi agency approach to ensure these young people have the support in place to focus on a future which is not dependent on agency support, promoting their independence at all levels. The Progression Service has also secured an Employability Coordinator via LD transformation service who will work across Flintshire County Council and Wrexham County Borough Council with individuals with a Learning Disability whose aim is to work in paid employment.
<input checked="" type="checkbox"/> CSS015T	Work with Housing to fund a small team of people to support individuals with low level Mental Health problems to improve their housing	100%		The Well-being and Recovery Team is now fully operational and is delivering excellent outcomes. This is a small team of a Social Worker and two Support Workers. The service focusses on those residents who have housing problems or are homeless or at risk of homelessness and require additional support due to their mental health. The service is proving incredibly successful and currently has a full caseload and a waiting list. The service is part funded through Social Care and Housing Support Grant and consideration will be given to increasing capacity during 2024/25.
<input checked="" type="checkbox"/> CSS019T	Continue to grow the Microcare market, including access to commissioned care packages	100%		46 Microcare providers are currently working with the Council. We hope to be able to increase this number by a further 10 next year.
<input checked="" type="checkbox"/> CSS020T	Complete a review of Community Mental Health provision and define a model for the future	90%		Visits to other areas have taken place and further discussions with staff are taking place. A decision will be made in May 2024.

Independent Living

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS003M	Direct Payments as a % of home-based services	43.00%	40.00%	41.00%	<p>43.00%</p>	
<p>The Council consistently delivers around 40% of our home based services through a direct payment and have met our target for the year.</p>						
CSS004M	Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	100.00%	98.00%	100.00%	<p>100.00%</p>	
<p>The North East Wales Community Equipment Service has been able to maintain a 100% completion for 2023/24.</p>						
CSS005M	Percentage of requests for equipment that meet or exceed the national 7 Day standard	100.00%	80.00%	100.00%	<p>100.00%</p>	
<p>The standard of 7 day delivery for community equipment continues to be upheld.</p>						
CSS006M	Percentage of equipment that is re-used	93.00%	70.00%	93.00%	<p>93.00%</p>	
<p>The North East Wales Community Equipment Service continue to exceed the re-use of equipment standard with 93% of equipment being re-used in 2023/24. This equates to £2,1857,980 cost avoidance throughout the year, a cost avoidance of £42,076 a week. Without this level of re-use of equipment the North East Wales Community Equipment Service budget would only last 12.5 weeks.</p>						


Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS007M	Number of courses delivered by the Learning Partnership	53.00	50.00	70.00		
Six courses were cancelled due to facilitator ill health or weather conditions (59 would have been delivered).						
CSS008M	Number of attendees for courses delivered by the Learning Partnership	281.00	180.00	300.00		
394 individuals booked onto the course, but only 281 attended.						
CSS007M	Number of Microcare business established	46.00	34.00			
This figure represents the number of Microcare businesses operational at the end of March 2024. Our intention is to increase this by another 10 providers over the next 12 months.						

Safeguarding

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CSS005T	Promote the corporate e-learning package	100%		The e-learning module continues to be advertised corporately and via our Social Services Training Directory. Due to the volume of staff turnover there will be a continual need for this training to be undertaken. We are currently running with a completion rate of 80.01% for Social Services staff. In addition to the e-learning module we have delivered quarterly virtual sessions for staff unable to access the corporate platform. This figure is not captured within the data provided.
<input checked="" type="checkbox"/> CSS006T	Prepare for the implementation of the new Liberty Protect Safeguard procedures	100%		The UK Government have announced that they do not intend to bring forward the necessary legislation to implement the Liberty Protection Safeguards (the LPS) within this Parliament. This means that Welsh Government cannot bring forward its own regulations to implement the LPS in Wales. Despite this decision, the Welsh Government has confirmed that it remains committed to providing funding to protect the rights of those who lack mental capacity under the current Deprivation of Liberty Safeguards (DoLS) system to ensure that that these rights are protected ahead of any future implementation of the LPS.

Safeguarding



Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS009M	Percentage of adult safeguarding enquiries that met the 7 day timescale	96.00%	92.00%	87.00%	<p>96.00%</p>	
<p>Between April 2023 and March 2024, 1109 safeguarding reports for adults were received, representing a 23% increase on last year. 667 of these reports met the threshold for an enquiry under Section 126. This is a significant increase in demand, which has resulted in our target for the year not being met. The Safeguarding Unit continue to prioritise safeguarding reports on an individual basis.</p>						
CSS010M	Percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	98.00%	99.00%	98.00%	<p>98.00%</p>	
<p>The Children's Safeguarding Unit continue to maintain consistency in holding case conferences within statutory timescales, working with increasing numbers on the child protection register. The main theme in the few reviews which have fallen out of timescale for Quarter 4 is linked to tracking of younger family members, and ensuring their reviews are completed relative to the time of their birth rather than in collaboration with other older siblings.</p>						
CSS011M	Percentage of Pre-birth assessments completed within timescales	80.00%	96.00%	100.00%	<p>80.00%</p>	
<p>We have achieved our annual target with 96% of pre-birth assessments, due in the year, being completed within timescales. Quarter 4 of the year was challenging with eight of the ten pre-birth assessments completed within timescales and two outside. During this time there was a significant volume of referrals. All work is screened and risk rated to inform prioritisation.</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS012M	Percentage of children who were reported as having run away or gone missing from home who were offered a return interview	100.00%	100.00%	100.00%	 100.00%	

We have a missing children coordinator who offers return interviews to all children and young people who go missing however, these are not always taken up. 75% of the children who go missing are looked after by the Local Authority.

Direct Provision to Support People Closer to Home



	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CSS007T	Deliver a programme of registered Children's Homes to help avoid the need for residential placements outside Flintshire	100%	★	Ty Nyth Children's Residential Home is a tri-party partnership collaboration between Flintshire County Council (FCC), Wrexham County Borough Council (WCBC) and Betsi Cadwaladr University Health Board (BCUHB), offering up to four places for children and young people aged 8-18 years. Park Avenue provides care and support; including accommodation, for up to four children and young people between the ages of 8-18 years old who are supported by Flintshire County Council. Bromfield Park offers care and support including accommodation for one young person aged 8-18 years as a solo placement or two siblings aged 8-18 years who are supported by Flintshire County Council. Chevrons Road offers care and support including accommodation for one young person aged 8-18 years as a solo placement or two siblings aged 8-18 years who are supported by Flintshire County Council. Mesen Fach is an emergency crisis flat on the site of Ty Nyth, currently going through the registration process.
<input checked="" type="checkbox"/> CSS008T	Continue to grow our in-house homecare service to support more people to live at home, utilising a rolling scheme of recruitment	100%	★	Recruitment continues to be challenging however, the service has developed a recruitment plan to help increase the workforce and grow the share of the market.
<input checked="" type="checkbox"/> CSS009T	Continue to grow our in-house fostering service to support more looked after children	100%	★	Recruitment has been active this year, with four new general foster carers approved and a further eight connected person carers. Connected person assessments have been busy this year but unfortunately these do not always result in approvals. To support the healthy interest in general fostering we have arranged 'Skills to Foster' training which will translate to an increase in applications.
<input checked="" type="checkbox"/> CSS016T	Explore the recommissioning of advocacy services on a regional basis	100%	✔	The Adults Advocacy Contract has been successfully commissioned in collaboration with Wrexham County Borough Council. This has been awarded to ASNEW for Independent Professional Advocacy and Community Advocacy, and Advance Brighter Futures have been awarded Self Advocacy. The contract starts in January 2024 with an end date of January 2027, and a possible 1 year extension.
<input checked="" type="checkbox"/> CSS017T	Increase skills around autism with respect to advocacy	100%	✔	ASNEW staff have completed their training. This action has been completed.

	Action	Percentage Complete	RAG	Comment
 CSS018T	Develop childcare expansion and seamless childcare provision across programs	100%		<p>Flying Start two-year-olds part time childcare expansion Phase 2 is currently being rolled out across Flintshire with an additional 23 children for 2024/25.</p> <p>Four Business Justification Cases (BJCs) that were submitted to the Welsh Government Early Years and Childcare Capital Programme 2022/25, two have now begun their feasibility survey. These suitability surveys will allow us to determine if the site is suitable to have a building project undertaken on it and will also inform us as to where we can consider building the modular building. The other two BJCs are to remain with the Welsh Government for consideration. Once the new modular buildings have been completed then there will be an additional 50-60 additional childcare places available in Flintshire that will offer a seamless pathway for early years children's childcare and learning pathways.</p> <p>Flintshire have also received confirmation from the Welsh Government that the funding for the Small Capital Grant 2024/25 has also been authorised. It is anticipated the Small Capital Panel will be re-established by June 2024, to consider the new applications that will come across.</p> <p>The final modular for the Phase 1 of the 2021/24 programme has been completed. This has increased childcare capacity and provided more seamless early years pathways between childcare and education in nine areas. Phase 2 2023/25 programme is underway, including the Croes Atti build in Oakenhalt.</p>

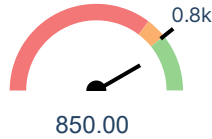

Direct Provision to Support People Closer to Home

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS013M	Rate of people over 65 helped to live at home per 1,000 population	30.50	34.00	32.50	<p>30.50</p>	
<p>This measure includes individuals who are supported within their community through reablement services, domiciliary care, day services and occupational therapy and therefore, are not requiring a residential care placement.</p>						
CSS014M	Number of new foster carer approvals in the year	12.00	9.00	14.00	<p>12.00</p>	
<p>Recruitment has been active this year, with four new general foster carers approved and a further eight connected person carers. Connected person assessments have been busy this year but unfortunately, these do not always result in approvals. To support the healthy interest in general fostering we have arranged 'Skills to Foster' training which will translate to an increase in applications.</p>						
CSS015M	Number of People with a learning disability accessing Project Search to improve their employability skills	14.00	12.00	16.00	<p>14.00</p>	
<p>The local authority continues to support two Project SEARCH programmes operating within Flintshire, co-hosting one of the programmes with Betsi Cadwaladr University Health Board (BCUHB). Across the two schemes, a total of 14 individuals are currently accessing the programme.</p>						

Local Dementia Strategy

	Action	Percentage Complete	RAG	Comment
 CSS010T	Establish a Dementia Strategy Implementation Group, to include representation from people with lived experience	100%		A Dementia Project Board has been established to oversee all strategic developments to support people living with dementia, and their carers, in Flintshire.

Local Dementia Strategy

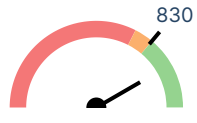

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CSS016M	Number of people supported through the Dementia Strategy	850.00	800.00	810.00		

Estimated number of people living with dementia, and carers, receiving care and support or engaging in community activities in Flintshire.

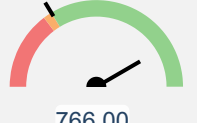

A Well-connected, Safe and Clean Local Environment

	Action	Percentage Complete	RAG	Comment
 CAU017T	Provide community hub sessions which target areas that have high anti-social behaviour and crime rates; to support young people who are at risk and to engage them with partners (subject to external grant funding)	100%		14 session available around Flintshire offering a range of activities and sport. We work with Community councils and sit on the contextual safeguarding and VARM meetings to ensure we are in the right areas 15913 with 805 sessions this year. This is reliant on Funding that we write bids for and are successful.
 CST012T	Work in partnership, actively support and engage with community led groups by developing Local Environmental Quality initiatives	100%		Partnership working continues to flourish and this Quarter has seen some considerable sized events taking place - especially in clearance of waste which has been flytipped. Spring cleaning events were organised to enhance community involvement and external stakeholders were in attendance for support and promote local initiatives.

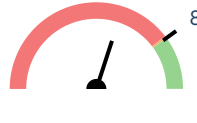

A Well-connected, Safe and Clean Local Environment

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU026M	Number of current monthly members with NERS, Well-Being and Junior subscriptions	958.00	830.00		 <p>958.00</p>	

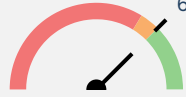
For the 12-month period 1 April 2023 to 31 March 2024, the National Exercise Referral Scheme (NERS) averaged 362 direct debit paying members per month, Well-Being (post-NERS exit membership) averaged 122 per month, and Junior (11-17 years) averaged 474 per month. All three schemes grew incrementally throughout the year as the post-pandemic return to normality continued, particularly the confidence levels of NERS and Well-Being clients, with NERS membership increasing by 18% and Well-Being membership increasing by 62% when comparing the March 2024 outturn with the April 2023 figures. The Actual (averaged) annual figure for the three fitness schemes totals 958 which exceeds the average Target for the four quarters (815) by 143 or 17.5%.

CAU027M	Number of community sessions held and number of participants attending	766.00	300.00		 <p>766.00</p>	
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The number of community sessions held in 2023/24 was 766 with 10872 people attending.

CST011M	Number of targeted environmental educational campaigns undertaken promote improved Local Environmental Quality	6.00	8.00	4.00	 <p>6.00</p>	
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A number of environmental campaigns were made during this period, which were undertaken in collaboration with the Waste Strategy Team and Environmental Enforcement team. Workshops and presentations were also undertaken across Flintshire and in collaboration with Network Rail in Sandycroft. Attendance at Community Council Meetings also undertaken.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CST022M	Number of community engagement events attended to promote improved Local Environmental Quality	6.00	6.00		 6.00	

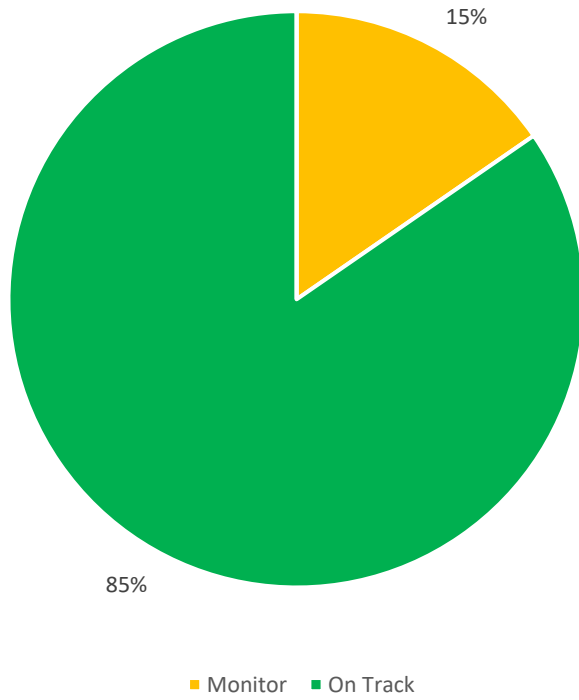
Events such as the Easter litter pick in Pennyfford and Ffynonngroyw, collaborations with local stakeholders, Countyside Services, KWT and residents. Clean up at Westwood Primary School in Buckley. Alleyway cleaning and clearance in Connah's Quay.

Education and Skills

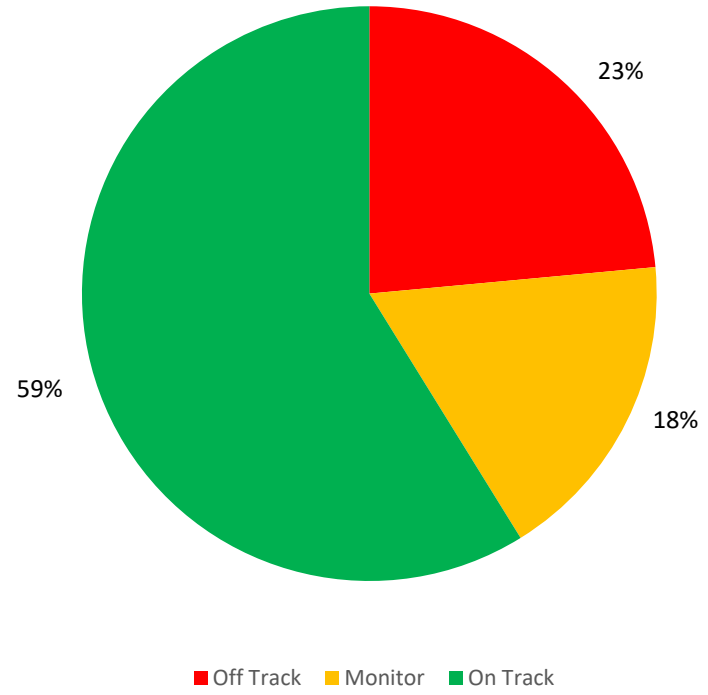
Well-being Objective: Enabling and supporting learning communities.

Education and Skills Overall Performance

Education and Skills - Action RAG Status



Education and Skills - Action RAG Status






Educational Engagement and Achievement

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CEY007T	Embed the revised processes and procedures in relation to attendance and exclusion, using data to better inform and target interventions at both a pupil and school level	100%	✔	Data now forms a more integral part of the monitoring in relation to attendance and exclusion. This has supported targeted interventions which have resulted in positive outcomes. Levels of attendance have improved across both the primary and secondary sector and are above the Welsh average. Levels of exclusion remain a challenge.
<input checked="" type="checkbox"/> CEY024T	Continue to deliver Alternative Provision (Education) and to increase the number of young people on the programme gaining qualifications and achieving their full potential (subject to external grant funding)	100%	★	The 'Learning through Leisure' course has continued to run and proved successful for a number of learners across the secondary school network. The outcomes for learners will be known later in the academic year.
<input checked="" type="checkbox"/> CEY044T	Support the implementation of the revised curriculum for secondary pupils in years 7 and 8	100%	✔	All secondary schools in Flintshire have implemented the revised curriculum for secondary pupils in Years 7 and 8 from September 2023. Each school continues to work with their supporting improvement adviser to embed this work. Schools can access ongoing professional development through the consortium.
<input checked="" type="checkbox"/> CEY045T	Through the roll out of the Wales Government delivery model for Community Focused schools establish a collaborative approach to reduce school exclusion and improve school attendance	100%	✔	The model of intervention for the Community Focused Schools Team has been established and further developed to focus on transition. Important links have been developed with the identified communities to facilitate implementation of the intervention.
<input checked="" type="checkbox"/> CEY046T	Explore and develop options for in house provision in response to the increasing number of pupils struggling to engage with education due to mental health difficulties	100%	★	A model of in-house provision has been developed and implemented under the umbrella of Plas Derwen Pupil Referral Unit. The provision has been successful in providing an alternative educational option for learners with a range of needs including mental health challenges.
<input checked="" type="checkbox"/> CEY047T	Provide bespoke support for schools through training and development to improve the level of speech language and communication skills for pupils	80%	★	Current priorities - Further Implementation and Supervision of Talkboost Language Interventions for Nursery to Year 2 pupils. Ongoing rollout of Key Stage 2 Intervention needed. Betsi Cadwaladr University Health Board's Speech and Language Therapy Team (SALT) are no longer able to support the Supervision and roll, out due to funding changes. Education will endeavour to sustain the rollout.

Educational Engagement and Achievement

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CEY004M	Reduction in the number of permanent exclusions	31.00	25.00	27.00		
<p>There has been an overall increase in the level of permanent exclusion, with Substance Misuse accounting for the majority of incidents. Work has been undertaken to review the Council's policy and practice in relation to this area.</p>						
CEY005M	Reduction in the number of fixed term exclusions	2,096.00	1,150.00	1,677.00		
<p>There has been a notable increase in the levels of fixed term exclusion across the secondary sector with physical assault against a pupil and verbal abuse/threatening behaviour towards an adult accounting for the majority of incidents.</p>						
CEY006M	Percentage of pupil attendance in secondary schools	89.00%	89.00%	87.80%		
<p>Secondary attendance has improved and met the target. The use of Welsh Government grant funding for Attendance Support Officers has supported the improvement. At 89%, the attendance level was the third highest in Wales.</p>						
CEY007M	Percentage of pupil attendance in primary schools	92.10%	93.00%	92.40%		
<p>Whilst the target of 93% hasn't been achieved, primary school attendance in Flintshire compares favorably with that of other counties as the fifth highest nationally. The highest national value recorded for the year was 92.9%.</p>						

Digital Learning Opportunities









	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CAU018T	Increasing take-up of digital learning opportunities supported by Aura	100%		Aura have continued to provide access to digital support for customers and the community at all seven static locations, as well as offering access to our digital loan scheme for people to access the digital world in their own homes. During this reporting period we have seen an increase in the demand for more informal, bespoke support for one or two issues as opposed to groups of people wanting to attending set courses . This is reflected in the smaller number of people being supported(CAU005M) , but a higher number of sessions being delivered (CAU006M). E.g one on one session to show people how to use applications such as WhatsApp, Video calling and streaming services. Our digital drop in sessions have been an ideal way to meet this demand.
<input checked="" type="checkbox"/> CEY011T	Embed the delivery plan for Integrated Youth Services by maintaining focus on digital, school and community engagement	100%		We have successfully achieved our Integrated Youth Services delivery plan by maintaining a strong digital presence, ensuring our school and community immersion workers and play team are active in schools, and sustaining ongoing community engagement.
<input checked="" type="checkbox"/> CEY048T	All schools to have a formally adopted Digital Strategy	100%		All schools have now formally adopted their own digital strategy . This gives all schools a standard to work from to develop their digital progression in a structured manner.

Digital Learning Opportunities

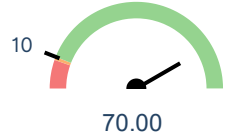
Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU005M	Number of learners	356.00	385.00	224.00		
<p>Aura have continued to provide access to digital support for customers and the community at all seven static locations, as well as offering access to our digital loan scheme for people to access the digital world in their own homes. During this reporting period we have seen an increase in the demand for more informal, bespoke support for one or two issues as opposed to groups of people wanting to attend set courses. This is reflected in the smaller number of people being supported (CAU005M), but a higher number of sessions being delivered (CAU006M). E.g. one on one sessions to show people how to use applications such as WhatsApp, Video calling and streaming services. Our digital drop in sessions have been an ideal way to meet this demand.</p>						
CAU006M	Number of sessions	229.00	15.00	1,174.00		
<p>Exceeded target.</p>						
CEY014M	All schools to have a formally adopted Digital Strategy by December 2023	100.00%	100.00%			
<p>Completed - Digital Strategies are in place in all schools.</p>						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CEY015M	Number of Youth Work Sessions Delivered - School	925.00	390.00			
Schools delivery is running at full capacity and is delivered through individual and group work.						
CEY016M	Number of Youth Work Sessions Delivered - Community	511.00	400.00			
Open access sessions continue to be developed through clubs and detached provision.						
CEY017M	Number of Youth Work Sessions Delivered - Digital	86.00	100.00			
Delivery is focused around face to face as per consultation feedback on the needs of young people, commissioned through the Public Services Board. This has resulted in staffing resources being reprioritised into direct delivery with young people rather than on expanding digital provision, hence the target not being met.						



Learning Environments

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CAU019T	To provide Duke of Edinburgh Award training opportunities for young people in Alternative Provision, schools, and community groups (subject to external grant funding)	100%		Last Year we had 70 Young People enrolled on the Bronze and Silver D of E.
<input checked="" type="checkbox"/> CEY015T	Continue construction of the 3-16 campus at Mynydd Isa	100%		Construction of new 3-16 campus continues following site start in November 2022 on the Argoed High School site. Progress continues in line with the construction programme and Phase 1 of the campus is on target to be delivered as expected and within the parameters of the contract for the project.
<input checked="" type="checkbox"/> CEY018T	Schedule Council approval to progress Wales Government's Band B Sustainable Communities projects within the Learning Investment Programme	100%		The Sustainable Communities for Learning Programme is designed to be delivered over a number of waves, or 'bands' of investment, currently in Band B (2019/24) the Council has agreed with Welsh Government a total investment of circa £85 million. Three projects identified within Band B have been delivered, four are currently progressing, one is at initial scoping phase, one at design development stage and two are currently in construction.
<input checked="" type="checkbox"/> CEY019T	Progress the development of a new premises plan for the North-East Wales Archive	90%		The Council received notification from the National Lottery Heritage Fund on 28th March 2024, that it has been successful in its application for grant funding to support the development of a new archive facility. This grant offer is now in the process of being accepted by the Cabinets of both Flintshire County Council and Denbighshire County Council.
<input checked="" type="checkbox"/> CEY049T	Commence construction of the Drury CP refurbishment and extension	75%		Project has been paused at design development stage due to declining learner numbers. This has impacted on the current design brief and heightened the risks around Welsh Government business case approvals. The project has been paused to allow forensic assessment of forecasting of learner numbers for the school.
<input checked="" type="checkbox"/> CEY050T	Complete construction of the Penyffordd CP extension	100%		Construction of the extensions to Ysgol Penyffordd CP have now been completed and building extensions have now been successfully handed over to the school.
<input checked="" type="checkbox"/> CEY051T	Commence design development options for a new Welsh medium primary school for Buckley / Mynydd Isa area	25%		Project is at the early planning and scoping stage. Strategic discussions continue with the Welsh Government Sustainable Learning Communities Capital Investment Team and internally to develop an operating model of the provision. It is proposed that this project will now move to the next wave of school modernisation projects under the rolling programme of investment as outlined in the Strategic Outline Programme to be agreed at Cabinet and Welsh Government in the near future.
<input checked="" type="checkbox"/> CEY052T	Determine a strategy for school modernization within the Saltney area	50%		An early engagement process was completed in July 2023 to understand the schools' and community views. Feedback has been reviewed to determine next steps. It is proposed that this project will now move to the next wave of school modernisation projects under the rolling programme of investment as outlined in the Strategic Outline Programme to be agreed at Cabinet and Welsh Government in the near future.

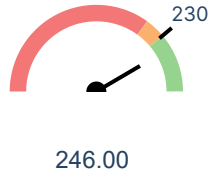

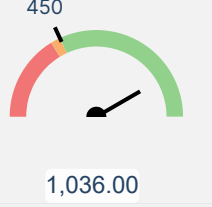
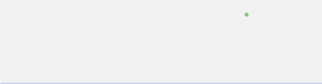
Learning Environments

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU029M	Number of young people engaged in the Duke of Edinburgh Award scheme	70.00	10.00			
70 Young people on the Bronze and Silver award.						




Learning Community Networks

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CAU020T	Delivery of the Adult Community Learning (ACL) programme	100%		Our contribution to the Adult Community Learning Partnership continues to grow, with over 1,036 learners and 246 sessions being delivered during this reporting year. Examples of the courses that we provided include – First Aid for Parents, Pre and Post-natal Fitness, Employability Skills, Autism Awareness, Safeguarding, Social Media workshops, Food Safety qualifications and Positive Mental and Physical Well-being support sessions.
<input checked="" type="checkbox"/> CEY020T	Continue to consolidate the joint working between Flintshire County Council and Denbighshire County Council through the Northeast Wales Archive to provide a sustainable and resilient service	100%		The joint working between the two Council archive services is embedded and successful under the first arrangement of a Memorandum of Understanding (MOU). Now that the grant offer has been received from National Lottery the MOU will be replaced by a formal legal agreement between the two services. This has been drafted and will be finalised at the appropriate time of the development phase I linked to the grant funding offer outlined above.

Learning Community Networks

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU015M	Number of Adult Community Learning (ACL) courses available to the public - Sessions	246.00	230.00	440.00		
<p>Examples of the courses we provided include – First Aid for Parents, Pre and Post-natal Fitness, Employability Skills, Autism Awareness, Safeguarding, Social Media workshops, Food Safety qualifications and Positive Mental and Physical Wellbeing support sessions.</p>						
CAU030M	Number of Adult Community Learning (ACL) courses available to the public - Learners	1,036.00	450.00			
<p>Exceeded target</p>						

Welsh Education Strategic Plan (WESP)

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CEY031T	Extend the range of youth services delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood	100%		Flintshire Youth Services remains committed to extend the range of services delivered bilingually. A new Welsh Language Officer has been appointed and this will continue to drive the commitment forward.
<input checked="" type="checkbox"/> CEY053T	Complete the annual strategic actions within the WESP 5-year action plan	100%		All actions were given a RAG rating and discussed at the summer term meeting of the Welsh in Education Forum. No actions were identified as red and the annual report was submitted to Welsh Government in July 2023. The Forum has now moved to implementing year two of the five year action plan.
<input checked="" type="checkbox"/> CEY054T	Review Welsh medium resource provision for pupils with Additional Learning Needs	100%		A review has been undertaken to consider the current provision and engage with Welsh medium settings to determine need. the finding are being collated and will be presented to the WESP Forum.

Welsh Education Strategic Plan (WESP)

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CEY010M	Number of pupils in Year 1 in Welsh medium education	119.00	130.00	110.00		
<p>119 from pre validated PLASC as at January 2024. This is an increase of 9 from last years PLASC which was 110.</p>						
CEY011M	Number of Year 11 pupils studying Welsh	87.00	103.00			

This measure relates to the number of year 11 pupils in the current cohort at Ysgol Maes Garmon who are studying through the medium of Welsh. This figure is outside of the Council's control and is dependent on parental/pupil choices as to where they access secondary education.

Well-being

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CAU021T	Run a referral programme for children and young people with ACEs or a disability and their families to provide low cost / no cost physical activity opportunities to improve overall health and well-being (subject to Action for Children funding) – by March 2024	100%	✓	141 Disability referrals engaged 143 Young People referrals engaged.
<input checked="" type="checkbox"/> CEY046T	Explore and develop options for in house provision in response to the increasing number of pupils struggling to engage with education due to mental health difficulties	100%	★	A model of in-house provision has been developed and implemented under the umbrella of Plas Derwen Pupil Referral Unit. The provision has been successful in providing an alternative educational option for learners with a range of needs including mental health challenges.
<input checked="" type="checkbox"/> CEY055T	Embed a Whole School Approach to Emotional Health and Wellbeing in all Flintshire schools	100%	✓	This work has progressed well and Flintshire schools are positively engaged with developing their work around the whole school approach to emotional health and well-being. This work will be ongoing as schools continue to embed effective practice.
<input checked="" type="checkbox"/> CEY056T	Improving awareness of trauma informed practice with schools and Education and Youth workforce	100%	✓	24 candidates from schools and Education and Youth successfully completed the local TISUK diploma training. The trauma informed approach group comprising of High school leads and LA staff met termly. This group provided an effective forum to engage with our high schools for the sharing of good local practice between schools and served as a local sounding board for introducing national initiatives. We are now in a much stronger position to build from individual practice into a wider reaching Belonging Strategy.

Well-being

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CAU031M	Number of referrals received and number of referrals engaged (ACE)	284.00	150.00			
141 Disability referrals engaged 143 Young People referrals engaged.						
CEY018M	All schools to have a Whole School Approach to Emotional Health and Well-being	100.00%	100.00%			
<p>100% of Flintshire schools are engaged and are implementing the requirements of the Welsh Government's Whole School Approach to Emotional Health and Well-being Framework. 79% of Flintshire Primary and Secondary schools have completed the required assessment tool and 50% have an action plan to prioritise development across their identified themes. Schools are receiving tailored ongoing support both face to face and online, in order to meet the requirements and are benefiting from additional capacity in the Healthy Schools team.</p>						

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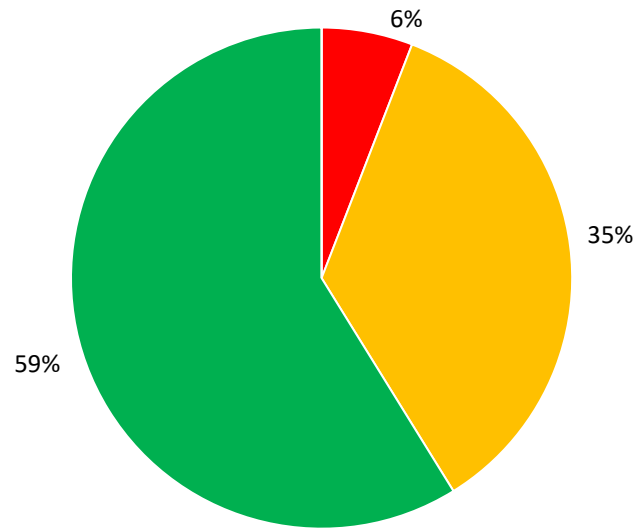
A Well Managed Council

Well-being Objective: A responsible, resourceful, and trusted Council operating efficiently as possible.

A Well Managed Council Overall Performance

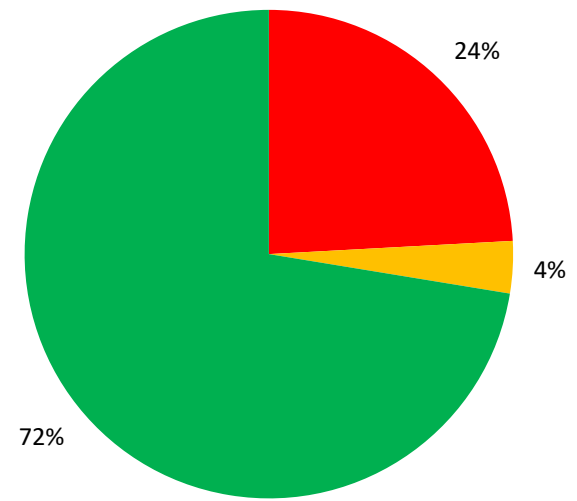
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A Well Managed Council - Action RAG Status



Off Track Monitor On Track

A Well Managed Council - Measure RAG Status



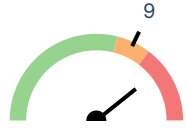
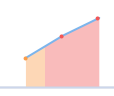
Off Track Monitor On Track

People

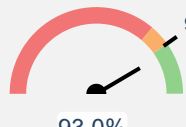
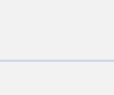
	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CHR001T	Provide a workforce planning framework for use across the organisation	80%	●	Portfolios are provided with key information (including establishment control, headcount, diversity, age etc.,) monthly to enable them to undertake workforce planning for their own areas. The Chief Officer Team and the Human Resources Business Partner (HRBP) team have attended several workshops run by the LGA to look at options to introduce a single coherent workforce planning framework for use across the organisation. Once a decision has been made, we will be able to roll-out across the organisation.
<input checked="" type="checkbox"/> CHR002T	Implement a compliant and sustainable new pay model	50%	●	Work is ongoing. A preferred model is emerging (subject to cost).
<input checked="" type="checkbox"/> CHR003T	Maintain competitive pay and reward, and terms and conditions of employment	75%	●	Linked to CHR002T - Pay model is key to maintaining competitive pay and reward.
<input checked="" type="checkbox"/> CHR004T	Recruit sufficient permanent high quality staff with suitable qualifications and experience	89%	●	754 positions were filled during the year which is positive and indicates that we are able to recruit to a large number of positions, all of which will have been assessed as meeting the essential criteria for the post (including qualifications and experience). (percentage determined after deducting those who commenced employment but left during the first 12 months).
<input checked="" type="checkbox"/> CHR005T	Retain existing employees by supporting them to carry out their roles effectively, and by ensuring that our total offer for new and existing employees is competitive within the market place	88.69%	●	Turnover for 2023/24 was 13.55% which means that the stability for the year was 88.69%.
<input checked="" type="checkbox"/> CHR006T	Reduce the use of agency workers	0%	▲	<p>The number of active placements via Matrix during 2023/24 was 110 (Streetscene and Transportation 67, Housing and Communities 26, Social Services 9, Chief Executives 3, Planning, Environment and Economy 2, Governance 2 and Education and Youth 1) compared to 78 in 2022/23.</p> <p>We report on total active placements as well as those that have exceeded 12 weeks as part of AWR (Agency Worker Regulations) where agency workers would receive the same rate of pay as a contracted Flintshire County Council employee. That said, agency workers engaged via Matrix are paid the same rate as a contracted employee from day one:</p> <p>As of 31 March 2024, there were 110 active agency placements on Matrix across all portfolios. At the time of running the report, 71 placements exceeded 12 weeks (37 Streetscene and Transportation, 18 Housing and Communities, 9 in Social Services, 3 in Chief Executives, 2 in Governance and 1 each in Education and Youth, and Planning, Environment and Economy).</p> <p>The number of active placements is a snapshot at a point in time and refers to open placements, it does not mean they are all engaged and working.</p>

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CHR007T	Promote the Council's Employee Assistance Programme to increase usage	5%	★	There have been 2,403 portal accesses to Vivup from September 2023 up until the end of February 2024. This would account for over 30% of Council employees if each access was an individual employee. This statistic is not measured as individual employees portal access i.e. one person could access many times. 500 self-help downloads have been recorded and 63 employees have accessed counselling. The breakdown is: 12 telephone counselling (approx. 6 session each - standard), 14 virtual counselling (approx. 6 sessions each - standard), 15 face to face counselling (approx. 6 sessions each - standard), 22 in the moment support - employees needing a one-off support discussion, and signposting to appropriate support.
<input checked="" type="checkbox"/> CHR008T	Increase the level of Welsh Language across the organisation	100%	✔	A range of Welsh language courses have been accessed by a number of learners. Offering different levels/methods of learning makes it more accessible.


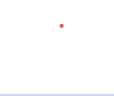
People

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHR001M	Number of working days lost per full time equivalent (FTE) local authority employees lost due to sickness absence	10.99	9.00		 10.99	

The year-end cumulative turnover percentage for 2023/24 is 10.99%. This shows an improvement when compared to the previous year (11.78%). Long term sickness (absence over four weeks) accounts for 6.56 days per FTE with the remainder (4.43) attributed to short-term absence. 26% of all absences across the Council are related to mental health, 21% musculoskeletal, and 11% due to infections. Attendance continues to be managed closely, with Managers, Occupational Health (OH) and HR working together to provide additional support, including mindfulness, counselling, stress management courses, stress risk assessments etc. CareFirst is also available to provide additional support.

CHR002M	Percentage of apprenticeships which result in a positive outcome	93.0%	90.0%		 93.0%	
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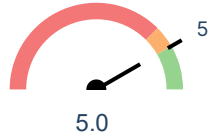
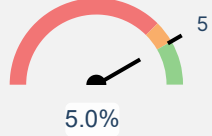
80% of apprenticeships got jobs internally, 10% got external jobs and 3% went on to university.

CHR003M	Percentage of permanent employees who leave within first year of employment	1.3%	1.0%		 1.3%	
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During 2023/24, 81 permanent employees left the authority within the first year of employment. 53% are due to personal reasons, 20% for alternative employer/career development and 7% was due to the nature of the work.



An exit interview survey is given to all leavers where they are able to complete anonymously and provide HR with feedback and more detail regarding the reason for leaving. This will enable HR and Portfolios to put measures in place to reduce the level of turnover.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHR004M	Percentage of employees who have completed all of mandatory modules	53.7%	100.0%		<p>53.7%</p>	
<p>The new E-Learning platform (Learning@Wales) was launched in March and a promotional launch was carried out to encourage the completion of the mandatory modules. The monthly completion report continues to be provided to Portfolios to ensure records and completions are kept up to date. Managers are asked to liaise with their teams to ensure that they carry out any training that is not 'completed' against their record.</p>						
CHR005M	Number of employees trained on Mental Health First Aid across the organisation (Increase)	145	150		<p>145</p>	
<p>We had 106 employees trained and increased that by 39 in Quarter 4. This increases the overall number to 145 employees trained across the organisation. Due to the moratorium we had to delay further courses. There are more planned for 2024/25.</p>						
CHR006M	Number of Mental Health First Aid Champions across the organisation (Increase)	35	30		<p>35</p>	
<p>There were 35 Mental Health First Aid Champions across the organisation in 2023/24. These numbers should increase during 2024/25, as we are planning to work with both the Housing and Communities Portfolio and the Planning, Environment and Economy Portfolio, which will involve training more Mental Health First Aid Champions.</p>						

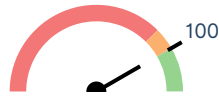
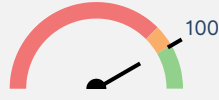
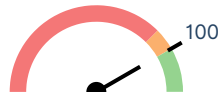
Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CHR007M	Increase usage of the Council's Employee Assistance Programme	5.0	5.0			
<p>A targeted campaign (during January 2024) was launched on the Infonet where a range of topics were promoted in order to raise awareness of the scope of the service . This resulted in an increase of 60% in portal access during January 2024 compared to that in December 2023.</p> <p>Comms promotion on the Infonet and shared with Schools regarding Key themes will be launched during April, May and June which will reflect UK awareness topics such as Maternal Mental Health, Men's Health week, and stress awareness month etc.</p> <p>Usage will be measured from statistics in quarterly reports and initiatives aligned to national UK health initiatives.</p>						
CHR008M	Percentage of employees undertaking Welsh Language Training (Increase)	5.0%	5.0%			
<p>Our apprentices attended weekly Welsh language classes - 27 learners attended Learn Welsh Taster courses and 31 learners enrolled on Learn Welsh Cymru courses.</p>						

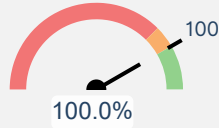

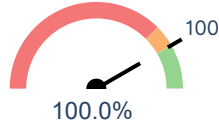

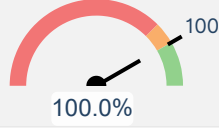

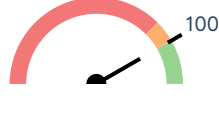

Anti-Racist and Anti-Discriminatory Council




	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/>	CEY057T Complete a Portfolio annual self-assessment against the Welsh language standards and implement action plan to improve - Education and Youth	100%	✔	The Portfolio Self-assessment against the 2023/24 standards have been completed. Action plans are being implemented.
<input checked="" type="checkbox"/>	CGV013T Complete a Portfolio annual self-assessment against the Welsh language standards and implement action plan to improve - Governance	100%	✔	The portfolio self-assessment has been undertaken and all areas are compliant
<input checked="" type="checkbox"/>	CHC045T Complete a Portfolio annual self-assessment against the Welsh language standards and implement action plan to improve - Housing and Communities	100%	✔	The Self-assessment for the Housing and Communities Portfolio has been completed and actions have been identified and implemented. Regular reviews and reminders of Welsh Language Standards continue to be shared across the Portfolio.
<input checked="" type="checkbox"/>	CPA001T Publish the Workforce Information report to meet our statutory public sector equality duties	100%	✔	Workforce Information Report completed.
<input checked="" type="checkbox"/>	CPA002T Publish the Strategic Equality Plan Annual Report to meet our statutory public sector equality duties	100%	✔	The Strategic Equality Plan Annual Report was approved and published in March 2024.
<input checked="" type="checkbox"/>	CPA003T Complete a Portfolio annual self-assessment against the Welsh language standards and implement action plan to improve - Chief Executives	100%	✔	Portfolio Self-assessments are complete. These have been reviewed to identify areas for improvement.
<input checked="" type="checkbox"/>	CPA004T Develop and implement an Action Plan to meet Welsh Government's Anti -racist Wales Action Plan	100%	✔	The action plan is now included within the Strategic Equality Plan 2024/28 which has now been published.
<input checked="" type="checkbox"/>	CPE056T Complete a Portfolio annual self-assessment against the Welsh language standards and implement action plan to improve - Planning, Environment and Economy	100%	✔	Portfolio Self-assessment complete and Action Plan is in place.
<input checked="" type="checkbox"/>	CSS023T Complete a Portfolio annual self-assessment against the Welsh language standards and implement action plan to improve - Social Services	100%	✔	Annual Self-assessment against the Welsh Language Standards is complete and an action plan to improve was implemented in April 2023.

	Action	Percentage Complete	RAG	Comment
 CST023T	Complete a Portfolio annual self-assessment against the Welsh language standards and implement action plan to improve - Streetscene and Transportation	100%		Portfolio Self-assessment is complete.





Anti-Racist and Anti-Discriminatory Council

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CEY019M	Portfolio self-assessments against the Welsh Language Standards completed and Action Plans achieved - Education and Youth	100.0%	100.0%		 <p>100.0%</p>	
The Portfolio Self-assessment against the 2023/24 standards have been completed. Action plans are being implemented.						
CGV012M	Portfolio self-assessments against the Welsh Language Standards completed and Action Plans achieved - Governance	100.0%	100.0%		 <p>100.0%</p>	
Governance Portfolio Self-assessment undertaken annually.						
CHC041M	Portfolio self-assessments against the Welsh Language Standards completed and Action Plans achieved - Housing and Communities	100.0%	100.0%		 <p>100.0%</p>	
The Housing and Communities Portfolio Self-assessment has been completed and action plan implemented. Reviews and reminders across the Portfolio in respect of the Welsh Language Standards continues						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPA001M	Strategic Equality Action Plan in place and actions achieved	100.0%	100.0%			
The Strategic Equality Plan is in place. Progress on actions for 2023/24 will be published during 2024/25.						
CPA002M	Workforce Information Report published	100.0%	100.0%			
Workforce Information Report completed.						
CPA003M	Strategic Equality Plan Annual Report published	100.0%	100.0%			
The Strategic Equality Plan Annual Report 2022/23 has been published within statutory timeframes i.e. by 31.03.2024.						
CPA004M	Portfolio self-assessments against the Welsh Language Standards completed and Action Plans achieved - Chief Executives	100.0%	100.0%			
All portfolios have completed Self-assessments. Analysis of Self-assessments has been undertaken to identify any areas of risk.						

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPE043M	Portfolio self-assessments against the Welsh Language Standards completed and Action Plans achieved - Planning, Environment and Economy	100%	100%		 100%	
Portfolio Self-assessment complete and Action Plan is in place.						
CSS018M	Portfolio self-assessments against the Welsh Language Standards completed and Action Plans achieved - Social Services	100.0%	100.0%		 100.0%	
Portfolio Self-assessment is complete.						
CST023M	Portfolio self-assessments against the Welsh Language Standards completed and Action Plans achieved - Streetscene and Transportation	100.0%	100.0%		 100.0%	
Portfolio Self-assessment is complete.						

Financial Resilience

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CFI001T	Ensure the funding needs of the Council over the medium term are met through financial planning	100%		The Council was able to set a legal and balanced budget for 2024/25 in February 2024. Work is underway to update the Medium Term Financial Strategy for 2025/26 onwards and an update report is scheduled for June/July 2024.
<input checked="" type="checkbox"/> CFI002T	Ensure that robust monitoring arrangements are in place for revenue and capital	100%		Detailed budget monitoring and reporting arrangements have continued. The revenue monitoring position is reported monthly and the capital monitoring position is reported quarterly (Cabinet and Corporate Resources Overview and Scrutiny Committee).
<input checked="" type="checkbox"/> CFI003T	Ensure an adequate level of reserves is maintained by the Council	100%		Projected levels of Unearmarked Reserves and Earmarked Reserves are reported monthly and quarterly respectively within the budget monitoring report. A statement on the levels and adequacy of overall reserves was included in the budget setting report to Council and Cabinet for the 2024/25 financial year.
<input checked="" type="checkbox"/> CFI004T	Ensure robust processes exist for the management and recovery of debt including Council Tax and rent	100%		The Council continues to apply robust, but fair, debt recovery processes to maximise collection levels across all areas. At the same time, the Revenues service engages constructively with residents who struggle to meet their payment obligations by entering into affordable payment plans. The approach to debt recovery is set out in the Councils Corporate Debt Recovery Policy.

Flintshire Assets

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CPA005T	Monitor Council Progress against the Corporate Asset Management Plan	50%	●	The Corporate Asset Management Plan informs the Capital Programme which is reviewed annually and progress is monitored throughout the year.
<input checked="" type="checkbox"/> CPA006T	Review and refresh the Corporate Asset Management Plan	50%	●	The Corporate Asset Management Plan will be refreshed 2024/25.
<input checked="" type="checkbox"/> CPA007T	Form and agree Office Accommodation Strategy	50%	●	Work has commenced on the office strategy, draft principles have been prepared and COT has been consulted. Further work required to firm up principles.
<input checked="" type="checkbox"/> CPA008T	Commercial Estate Rent Review	20%	●	Due to legal complexities, external advice is required. Tender submissions have been received and in the process of being evaluated.
<input checked="" type="checkbox"/> CPA009T	Review of Industrial Estate Strategy (Area by Area)	20%	▲	Due to new priorities and insufficient resource this piece of work is unlikely to be completed this financial year. Two estates have been reviewed as part of the Levelling Up bids and a strategy will be formulated for one of them.

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPA005M	To increase energy efficiency within our retained units to meet EPC grade C by 2027 and Grade B by 2030	100.0%	70.0%		<p>70</p> <p>100.0%</p>	
<p>All our units have now had Energy Performance Certificates and a survey which has identified the likely works required for the future minimum energy standards. However, our consultant has advised that the MEES legislation remains dormant and has not been enacted. The advice received is to do nothing for now until clarification occurs.</p>						
CPA006M	Increase rental income	20.0%	100.0%		<p>100</p> <p>20.0%</p>	
<p>External advice procured. Target to review and increase rental income for 20% of rental properties in 2024/25. Slippage on target given the complexities.</p>						
CPA007M	County Hall Master Plan options appraisal/strategy: To develop a plan which will provide the blueprint for the redevelopment of County Hall site.	25.0%	50.0%		<p>50</p> <p>25.0%</p>	
<p>This work is linked to the Office Strategy. We have agreed principles and structures are being established for work streams, phased implementation to follow.</p>						

Digital

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CGV009T	Continue to provide a corporate Contact Centre for handling telephone calls to the Council	100%		The corporate Contact Centre is open Monday-Friday between 08:30 – 17:00. The team handle a wide range of telephone calls for services in Housing, Streetscene, Planning, Elections and Blue Badges. In addition, the team answer calls to the Council's main telephone number 01352 752121.
<input checked="" type="checkbox"/> CGV010T	Continue to administer a complaints procedure for customers to provide feedback on their experience with the Council	100%		The Concerns and Complaints Policy is based on an all Wales model for complaints handling in the public sector. The Council works closely with the Ombudsman to share examples on best practice and it also chairs the all Wales Corporate Complaints Officer Group.
<input checked="" type="checkbox"/> CGV011T	Continue to promote My Account as an access channel to access the Council and its services	100%		The Council continues to promote My Account through the website and social media. My Account and opportunities for integration with back office systems is always at the forefront when designing digital services.
<input checked="" type="checkbox"/> CGV012T	Provide access to Council services on the internet in a responsive way (information can be accessed using different devices)	100%		All of the Council's digital services are designed to be responsive to ensure that our customers can access digital services using a device of their choice e.g., laptop, tablet, smartphone.

Digital

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CGV003M	Number of My Account subscriptions.	36,566	37,268	30,381		
<p>My Account is at the forefront of all system development and portfolios have been invited to share their ideas to increase subscriptions, including Housing where Contract Holder (tenant) take-up is low. Marketing and promotion of My Account is ongoing.</p>						
CGV008M	80% of telephone calls to the corporate Contact Centre answered	69.0%	80.0%			
<p>During 2023/24 the corporate Contact Centre received over 182,000 telephone calls, of which 69% were answered. Significant recruitment and retention challenges have been well reported, which is a contributing factor to the service not achieving its target. The largest proportion of telephone calls relates to Housing and Streetscene services. Housing received over 68,000 telephone calls, of which 71% were answered and Streetscene received almost 80,000 telephone calls of which 72% were answered. As the service moves in to 2024/25, it remains firmly committed to upskilling employees and training those who are new, to improve performance.</p>						
CGV009M	70% of Step 1 complaints against Council services are dealt with within 10 working days	83.9%	70.0%			
<p>Complaints performance remains a priority for senior management and is regularly shared across portfolios to monitor trends, patterns, and actions. An ongoing programme of training is available to the workforce through Learning and Development and internal communications are regularly reviewed to ensure information is up to date and current.</p>						

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Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CGV010M	Number of unique website views	100,490,000.00	1,000,000.00			

Between 1st April 2023 and 31st March 2024, the Council's website has been used over 1.49 million times with over 4.25 million pages viewed. These figures illustrate the high volume of traffic to the website.


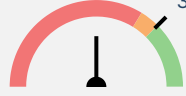

CGV011M	Number of eforms submitted to the Council	35,395.00	26,500.00			
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During Quarter 4, the Council received 35,395 eforms bringing the overall total for 2023/24 to 89,196. There was a significant increase in transactions during Covid as more people used digital service to apply for support e.g., Covid grants. Whilst volumes have reduced, they remain higher than pre pandemic volumes, which demonstrates more people are using digital services to transact with the Council.

Partnerships

	Action	Percentage Complete	RAG	Comment
<input checked="" type="checkbox"/> CPA010T	Work with public sector partners, develop and publish a local Well-being Plan for 2023-28 setting out the local well-being objectives and how the Public Services Board, including the Council, aims to achieve them.	100%		The joint Flintshire and Wrexham Public Services Board (PSB) have been working on the first year of the Well-being Plan 2023-28. Three Outcome Boards and an Integration Team have been established and partnership project working is ongoing.
<input checked="" type="checkbox"/> CPA011T	Deliver three engagement events to encourage other organisations to sign up to the Armed Forces Covenant , which contribute to Flintshire County Council being re-accredited with the Defence Employers Recognition Scheme Gold Award in 2024.	100%		Engagement events have been delivered by the Business Team. The Engagement Officer for the Armed Forces Employers Recognition Scheme is also invited to attend the Flintshire Armed Forces Forum. There is a standing agenda item to encourage other organisations to sign up to the Armed Forces Covenant.
<input checked="" type="checkbox"/> CPA012T	Review arrangements with alternative delivery model to ensure the ongoing delivery of shared outcomes, priorities and services	25%		Ongoing and will continue into 2024/25. Some delay in scheduled activity, new timescales agreed/or are to be confirmed.

Partnerships

Measure	Measure Description	Actual	Target	Last Year	Performance	Performance Trend
CPA008M	Number of engagement events held to encourage sign up to the Armed Forces Covenant	3.00	3.00		 3.00	
<p>The Business Team have held different events throughout the year to which the Engagement Officer for the Employers Recognition Scheme has been invited to attend and deliver presentations.</p>						
CPA009M	Number of organisations who sign up to the Armed Forces Covenant	2.00	3.00		 2.00	
<p>Two organisations have committed to signing the Armed Forces Covenant, following support from the Business Team. This measure is no longer appropriate. Given the Council's role in delivering on the Armed Forces Covenant, and its lack of ability to influence other organisations to sign the Covenant, it has been agreed that going forward, the Council will no longer be set targets in relation to getting other organisations to sign up.</p>						
CPA010M	Production and publication of an Annual Report which reports on progress to achieve the well-being objectives contained within the local Well-being Plan 2023-28 (%)	25.0	25.0		 25.0	
<p>The 2023 Annual Report will be produced in Summer 2024 with draft report going to the joint Flintshire and Wrexham Public Services Board (PSB) meeting for comments in June 2024.</p>						



CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Corporate Self-assessment 2023/24
Cabinet Member	Cabinet Member for Corporate Services
Report Author	Chief Executive
Type of Report	Strategic

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

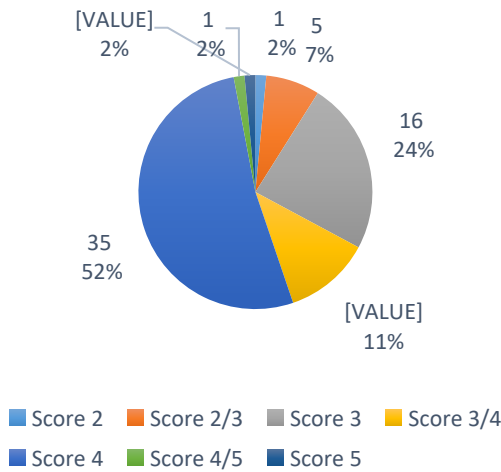
1	To accept and approve the findings of the Corporate Self-assessment 2023/24.
2	To approve the opportunities for improvement identified in Corporate Self-assessment 2023/24.

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> <ul style="list-style-type: none"> 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).
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)

	<ul style="list-style-type: none"> • Score 4/5 – Very best practice / Good evidence (no action required) • 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>Cabinet now has 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).</p>

4.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
4.01	Integrated Impact Assessments and Risk Management feed into the Corporate Self-assessment and are 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	<p>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.</p> <p>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.</p>

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:

Section	Content	Page
1.	What is the Corporate Self-Assessment?	3
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4.	Three Year Comparison (Summary of the Effectiveness of the Council’s Corporate Self-Assessment)	5-6
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9.	Progress on Opportunities for Improvement from 2022/23	26–29
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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 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

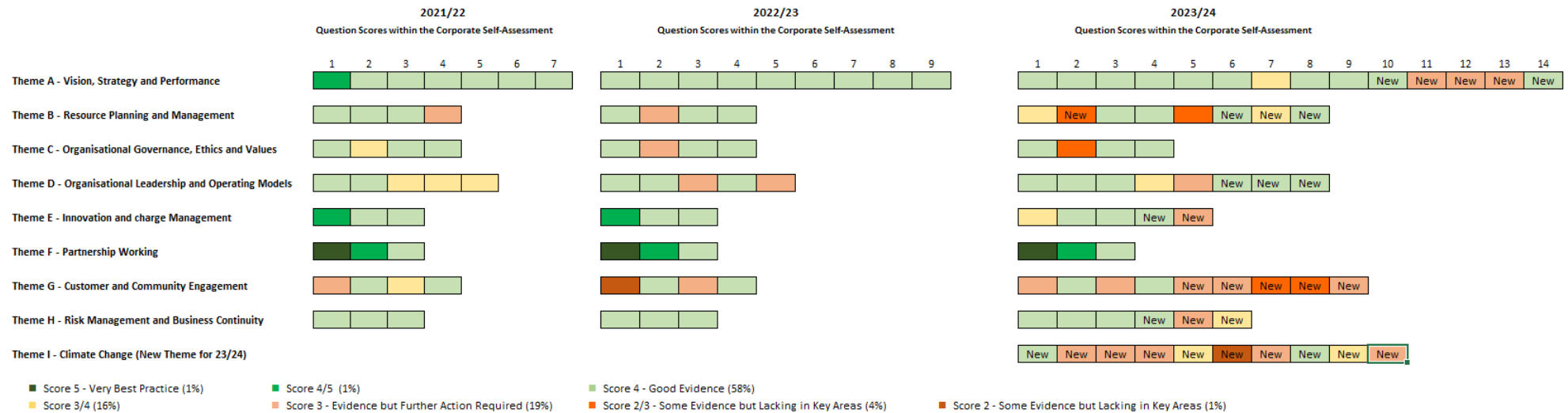
Score 2/3 – Some evidence but lacking in key areas / Further action may be required

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.

7. 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).

8. 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:

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- 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

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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

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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)

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
<ul style="list-style-type: none"> • Engagement in local, regional, and national partnerships and collaborations
Score 4 / 5 – Very Best Practice / Good Evidence
<ul style="list-style-type: none"> • Portfolios representing the Council on a number of boards, locally, regionally and nationally including Youth Justice Service Executive Management Board
Score 4 – Good Evidence
<ul style="list-style-type: none"> • 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

Score 4 – Good Evidence	
	<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
Score 3/4 – Good Evidence / Action May be Required	
	<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
Score 3 – Evidence but Further Action Required	
	<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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Score 4 – Good Evidence

- Climate Change Strategy
- Climate Change training and awareness events
- Programme built into MTFS

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

- (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

Score 3 – Evidence but Further Action Required

- (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

Score 2 - Some Evidence but Lacking in Key Areas

- (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

9. 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 style="text-align: center;">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>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
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 pre-dominant 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

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10. 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.

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	Amber	<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	Amber	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>		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	Amber	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		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>			

11. 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



CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Flintshire and Wrexham Public Services Board (PSB) Annual Report 2023/24
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Well-being of Future Generations (Wales) Act 2015 requires specific public bodies to work together in partnership as a Public Services Board (PSB) to improve local economic, social, environmental, and cultural well-being.

Responsibilities of PSBs include periodically preparing and publishing an assessment of local well-being, which is then used to inform the setting of local well-being objectives that are contained within a five-year local Well-being Plan.

The Flintshire and Wrexham PSB Well-being Plan 2023-28 was published in June 2023.

In line with statutory guidance, all PSBs must produce an annual report no later than one year after the publication of the previous report or new local Well-being Plan.

The PSB must provide a copy of its Annual Report to Welsh Ministers, the Future Generations Commissioner, the Auditor General for Wales and the local authority's overview and scrutiny committee.

The Flintshire and Wrexham PSB Annual Report 2023/24 is being presented to Cabinet for information and can be found at Appendix A.

RECOMMENDATIONS

1	Cabinet notes the provision of the Flintshire and Wrexham PSB Annual Report 2023/24.
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REPORT DETAILS

1.00	EXPLAINING THE FLINTSHIRE AND WREXHAM PUBLIC SERVICES BOARD ANNUAL REPORT 2023/24
1.01	<p>Background</p> <p>The Well-being of Future Generations (Wales) Act 2015 places a well-being duty on designated public bodies. This requires them to act jointly under a Public Services Board (PSB) to improve local economic, social, environmental, and cultural well-being and thus support the achievement of the seven well-being goals for Wales.</p>
1.02	<p>A PSB is required to periodically prepare and publish an assessment of local well-being. The assessment should be published within the 12 months preceding each ordinary local government election.</p> <p>Flintshire PSB's most recent Well-being Assessment was published in April 2022.</p>
1.03	<p>PSBs are also required to prepare and publish a Well-being Plan that sets out the PSBs local well-being objectives and the action the PSB will take to meet them.</p> <p>The Well-being Plan and local well-being objectives should be informed by the Well-being Assessment that was conducted.</p> <p>The first Flintshire and Wrexham PSB Well-being Plan, covering the period 2023 to 2028, was published in June 2023. This Plan was considered and approved by Flintshire County Council at its meeting on 20th June 2023.</p>
1.04	<p>PSBs must prepare and publish an annual report that outlines the steps the PSB has taken since the publication of its most recent Well-being Plan to meet the well-being objectives that are contained within it.</p> <p>A copy of each annual report must be sent to Welsh Ministers, the Future Generations Commissioner, the Auditor General for Wales and the local authority's overview and scrutiny committee.</p> <p>The Flintshire and Wrexham PSB Annual Report 2023/24 has been sent to the Welsh Ministers, the Future Generations Commissioner and the Auditor General for Wales and is being presented to Cabinet today as an information item.</p>

1.05	<p>The Flintshire and Wrexham PSB Annual Report 2023/24</p> <p>The Flintshire and Wrexham PSB Annual Report 2023/24 sets out the steps taken, and progress made, to meet the local well-being objectives, as contained within the Well-being Plan.</p> <p>The well-being objectives are:</p> <ul style="list-style-type: none"> • Build flourishing communities by reducing inequalities across environment, education, employment, income, and housing. • Improve community well-being by enabling people of all ages to live healthy and independent lives.
1.07	<p>Key highlights of progress made in achieving the local well-being objectives are provided below:</p> <ul style="list-style-type: none"> • The PSB believes that all children should have the best start in life, and both local authorities are leading a joined-up approach to prevention and early intervention, so that we can identify and tackle the root causes of inequality. • The PSB partners have worked to co-create new engagement methods, especially with young people through Community Narratives at Sealand and Ty Pawb, developing storytelling techniques through the TEDx events, which have focused on mental health and climate change, and working with schools through the Future Leaders programme. • Partners developed a whole system approach to the healthy weight priority of Eating Well and Being Active in Schools across Wrexham and Flintshire, with the aspiration being to increase the number of children who live within three miles of their school who walk, scoot or cycle there. • Recognising that taking part in green health opportunities can improve physical and mental health, the PSB has sought to optimise green health opportunities through social prescribing. • The 100 stories programme is a partnership led by Betsi Cadwaladr University Health Board, working with professionals, parents/carers/guardians and young people to gather stories about the transition from Children to Adult services when it comes to services for neurodiversity. • The PSB partners have started to become Foster Friendly organisations, in line with the Welsh Governments framework for eliminating profit from children’s social care. This will help to support the connected carers and foster families across our communities and provide safe, warm supportive homes for our care experienced young people. • Led by Wrexham University, partners have worked together to build the North Wales Children’s University, so that all children across Flintshire and Wrexham have the opportunity to learn outside the classroom environment. • Together with the North Wales Insight Partnership and the Co-production Network for Wales, the three PSBs across north Wales have worked hard to build and test new ways to engage with communities, stakeholders, and partners, and to ensure seldom

	<p>heard voices are heard and given the opportunity to shape future work.</p> <p>In addition, the PSB has focussed on creating a strong structure, to enable the organisations that make up the PSB to provide faster engagement with their teams to deliver those actions where partnership working can make the biggest impact. It is doing this through three Boards: Children and Young People, Communities, and Workplaces.</p> <p>The PSB is also working together on sharing and collaborating on areas such as best practice, training, and scrutiny reporting.</p> <p>A full copy of the Flintshire and Wrexham PSB Annual Report 2023/24 can be found at Appendix A.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	<p>The PSB is supported regionally by the North Wales Insight Partnership (NWIP), which consists of officers from across the public sector and connects organisations and communities across the region.</p> <p>The NWIP is encouraging regional partnership working to align priorities and identify opportunities across the PSBs, the Regional Partnership Board, and the North Wales Economic Ambition Board.</p>
2.02	<p>Welsh Government provides a North Wales PSB Regional Support Grant. In 2023/24 this grant was managed by Flintshire County Council on behalf of PSBs in the region. This support is to encourage collaboration and innovation between the three PSBs.</p> <p>This grant is supporting the development of some innovative approaches to engagement and co-production, which have already helped to support achievement of the local well-being objectives.</p> <p>Part of the grant is being used to develop a data portal where communities across North Wales can find out more about the well-being planning for North Wales. This will align with the Data Cymru objective to develop clear data portals for PSBs.</p>
2.03	<p>Working with partner organisations and communities, the Wales Co-production Network is providing long term support for engagement and co-production across North Wales.</p> <p>The PSB is utilising the support of this Network to help engage local communities in well-being work.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	A full Integrated Impact Assessment (IIA) was prepared for the Well-being Plan 2023-28.

	An IIA is not required for the Annual Report as this is reporting on progress made in delivering the Well-being Plan and local well-being objectives contained within it.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	In line with statutory requirements, a copy of the Flintshire and Wrexham PSB Annual Report 2023/24 is being presented to Cabinet at its meeting 17 th September 2024.

5.00	APPENDICES
5.01	Appendix A: Flintshire and Wrexham PSB Annual Report 2023/24.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	An Assessment of Well-being in Flintshire 2022. https://www.flintshire.gov.uk/en/PDFFiles/Council-Democracy/Well-being-assessment-2022/An-Assessment-of-Well-being-in-Flintshire-2022.pdf
6.02	Flintshire and Wrexham Public Services Board (PSB) Well-being Plan 2023-28. This was presented to the Full Council meeting held on 20 th June 2023. https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Flintshire-and-Wrexham-Public-Services-Board-Well-being-Plan-2023-2028.pdf
6.03	SPSF 3: Collective role (public services boards) – Shared Purpose: Shared Future – Statutory guidance on the Well-being of Future Generations (Wales) Act 2015 https://www.gov.wales/sites/default/files/publications/2024-04/spsf-3-collective-role-public-services-boards.pdf

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Nicola McCann – Strategic Partnerships Advisor Telephone: 01352 702740 Cymraeg/Welsh: 01267 224923 E-mail: Nicola.McCann@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	<p>Public Services Board (PSB) The Well-being of Future Generations (Wales) Act 2015 established statutory PSBs that replaced the voluntary Local Service Boards in each local authority area. The role of a PSB is to:</p> <ul style="list-style-type: none"> • Assess the state of economic, social, environmental, and cultural well-being in its area. • Set objectives that are designed to maximise the PSB’s contribution to the well-being goals. <p>Each PSB must prepare and publish a plan setting out its objectives and the steps it will take to meet them. This is called a local Well-being Plan. It must state:</p> <ul style="list-style-type: none"> • Why the PSB feels their objectives will contribute within their local area to achieving the well-being goals. • How it has had regard to the assessment of local well-being in setting its objectives and steps to take. <p>Well-being of Future Generations (Wales) Act 2015 The Well-being of Future Generations (Wales) Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.</p>

APPENDIX A

Flintshire and Wrexham Public Services Board – Annual report 23/24

Chairs introduction

The Public Services Board is here to reflect on and respond to the needs of our local communities in the most effective way, and to maximise the impact of the resources we have, guided by the principles of the Well-Being of Future Generations Act (2015).

I am proud to be Chair of Flintshire and Wrexham Public Services Board. In my role as Chief Officer of Flintshire's County Voluntary Council, I have the privilege of promoting the great work that volunteers and community groups carry out in our local communities, working in partnership with and complementing the work of our statutory partners in supporting the residents of North East Wales.

Guided by our well-being plan, we must continually review and adapt our working practices in response to the conversations that public service employees and volunteers are having daily as they support the residents of Flintshire and Wrexham. This first annual report as a joint Flintshire and Wrexham Public Services Board gives plenty of examples of where we are working together as partners, stakeholders and communities.

As a Public Services Board, I feel we should do more away from the Board room table to effect system change to ensure continuous improvement. This includes reflecting and building on some of the wonderful examples of effective multi-agency working as well as planning for and delivering positive change where needed.

We have two ground-breaking pieces of legislation in Wales – the Well Being of Future Generations Act (2015) and the Social Services and Well Being Act (2014). I am keen to bring the planning, the governance, and the delivery of services within the Acts' requirements more closely together and continue to work with North Wales colleagues on the Regional Partnership Board to do so.

Thank you for taking the time to read our Annual Report.

Ann Woods

Chief Officer

Flintshire Local Voluntary Council

Some key headlines

- The PSB believes that all children should have the best start in life, and both local authorities are leading a joined up approach to prevention and early intervention, so that we can identify and tackle the root causes of inequality.
- The PSB partners have worked to co-create new engagement methods, especially with young people through Community Narratives at Sealand and Ty Pawb, developing storytelling techniques through the TEDx events which have focused on mental health and climate change, and working with schools through the Future Leaders programme.
- Partners developed a whole system approach to the healthy weight priority of Eating Well and Being Active in Schools across Wrexham and Flintshire, with the aspiration being to increase the number of children who live within three miles of their school who walk, scoot or cycle there.
- Recognising that taking part in green health opportunities can improve physical and mental health, the PSB has sought to optimise green health opportunities through social prescribing
- The 100 stories programme is a partnership led by BCUHB, working with professionals, parents/carers/guardians and young people to gather stories about the transition from Children to Adult services when it comes to services for neurodiversity.
- The PSB partners have started to become Foster Friendly organisations, in line with the Welsh Governments framework for eliminating profit from children's social care. This will help to support the connected carers and foster families across our communities and provide safe, warm supportive homes for our care experienced young people.
- Led by Wrexham University, partners have worked together to build the North Wales Children's University, so that all children across Flintshire and Wrexham have the opportunity to learn outside the classroom environment.
- Together with the North Wales Insight Partnership and the Co-production Network for Wales, the three PSBs across north Wales have worked hard to build and test new ways to engage with communities, stakeholders and partners, and to ensure seldom heard voices are heard and given the opportunity to shape what we do.

Background

Flintshire and Wrexham PSBs worked closely and effectively during the COVID pandemic, and so came together as a single Public Services Board in January 2023. This has allowed us to continue to build momentum, as we focus on improving community well-being across the two counties. The PSB is delighted that its first Chair is from the Voluntary Sector representing the knowledge, capacity and commitment which this vibrant partner makes to our communities.

We used the evidence and insight in our well-being assessments to develop and publish a Well-being Plan for the area in May 2023, as a statutory requirement of the Well-being of Future Generations Act (2015). Informed by the four pillars of sustainable development: social, economic, environment and culture, our plan seeks to address the key areas which pose the greatest need or challenge for our communities and describe where the PSB can make the greatest contribution, adding value to existing partnerships and core services.

Our well-being plan is shaped around two well-being objectives and as a partnership we are discussing how we can jointly embed these across our organisations:

- Build flourishing communities by reducing inequalities across environment, education, employment, income and housing.
- Improve community well-being by enabling people of all ages to live safe, healthy and independent lives

What have we achieved so far?

We then spent the remainder of 2023 creating a strong structure, to enable the organisations that make up the PSB to provide faster engagement with their teams to deliver those actions where partnership working can make the biggest impact. We are doing this through three Boards: our Children and young people, our communities, and our workplaces. And then, key to making the magic happen is an Integration Team to align the Boards and ensure the PSB puts the building blocks in place to tackle climate change and the nature emergency and to build good mental health and wellbeing

With sustainable development at our core, we are focused on hearing the rich mix of voices across our communities. By telling stories and sharing experiences, we will be able to work together to shape our future.

Children and Young People Board

In this Board we have prioritised the need to focus on prevention and early help, in order to make a real impact on our two objectives. This is complemented by a wide range of partnership activity, and this report picks out some highlights.

In Wrexham the Prevention and Early Help Partnership meets to lead the delivery of the Prevention and Early Help Strategy. The Partnership has strategic oversight of a range of public services delivered across Wrexham and is able to take time to delve into some of the key challenges and opportunities.

This structure is mirrored in Flintshire, and both partnerships work closely on initiatives such as the Wellbeing Portal which allows people to easily report health and social care issues and have quick access to information and support. The Wrexham Digital Services team were recognised for this work, winning the Digital Achievement Award at the Granicus UK Public Sector Awards.

Under this theme, the Children and young people Board is seeking to add value where partnerships are looking to work with schools to mitigate child poverty. In addition, the partnerships are aiming to identify the out-of-school activities that are available to children and young people, that complement the Curriculum for Wales delivered in schools. Ultimately the aim is to recognise that children's learning opportunities across Flintshire and Wrexham are extensive and their participation in them builds confidence, aspiration and success.

The successful Wrexham and Flintshire Children University pilot was led by Wrexham University in 2022, bringing a diverse range of partners together. From initially working with 176 Children and Young People in 9 settings and with 121 learning destinations, the programme has now been successfully scaled up across North Wales, taking in more than 1100 Children and Young People in 51 schools. Potentially this model can drive transformative change for young people in the future. The culmination of the hard work of the children and young people has been graduation ceremonies held at Bangor University and Wrexham University, with a range of surprise guests and messages of positive support from mentors across Wales.

Coleg Cambria has led on a post 16 transition project across north Wales to share information about young people changing provider at 16 (to new school, 6th form or college). This enables partners to work together to support planning to meet needs, identify young people at risk of early drop off, and to reduce the risk of dropping out of the system.

In Flintshire, an innovative programme called Supportive Steps has engaged with 142 Flintshire learners to ensure they stay on track in education, helping with their progression.

North Wales Fire and Rescue has created a youth engagement role focusing on health called Tan Ffit

Police Liaison Officers have held group sessions with Foundation Learning but also Art, Catering, Hair & Beauty on a variety of subjects from talks on Domestic Violence, Cyberbullying, theft, shoplifting, online safety, and the consequences of drug dealing.

The Chief Officers of Flintshire Local Voluntary Council and Association of Voluntary Organisations in Wrexham have led multi-agency discussions at Ty Pawb in Wrexham as part of the National Future Generations Young Leaders Academy programme. Following a successful pilot programme in [2019](#) and [2021](#), the Future Generations Commissioner welcomed the third cohort of the Future Generations Leadership Academy from September 2023 to March 2024. The Academy is for young people aged 18-30 and the programme combines virtual and in person sessions, around 60-70 hours in total. The participants practice and improve their leadership skills, which are called 'Superpowers' in the programme. They also learn good practice around implementing the Well-being of Future Generations Act and its seven well-being goals, as well as the five ways of working required to achieve the goals.

Communities

In this Board we are focusing on how we can build long term resilience, working with communities, to address the effects of long term climate change and the nature emergency on where we live.

The third sector County Voluntary Councils in Flintshire and Wrexham are leading on key developments to support the well-being of the residents of North East Wales, including:

- Bespoke Social Prescribing and Community Connector services
- Key Fund grant programmes through Levelling Up Funds and Shared Prosperity Funds in collaboration with Cadwyn Clwyd

To enable better links and effective partnership working, North Wales Police have held networking events with both AVOW and FLVC. Current initiatives and operations were shared between neighbourhood and preventative policing teams and key staff from the Voluntary Services Councils. This has led to a number of further conversations about how the police and third sector could more effectively work together and support each other, both in general and on specific topics. North Wales Police have worked with Coleg Cambria to raise awareness of Ending Men's Violence Against Women

The 100 Stories project is a BCUHB-led project, in partnership with Wrexham University which sets out to address gaps in local knowledge and understanding with regards to transition in North Wales Health Services (that is the transition from children's services to adults services). Working closely with professionals, parents, carers and (most importantly) children and young people themselves, the project has employed a range of tried and tested leadership, storytelling and evaluation methods, including Public Narrative, Community of Enquiry and Most Significant Change – empowering and giving a voice to those who often feel disconnected from the decisions which impact upon their lives.

Some of the people involved in the project to date, joined PSB members for a participatory workshop session at the June 2024 meeting of the PSB. This looked at their experience of transition, the findings of the project, their alignment with the ambitions and commitments of the Wrexham and Flintshire Wellbeing Plan, and the simple actions which could help to enhance the impacts of the 100 stories project.

Flintshire County Council has developed the Micro-Care project in conjunction with Social Firms Wales, Welsh Government Foundational Economy, and Cadwyn Clwyd. This project supports people to setup as small enterprises (no more than 6 employees) or sole traders to deliver direct personal care and wider wellbeing services in Flintshire.

The Micro-Care project has supported people from an employment aspect, creating an opportunity for people to fit employment in around their lives, where caring responsibilities have been a barrier previously. It also has a strong emphasis on the well-being of those in the community. By being able to purchase services independently or through a direct payment, people have been able to create their own packages of support targeted on the areas that mean most to them, to enable them to remain safe and independent for longer. This includes people who are supported, as well as those who are caring for them.

Funded by donations from organisations such as NWFRS, NWP and private industry, Danger Point is an independent charity that provides interactive activities so that visitors can learn about risk in a safe environment. DangerPoint covers home safety, fire safety, road safety, rail safety, water safety and internet safety to name but a few, and is open to the public and to schools.

This year, North Wales Police has led effective partnership working to provide community support and wrap around services as part of an operation to tackle an established organised crime group which was supplying drugs in the Penycae, Rhosllanerchrugog and surrounding areas. Organisations were brought together to provide support to local residents including housing, substance misuse, employment and other services, once the group were removed from the area. A significant number of arrests were made and joint patrols took place in the aftermath of the action which involved more than 100 officers across a number of days. Sentencing is yet to take place but a significant volume of the suspects have already pleaded guilty and the community support was well received by the local community and its elected representatives.

North Wales Fire and Rescue have established partnership relationships with Natural Resources Wales in relation to Wildfires and Flooding prevention and response, sharing best practice with NRW on a new long term Community Risk Management Plan

A diverse community of practice came together for a Nature Based Social Prescribing Event hosted and held at Wrexham University, looking at the impact of green spaces on mental health and wellbeing. Coleg Cambria has planted over 1000 trees and developed wildflower meadows achieving bee friendly accreditation

The Wrexham Forest Partnership is bringing partners together to facilitate increased trees and green infrastructure for Wrexham. Natural Resources Wales has co-ordinated the partnership to build knowledge and practice, share areas of work and priorities between partners and identify areas of funding, raising awareness and enabling Wrexham to achieve the UK Tree of the Year award.

Workplaces

In this Board we are focusing on what PSB organisations can do to make the biggest impact to their communities through volunteering, active travel and sustainable procurement

There is a real opportunity for the third sector to lead our priority to build workplace volunteering and share best practice, and for PSB organisations to work collectively to discuss how we make volunteering impactful, possibly using some of the system thinking transferrable learning from the Shaping Places for Wales programme. Fire and Rescue has an active approach, so AVOW will help to develop their volunteering policy as a PSB pilot

Coleg Cambria has led the way locally, with a wide range of volunteering with local groups including AVOW and FLVS to date £35k funds raised and 3107 hours of volunteering time to support the community across Wrexham and Flintshire.

The North Wales Healthy Travel Charter has been agreed by the PSBs across the region and will be a step-change in developing active travel. Within our PSB we now have a number of partners who have agreed to work together to share best practice, discuss what support, resource and capacity is needed, how the signatories can work together and how the PSB can support partners who haven't yet got on board.

The isolation of carers and people providing services from home is a worry, particularly after coming back from time out of work. We have sought to identify and develop strong links between carers Micro-Carers so that they are able to build a network of colleagues that can support each other.

Collaboration with Diverse Cymru to raise awareness of BME cultural competency within Coleg Cambria. Additionally, a training programme is being developed with Diverse Cymru's guidance

NWFRS work alongside GoSafe, NWP and other partners on an engagement-focused approach to the new speed limit called Operation Ugain. This programme sees drivers travelling over the speed limit identified by the Police. NWFRS provide an alternative to penalty points or a fine through road safety education and engagement, delivering a free 10-minute presentation to inform people on the change in default speed limit, the reasons behind the change, and how they can identify the roads it applies to.

PSB Magic

Our North Wales regional partnership work is increasingly interconnected, with a strong focus on how we can ensure everything that we do is led by and shaped by our communities. Working through a regional lens helps PSB organisations add value to all well-being outcomes and shape lasting change across our region and Wales.

Through the North Wales Insight Partnership, we have worked together to align well-being assessments and connect well-being plans. This was supplemented by a programme of Climate change data analysis focused on how we in public services work alongside citizens to analyse and understand data. Led by Wrexham University this pilot of a public involvement method background, involved citizens across the region working to analyse data, and this work then informed and shaped the well-being priorities. Citizens were paid for their time and expertise and work is now continuing to evolve around deliberative democracy and working with partners to explore a toolkit for using different approaches to engage and involve citizens.

The Insight Partnership manages the PSB regional support funding from Welsh government. This support is to encourage collaboration and innovation between the three PSBs, and since the success of working as a regional partnership to produce rich well-being assessments, there have been a range of innovative learning projects.

The following projects have been developed in North East Wales with the intention of sharing the learning across the region as we scale up our best practice:

Future Leaders programme. On the principle of nothing about us, without us, the project team worked with Ysgol Clywedog in Wrexham to develop a way for young people to talk directly about well-being with PSB leaders. This is part of the challenge to engage Children and Young People with the WBFGA and to shift the power balance onto the needs of the future generations and how we feed this insight into public services priorities, planning and delivery. Guided by the Wales Co-production Network, the first session was held in November 2022, and enabled rich conversations between young leaders with colleagues from Betsi Cadwaladr, Wrexham County Borough Council and Wrexham University.

The intention of the project is to continue to scale this concept up across the region, and share the model across Wales. Going forward, there will be a number of key outcomes: the views of young people can feed quickly and directly into well-being planning, a regular dialogue and open accountability will be established and the confidence and experience of the young people involved will be enhanced

Flintshire and Wrexham Public Services Board is committed to sharing power and responsibility where it can. Through our regional Co-producing Community Narratives project

we have been using creative engagement methods in Sealand, Flintshire and Ty Pawb in Wrexham. Led by Wrexham University, the project means working together honestly as friends and equal partners to discuss how communities, stakeholders and public organisations will be able to improve our well-being.

During the year we have worked with different partners across our region on a number of innovative projects that are informed by the well-being plans, priorities and with a key focus to work with communities. The New Futures programme has been working with six communities (Larynx, Eagles and Dragons, Learning Disability, Ty Pawb Multicultural hub, Refugee and Asylum Seeker Community book, Solocode) to enable rich conversations around well-being, and to equip those communities with the skills to help to participate and shape the action planning phase. The key learning was brought together in a film and a launch event in April 2023 at Ty Pawb, Wrexham, and the team is looking at how the project can be replicated in West Wales.

- EYST Wrexham engages with a group of Black, Asian and Ethnic Minority youths in Wrexham, and is supporting them to design and decorate the EYST Eagles Meadow Hub, in order to express their diverse identities, their cultural heritage, and what the space means to them. The bi-weekly sessions dedicated to project delivery also facilitate discussions on new ways for EYST Wrexham to share their wellbeing needs, develop new wellbeing activities, and interact with other youth groups and relevant local/regional organisations.
- EYST Flint engages with a group of Black, Asian and Ethnic Minority youths in Flintshire, and is supporting them to organise and participate in a Multi-Cultural Sports Programme at a local cricket club. In addition to this event, the group is also being supported to attend three engagement sessions with Campfire Cymru at Halkyn Woods – these sessions will deliver a programme of outdoor activities, and facilitate discussions on wellbeing, youth leadership and cultural exchange.
- Mind Our Future works with a group of young people with identified mental health and wellbeing challenges in Wrexham, and is supporting them to organise and host a podcast to discuss their wellbeing needs and lead a conversation on new ideas for delivering wellbeing support in North Wales. In addition to the podcast session, the group is also being supported to utilise mobile recording equipment to document bite size wellbeing conversations at selected locations in Wrexham to raise awareness of local sources of wellbeing support.
- Wrexham Pride engages with a group of LGBTQ+ community organisers in Wrexham, in partnership with VIVA, a third sector organisation supporting LGBTQ+ youths in North Wales. This project is supporting the group to connect with LGBTQ+ youths via group discussions hosted at Coleg Cambria and Wrexham University, in order to develop new ideas to counteract discrimination.
- Creating and supporting the growth of a multicultural hub, led by the Welsh Government community Cohesion Team. The key challenge is how we stop consulting and have continual conversations. A collection of diverse leaders from across black, ethnic and minority communities created a group to lead conversations with public services so that we can work together to shape the future. This is growing and developing, and we are working to host a Festival of communities in 2025 for communities across Wales focused on health, music, arts, and food, with a vast range of partners.

As a region we are combining our efforts through the North Wales Insight Partnership to focus on building systems leadership and change maker capacity and capability where it is needed, whether in organisations or in community groups, coming together to share and learn. Our next big challenge will be working together through the Climate Change Risk assessment process to identify the risks that our communities will face in the future.

This will support the next well-being assessments and well informed adaptation plans that connect communities, partners and the PSBs will help to build resilience. This work will be challenging but we can learn from other areas in north Wales who have started on their journey.

Community Safety

Flintshire's People Are Safe Board have now agreed the following priorities for 2024/2025:

- Working in partnership to address Violence Against Women and Girls, Domestic Abuse and Sexual Violence
- Prevent and deter anti-social behaviour and crime in our neighbourhoods
- Developing partnerships to tackle serious and organised crime.
- Protecting our communities
- To support each of these priorities, a partnership approach will be taken to address the part played by the misuse of illicit drugs and alcohol. Substances misuse will often exacerbate offending behaviour or be a significant causal factor.

Wrexham Community Safety priorities were also reviewed in its Community Safety Plan 2023 – 2026:

- Work in Partnership to Reduce Crime and Disorder
- Work in Partnership to tackle Violence against Women and Girls, Domestic Abuse and Sexual Violence.
- Tackle Violent and Serious Organised Crime
- Protect and build resilient communities and maintain public safety.

Flintshire's People are Safe Board and Wrexham Community Safety Partnership have been given £57,000 and £60,000 respectively by the Police and Crime Commissioner as part of the Serious Violence Duty to work with third sector partners and statutory agencies on key areas such as VAWDASV, Community Cohesion, Youth Anti-Social Behaviour, knife crime and exploitation. Flintshire and Wrexham are represented on the regional Serious Violence Steering Group and have been contributing to the development of the North Wales Serious Violence Strategy for preventing, and reducing serious violence. The strategy was launched in June.

Coleg Cambria has been looking at Knife Crime and emerging substance misuse issues across the counties. The group is formed of Wrexham and Flintshire Councils together with Police, Education and other local partners. As a legacy of the Knife Angel's visit Coleg Cambria with support from North Wales Police and Wrexham Council are also building a Knife Dragon, from knives collected from regional knife amnesties. Completion is planned for December 2024 and the sculpture will be used to raise awareness of the devastating impact of knife crime.

Wrexham Council were recently awarded funding through the Home Office Preventing Radicalisation Fund, which will enable the delivery of regional workshops for young people age 16+ and for professionals working with young people. Wrexham has also been involved in raising awareness of domestic violence through various events and launched their Keep your Heart campaign in 2023. Red hearts have been distributed throughout the county, they are printed with a QR code which links to domestic violence support service information.

Reflections

Since the publication of our well-being plan over a year ago, we have increasingly focused on what has been the impact of our strategic partnership, and how can PSBs act as catalysts to enable communities, partners, stakeholders and businesses to innovate, discuss their well-being and build their resilience. Partnership landscapes can be complex, enabling a dispersed form of social innovation that can help to connect citizens and communities.

However, there are a number of challenges:

- There are increasing demands on PSBs, who as strategic partnerships are thinly resourced, and enabling systemic change across their organisations will take time.
- The Climate Change Risk assessment and similar programmes of work that require both expertise and officer time to complete. We need to tackle climate change urgently and regionally, harnessing the collective wisdom of the other North Wales PSBs, the Regional Partnership Board and our diverse communities.
- Whilst the PSB presents an excellent opportunity to bring the right people round the table, and to connect with other partnerships, there is an inherent risk in not broadening participation across organisations. So, when we lose an energetic colleague it takes time for their successor to get up to speed.
- As budget pressures continue, that we keep a long term focus on improving well-being and delivering our objectives. The PSB has to be seen as a safe space for public sector bodies to discuss issues and work together – it is more important than ever that we collaborate. With a consistent and dedicated commitment to protecting prevention and help services, this will also alleviate pressure on costly statutory interventions.
- There is an awareness gap of what PSBs are and what they are able to achieve. At best they will be a catalyst for communities and partners to innovate and co-produce solutions. This is why we have held back from having a traditional top down website and a traditional logo so that in the future we can co-produce better engagement and data sharing and insight to support the well-being plans and the regional partnership work across North Wales. The North Wales Insight partnership is developing a platform for regional engagement. Led by Wrexham University, this project will include workshops with the communities and creating opportunities for local designers and creatives to get involved, and will align with the Data Cymru objective to develop clear data portals for PSBs
- PSBs need to involve the people they serve and hear the diverse mix of voices in their communities. As a region we are increasingly trying new ways to involve our communities. And as a direct result of this engagement we are working with the Future Generations Office to directly link the Young Leaders Alumni with Flintshire and Wrexham PSB as critical friends. [Future Generations Leadership Academy 3.0 – The Future Generations Commissioner for Wales](#)
- In the last year we have realised that there is a concentration of regional alliances for change/social movements and new ways of working but it is emergent and growing with little resource.
- As strategic partnerships, Public Services Boards must operate as a place for leaders, colleagues and communities to listen and to have honest discussions. And then challenge, change and support their organisations, through research, data and insight, enabling organisations to practically use the five ways of working in everything they do

Our next steps

We need to ensure that our PSB focuses on what we have learned on our journey so far. As a strategic partnership we will continue to look to the long term, way beyond the lifespan of individual well-being plans, as we work together to build the prosperity, well-being and resilience of our communities.

Our key next steps are to:

- Continue to support the North Wales Insight Partnership as colleagues develop, test and use rich ways to work with communities and share what PSBs are doing to promote and encourage community investment in our well-being plan.
- Support continued sharing and connecting across our region. It is by building strong communities of practice through events like the North Wales C4C or by sharing data and insight that we will enable real involvement and innovation.
- Use a systems leadership approach to change how we deliver the services that communities need. The new Shaping Places for Wales programme will be a significant way we build capacity and continue to innovate and be prepared for the big societal challenges facing our region.
- Deliver change. At the end of the day, impact matters more than innovation on its own. As a strategic partnership Flintshire and Wrexham PSB can be the catalyst to a whole civic society approach with business, citizens and public institutions identifying issues and working together to fix them. The children's university is a great template for this.

Edited by Michael Cantwell and Nicola McCann

June 2024

Flintshire and Wrexham PSB Members

- Association of Voluntary Organisations Wrexham
- Betsi Cadwaladr University Health Board
- Coleg Cambria
- Department of Work and Pensions
- Flintshire County Council
- Flintshire Local Voluntary Council
- Natural Resources Wales
- North Wales Fire and Rescue Service
- North Wales Police
- Welsh Government
- Wrexham County Borough Council
- Wrexham University

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CABINET

Date of Meeting	Wednesday 25th September, 2024
Report Subject	Revenue Budget Monitoring Report 2024/25 (Month 4)
Cabinet Member	Cabinet Member for Finance and Social Value
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report provides the first detailed overview of the budget monitoring position for the 2024/25 financial year. An interim report was presented in July advising of the significant emerging variances and risks to the revenue budget at that time.

The projected year end positions is as follows:

Council Fund

- An operating deficit of £5.754m (this reduces to £2.754m with the utilisation of the budget risk reserve of £3m agreed when setting the budget))
- A projected contingency reserve balance as at 31 March 2025 of £0.178m (after taking account of previously approved allocations including those approved as part of the 2024/25 Budget).

This significant projected overspend (and impact on our available reserves) is of major concern and needs to be addressed urgently in an attempt to bring expenditure back in line with the approved budget. Based on current projections the council only has a very small amount of contingency reserve which it uses to deal with any significant in-year unforeseen events. It should also be noted that there are also still a number of risks identified in the report that could further worsen the Council's financial position.

Therefore, as required by Financial Procedure Rules - Action Plans will need to be provided by Social Services, Streetscene and Transportation and Housing and Communities which will detail the reasons for the potential overspends and the measures being put in place to improve the position by the end of the financial year.

Our ability to mitigate pressures and risks during the financial year will again predominantly centre on review and challenge of non-essential spend and maximising income streams and grant funding. The moratorium on non-contractually committed spend and vacancy management process put in place during 2023/24 will continue throughout 2024/25 and needs to be applied with rigour.

In addition to the above a robust challenge of our Earmarked Reserves in in progress to identify any un-committed areas that can be released to improve our overall position. The outcome will be included in the next monitoring report (Month 5).

Housing Revenue Account

- Net in-year revenue expenditure is forecast to be £0.098m lower than budget.
- A projected closing balance as at 31 March, 2025 of £4.550m

RECOMMENDATIONS

1	To note 1) the report and the estimated financial impact on the 2024/25 budget and 2) the measures being put in place to improve the financial position by the end of the financial year.
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REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING 2024/25
1.01	<p>The report provides the first detailed overview of the budget monitoring position for the 2024/25 financial year. An interim report was presented in July advising of the significant emerging variances and risks to the revenue budget at that time.</p> <p>The projected year end position is as follows:</p> <p>Council Fund</p> <ul style="list-style-type: none"> • An operating deficit of £5.754m this reduces to £2.754m with the utilisation of the budget risk reserve of £3m agreed when setting the budget) • A projected contingency reserve balance as at 31 March 2025 of £0.178m (after taking account of previously approved allocations including those approved as part of the 2024/25 Budget). <p>Housing Revenue Account</p> <ul style="list-style-type: none"> • Net in-year revenue expenditure is forecast to be £0.098m lower than budget.

- A projected closing balance as at 31 March, 2025 of £4.550m

1.02 **Table 1. Projected Position by Portfolio**

The table below shows the projected position by portfolio:

Portfolio/Service Area	Approved Budget	Projected Outturn	In-Year Over / (Under) spend
	£m	£m	£m
Social Services	92.047	94.197	2.150
Out of County Placements	19.299	20.393	1.094
Education & Youth (Non Schools)	10.148	10.381	0.233
Schools	117.302	117.119	(0.183)
Streetscene & Transportation	42.695	44.731	2.036
Planning Env & Economy	7.682	7.850	0.168
People & Resources	4.290	4.240	(0.050)
Governance	12.066	11.771	(0.295)
Assets	11.403	11.444	0.041
Housing & Communities	18.161	20.900	2.739
Chief Executive	1.641	1.618	(0.023)
Central & Corporate Finance	31.372	29.216	(2.156)
Total	368.106	373.860	5.754
Utilisation of Budget Risk Reserve			(3.000)
Total – Revised Overspend			2.754

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

Significant Variances at Month 4

1.04 **Social Services £2.150m**

Older Peoples Service £0.545m

- Localities – £0.662m

£0.407m - Residential care costs for older people due to service demand net of client income from property recharges and reimbursements for deputyships and assets held in trust.

£0.201m - Homecare due to high service demand.

Locality workforce and professional support budgets are overspent by £0.038m due to some use of agency and day care is overspending by £0.015m from service demand impacts.

There is also a real risk of significant escalation in costs as there is continued pressure to minimise stays in hospitals. This risk will increase as we enter the winter period, and due to this the service is looking to mitigate this risk by reviewing and changing some service practices.

- Resources & Regulated Services – (£0.118m).

In-house residential care is projecting an overspend by £0.307m due to both workforce and running costs.

Homecare is projecting an underspend of £0.432m, as although demand is high it cannot be met due to recruitment challenges.

The Extra Care budget is projected to overspend by £0.116m due to workforce costs and day care is projected to underspend by £0.109m as the service has reduced since the pandemic.

Adults of Working Age £0.449m

- Resources and Regulated Services £0.454m The PDSI (physically disabled and sensory impaired) budget is projecting a £0.044m overspend due to costs of care packages. The in-house supported living service is projecting an overspend of £0.343m due to care hours and agency costs. The care package costs for independently provided care for learning disability services is also projecting an overspend of £0.251m. The learning disability service day and work provision is projecting an underspend of (£0.184m) due to demand and the costs of care packages.
- Children to Adult Transition Services £0.259m There are three high-cost placements which are causing significant pressure on this budget.
- Professional /Admin Support (£0.082m) due to staff vacancies
- Transition & Disability Services Team (£0.053m) due to additional funding to the service.
- Supporting People (£0.101m) additional income is expected this year from Welsh Government.

Children's Services £1.135m

	<ul style="list-style-type: none"> • Grants £0.058m Advocacy costs increased last year and the trend is expected to continue. The increases are due to inflationary pressures. • Legal & Third Party £0.461m Legal costs are projected to overspend by £0.205m due to the number of cases going through the courts and some use of external professionals. Client support and section 17 costs are projecting to overspend by £0.178m due to meeting legal obligations for safeguarding children and Direct Payments by £0.078m due to service demand. • Residential Placements (£0.374m) There is an additional Welsh Government grant which is supporting the in-house children's residential service development. • Professional Support £0.960m. To support adequate levels of child protection, the established staffing structure needs to be at a sufficient level to meet mandatory safeguarding standards. Vacancies are minimised where possible and additional temporary posts are sometimes required to be able to continue meeting the challenges and demands of Childrens Services. Two managed agency teams were contracted to support the service, although one of these has now ceased, there is a projected overspend of £0.914m as a result. This is being mitigated from underspends, mostly from vacancies, of £0.528m. The Leaving Care budget which supports young people who are Looked After Children, is projected to overspend by £0.423m due to increased numbers of care leavers which includes unaccompanied asylum-seeking children (UAAC). Alternative accommodation for UAAC is being looked at and a reduction in future costs is expected in the near future. The costs of some external contracts are projected to overspend by £0.083m due to inflationary pressures. Costs of Direct Payments to provide support to children with disabilities are projected to overspend by £0.068m due to increases in demand. <p><u>Safeguarding & Commissioning £0.022m</u></p> <ul style="list-style-type: none"> • Charging Policy Income (£0.090m) This is the income from service users who are charged a contribution towards the care they receive. <p>Cumulative adverse variances of £0.112m (below £0.050m individually) across the service area account for the remainder.</p>
1.05	<p>Out of County Placements £1.094m</p> <ul style="list-style-type: none"> • Children's Services £0.898m • Education & Youth £0.196m <p>The significant projected overspend within the Out of County pooled budget is as a result of an increase in the number of new placements agreed in-year and fees incurred to external providers. The overspend</p>

	includes no further contingency and is forecasted based on current caseload only.
1.06	<p>Education & Youth (Non-Schools) £0.233m</p> <p>There is an in-year pressure of £0.247m due to an increase in pupil numbers accessing an external education provider for medical reasons. In previous years, there has been a reliance on grant funding and budget carry forwards. There may be an additional £0.050m available from the 2024/25 ALN (Additional Learning Needs) grant to mitigate some of the pressure, however, we are still working through the commitments of this grant. Other minor variances relate to Plas Derwen and Canolfan Enfys.</p>
1.07	<p>Schools (£0.183m)</p> <p>The variance primarily relates to the following:</p> <p>Free School Meals (FSM) budget - (£0.114m) projected underspend, due to meal take up and levels of eligible FSM children.</p> <p>The Unallocated budget containing Added Years and Copyright Licenses indicates a (£0.123m) underspend.</p> <p>The above underspends are offset by a number of insignificant adverse variances within Primary and Secondary non-delegated, totalling £0.054m.</p>
1.08	<p>Streetscene & Transportation £2.036m</p> <ul style="list-style-type: none"> • Service Delivery – £0.859m. Significant variance of £0.400m in Highways Maintenance costs due to increasing inflationary pressures and demand for temporary repairs on the road network, largely due to the reduction in WG funding and reduced investment in the highway network and fluctuating costs of tar and traffic management for repairs. Increases of £0.200m in Alltami Depot running costs. Budgeted cost reduction proposals relating to Household Recycling Centres (DIY charging and Trade Waste) where implementation dates were later than initially planned have had a significant impact on the outturn variance by £0.250m. • Highways Network - £0.440m Winter Maintenance costs of £0.300m continue to escalate for the provision of vehicles, fuel, labour and salt purchase. Fleet costs in this area have seen significant year-on-year inflationary uplifts. We continue to investigate options to reduce procurement costs and ensure appropriate income/funding in preparation for the start of the winter maintenance season. A report will be presented to Cabinet to consider the delivery of efficiencies relating to decision making relative to marginal weather forecasts. The resilience within Winter Maintenance has been reduced with the Earmarked Reserve being fully utilised in 2023/24 and not being replenished. Additional Street-lighting energy costs of £0.100m are forecast and continue to rise, which has been reflected in the outturn position.

	<ul style="list-style-type: none"> • Transportation - £0.287m School transport significant variance due to transport day costs increase driven by inflation. Social Services transport costs increased due to the recent re-procurement and additional requests for transport. • Regulatory Services - £0.449m Waste strategy increased costs of £0.200m mainly due to increased volumes of residual waste being collected and the Parc Adfer gate fee indexation inflation and £0.100m reduced energy output of gas extraction from former landfill sites and £0.149m shortfall from lower income prices on the recycling markets.
1.09	<p>Planning, Environment and the Economy £0.168m</p> <ul style="list-style-type: none"> • Business (£0.144m) part year vacancy savings with the recruitment process now commenced. • Development £0.207m estimated shortfalls in fee income from Building Control and Land Charges Services • Access & Natural Environment £0.126m – projected costs for Ash Die Back tree works to March, 2025. • Regeneration (£0.053m) – part year savings from Grant Maximisation in rebadging staff costs to numerous Grant schemes. <p>Minor variances across the Portfolio account for the remainder £0.032m</p>
1.10	<p>Governance (£0.295m)</p> <p>The majority of the favourable variance is the projected surplus on the Council Tax Collection Fund (£0.138m), together with part year vacancy savings in Customer Services and an estimated over recovery of fee income within the Registrars Service (£0.113m).</p> <p>Minor variances across the Portfolio account for the remainder (£0.044m).</p>
1.11	<p>Housing and Communities – £2.739m</p> <p>Housing Solutions - £2.741m. Emergency accommodation costs £3.986m, offset with an increase in the HB Income collected (£0.659m) and NOLO Grant of (£0.423m). In addition, there is a £0.075m overspend on the Homeless Hub.</p>
1.12	<p>Central and Corporate Finance (£2.156m)</p> <p>The initial projection on the Central Loans and Investment Account (CLIA) for the 2024/25 indicates an underspend of (£0.250m) as the trend from previous years continues with reduced short-term borrowing costs and income from investments in line with current bank interest rates. The underspend is reduced by potential shortfalls in corporate windfall income targets based on actual receipts to date.</p>

	<p>As a result of the refinancing of Enfinium Group Ltd into Enfinium Parc Adfer Ltd, there is a gainshare benefit to all partner authorities within the North Wales Residual Waste Partnership. Flintshire's estimated gainshare from this undertaking is (£2.108m), net of fees. The variance is being reported corporately as it is purely a corporate re-financing benefit, based on the original investment costs having been costed there.</p> <p>In addition, a commitment has been included to fund the on-going clean-up from the impact of fly tipping at land adjacent to the Riverside Site, Queensferry at a current cost of £0.091m that includes the machine hire, transport and manpower related to the necessary works.</p>
1.13	<p>Tracking of In-Year Risks and Emerging Issues</p> <p>Members were made aware when setting the budget that there were a number of open risks that would need to be kept under close review. An update on these is provided below.</p>
1.14	<p>Council Tax Income</p> <p>Up to the end of July, the 'in-year' collection level is 38.20%, compared to 38.32% in the previous year.</p>
1.15	<p>Pay Awards (Teacher and Non-Teacher)</p> <p><u>Teachers Pay</u></p> <p>The 2024/25 budget provides additional funding for a 5% pay award from September 2024. No formal offer has been made at this stage so it is uncertain whether there will be any variation – positive or negative. However, an uplift of 5.5% has been confirmed in England which may then be replicated in Wales – the uplift in England has been presented as 'fully funded'.</p> <p>Confirmation is still awaited on funding for additional Teacher Pay employer pension costs and negotiations are ongoing between UK Government and Welsh Government– no provision was included in the budget. There is a risk that the costs may not be met in full.</p> <p><u>NJC (Green Book)</u></p> <p>The latest pay offer for NJC (Green Book) employees for the current year (2024/25) is currently in negotiation. The offer made with effect from 1 April 2024 is an increase of £1,290 (pro rata for part-time employees) to be paid as a consolidated, permanent addition on all NJC pay points 2 to 43 inclusive. Together with, an increase of 2.5% on all pay points above the maximum of the pay spine but graded below deputy chief officer.</p> <p>If agreed at this level, there would be an in-year benefit to the budget of over £0.800m. However, if not agreed at this level, any final award in excess of the budgeted amount will need to be met from reserves in the current financial year and would also have the impact of increasing the budget requirement for 2025/26.</p>

	<p><u>Pay Modelling</u></p> <p>No figures are currently included for any impact of the pay modelling review which is intended to help address the problems being encountered by the Council in the recruitment and retention of staff.</p>
1.16	<p>Out of County Placements</p> <p>As in previous years there is potential for significant numbers of new placements. The service areas within this pooled budget continue to do everything possible to manage these risks and additional investment has already been made to further develop in-house provision to help to mitigate against such financial pressures.</p>
1.17	<p>Waste Recycling Infraction Charge</p> <p>The Council did not meet the statutory minimum target, (64%) in 2021/22, for the percentage of municipal waste which must be recycled, prepared for re-use and composted, as specified in Section 3 of the Waste (Wales) Measure 2010. Welsh Government can therefore take steps to impose a penalty on the Council by way of an infraction fine. A potential penalty of up to £0.663m has previously been confirmed.</p> <p>The statutory recycling targets were also not achieved in 2022/23 and 2023/24, which means that further infraction fines of £0.356m and £0.184m respectively could be levied. Therefore, the financial risk across all 3 financial years currently totals £1.203m.</p> <p>Ongoing discussions are taking place with Welsh Government on all of the above and any resolution will be updated in future reports.</p>
1.18	<p>Homelessness</p> <p>There is a significant and growing demand within the Homelessness service. The Council has a statutory duty to provide suitable temporary accommodation for Homeless persons and families who meet the Welsh Government eligibility criteria which are less stringent than in England. The growth in demand commenced in the second half of 2022/23 and has accelerated markedly since the start of 2023.</p> <p>The Council will continue to lobby Welsh Government via the WLGA in conjunction with other Welsh LA's who are experiencing these pressures to seek additional financial support.</p> <p>WG are currently providing support via the No One Left Out grant for which the 2024/25 allocation is currently £0.423m. One favourable impact of the increase in costs and demand is the ability to recover additional Housing Benefit income over and above the amount budgeted which is currently helping to offset the projected overspend by £0.659m.</p>
1.19	<p>Other Tracked Risks</p>

	In addition, there are a number of risks being tracked which may be subject to change and these are summarised below.
1.20	<p>Medium Term Financial Strategy (MTFS) Impact</p> <p>Cabinet considered the latest projection for the MTFS in July which showed an additional budget requirement of £37.778m. Further work has been undertaken over the summer and an update on the latest position is detailed in a separate report on this agenda.</p> <p>All Portfolios consider their financial position, the risks within their service and the impacts on the Medium Term on a monthly basis as part of their Portfolio Management Team meetings.</p>
1.21	<p>Benefits</p> <p>Council Tax Reduction Scheme (CTRS) – Based on current demand, costs are currently projected to be £0.690m over budget, although this will be monitored closely throughout the year due to the potential for growth. There is continued high demand across the whole of the Benefits service which is expected to remain the case for the foreseeable future.</p> <p>Other pressures within the service such as meeting income targets for recovery of overpayments and related bad debt provision increases are also expected to remain. The £0.690m can be fully mitigated by use of the Reserve previously set aside.</p>
1.22	<p>Harpur Trust vs Brazel Case</p> <p>The potential financial impacts are still being determined in response to the Employment Appeal Tribunal (EAT) decision in the case of Harpur Trust v Brazel. The Supreme Court upheld the EAT judgment in the Brazel case in July 2022 which impacts on the calculation of holiday pay entitlements for staff who work for part of the year (i.e., term time). An approved carry forward from 2022/23 for £0.254m has provided some funding towards these costs.</p>
1.23	<p>Achievement of Planned In-Year Efficiencies</p> <p>The 2024/25 budget contains £14.921m of specific efficiencies which are tracked and monitored throughout the year. The Council aims to achieve a 95% rate in 2024/25 as reflected in the MTFS KPI's and fully achieved all efficiencies in the previous financial year.</p> <p>It is projected that 97% of efficiencies will be achieved in 2024/25 and further details can be seen in Appendix 2.</p>
1.24	<p>Unearmarked Reserves</p> <p>The final level of Council Fund Contingency Reserve brought forward into 2024/25 was £2.972m as detailed in the 2023/24 outturn report (subject to audit) elsewhere on this agenda.</p>

	<p>The Base Level Reserves have been increased to £8.985m by using the remaining balance of £3.216m of the COVID-19 Hardship Fund Reserve from 2023/24.</p> <p>Taking the current projected final outturn into account, the contingency reserve available of £0.178m.</p> <p>As required by Financial Procedure Rules all Portfolios will be expected to identify solutions in-year to mitigate the risks and potential overspends identified in the report.</p>
1.25	<p>SUMMARY AND CONCLUSION</p> <p>This significant projected overspend (and impact on our available reserves) is of major concern and needs to be addressed urgently in an attempt to bring expenditure back in line with the approved budget. Based on current projections the Council only has a very small contingency reserve of £0.178m available to deal with any significant in-year unforeseen events. It should also be noted that there are also still a number of risks identified in the report that could further worsen the Council's financial position.</p> <p>Therefore, as required by Financial Procedure Rules - Action Plans will need to be provided by Social Services, Streetscene and Transportation and Housing and Communities which will detail the reasons for the potential overspends and the measures being put in place to improve the position by the end of the financial year.</p> <p>Our ability to mitigate pressures and risks during the financial year will again predominantly centre on review and challenge of non-essential spend and maximising income streams and grant funding. The moratorium on non-contractually committed spend and vacancy management process put in place during 2023/24 will continue throughout 2024/25 and needs to be applied with rigour.</p>
1.26	<p>Earmarked Reserves</p> <p>In addition to the above a robust challenge of our Earmarked Reserves in in progress to identify any un-committed areas that can be released to improve our overall position. The outcome will be included in the next monitoring report (Month 5).</p>
1.27	<p>Housing Revenue Account (HRA)</p> <p>The 2023/24 Outturn Report to Cabinet on 23rd July 2024 showed an un-earmarked closing balance at the end of 2023/24 of £3.512m and a closing balance of earmarked reserves of £2.471m.</p>
1.28	<p>The 2024/25 budget for the HRA is £42.166m which includes a movement of (£0.193m) from reserves.</p>
1.29	<p>The projected outturn for the HRA shows an in-year revenue expenditure (£0.098m) lower than budget with a closing un-earmarked balance as at</p>

	31 st March, 2025 of £4.550m, which at 10.92% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3% - see Appendix 4.
1.30	The budget contribution towards capital expenditure (CERA) is £14.467m.

2.00	RESOURCE IMPLICATIONS
2.01	As set out within the report.

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

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None specific.

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Budget Variances Appendix 2: Council Fund – Programme of Efficiencies Appendix 3: Council Fund – Movement on Un-earmarked Reserves Appendix 4: Housing Revenue Account Variances

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Various budget records.

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

8.00	GLOSSARY OF TERMS
8.01	<p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Council Fund: the fund to which all the Council's revenue expenditure is charged.</p> <p>Financial Year: the period of twelve months commencing on 1 April.</p> <p>Housing Revenue Account: The Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.</p> <p>Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p>Regional Integration Fund (RIF): Funding provided by Welsh Government to encourage integrated working between local authorities, health and housing.</p> <p>Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.</p> <p>Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.</p> <p>Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.</p>

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Budget Monitoring Report - Month 4

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Social Services					
Older People					
Localities	24.561	25.223	0.662	Residential care costs for older people are projecting an overspend of £0.407m due to service demand. This amount is net of client income from property recharges and reimbursements for deputyships and assets held in trust. Homecare is £0.201m overspent. Locality workforce and professional support budgets are overspent by £0.038m and day care is overspending by £0.015m. There is a real risk of significant escalation in costs as there is continued pressure to minimise stays in hospitals. This risk will increase as we enter the winter period, and due to this the service is looking to mitigate this risk by reviewing and changing some service practices.	
Resources & Regulated Services	10.010	9.892	-0.118	In-house residential care is projecting an overspend by £0.307m due to employee and running costs. Homecare is predicted to underspend by £0.432m, although demand is high it cannot be met due to recruitment challenges. The Extra Care budget is expected to overspend by £0.116m due to employee costs and day care will underspend by £0.109m.	
Minor Variances	1.511	1.512	0.002		
Adults of Working Age					
Resources & Regulated Services	36.194	36.648	0.454	The PDSI (physically disabled and sensory impaired) budget is reporting a £0.044m overspend due to costs of care packages. The in-house supported living service is £0.343m overspent due to care hours and agency costs. The care package costs for independently provided care for learning disability services is £0.251m overspent. The learning disability service day and work provision is £0.184m underspent. Demand and costs of care packages.	
Children to Adult Transition Services	0.848	1.107	0.259	There are three high cost placements which are costing more than initially estimated.	
Professional and Administrative Support	0.462	0.380	-0.082	The underspend is due to staff vacancies	
Transition & Disability Services Team	0.987	0.934	-0.053	The underspend is due to additional funding to the service	
Supporting People	-0.386	-0.487	-0.101	Additional Supporting People income is expected this financial year	
Minor Variances	6.028	5.999	-0.029		
Children's Services					
Integrated Working	0.200	0.258	0.058	Advocacy costs have increased due to inflationary pressures	
Legal & Third Party	0.283	0.745	0.461	Legal costs are overspent by £0.205m due to the number of cases going through the courts and some use of external professionals. Client support and section 17 costs are overspent by £0.178m and Direct Payments are overspent by £0.078m.	
Residential Placements	1.856	1.483	-0.374	There is a Welsh Government grant which is supporting the in-house childrens residential service development	

Budget Monitoring Report - Month 4

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Professional Support	6.222	7.182	0.960	To support adequate levels of child protection, the established staffing structure needs to be at a sufficient level to meet mandatory safeguarding standards. Vacancies are minimised where possible and additional temporary posts are sometimes required to be able to continue meeting the challenges and demands of Childrens Services. Two managed agency teams were contracted to support the service, although one of these has now ceased, there is a projected overspend of £0.914m as a result. This is being mitigated from underspends, mostly from vacancies, of £0.528m. The Leaving Care budget which supports young people who are Looked After Children, is overspending by £0.423m due to increased numbers of care leavers which includes unaccompanied asylum seeking children (UAAC). Alternative accommodation for UAAC is being looked at and a reduction in future costs is expected in the near future. The costs of some external contracts are £0.083m overspent due to inflationary pressures. Costs of Direct Payments to provide support to children with disabilities are £0.068m overspent due to demand.	
Minor Variances	4.077	4.107	0.030		
Safeguarding & Commissioning					
Charging Policy income	-3.505	-3.595	-0.090	This is income from service users who are charged a contribution towards the care they receive	
Minor Variances	2.699	2.811	0.112		
Total Social Services	92.047	94.197	2.150		
Out of County Placements					
Children's Services	13.795	14.694	0.898	The Month 4 position shows a significant overspend within the Out of County pooled budget as a result of the following:- an increase in the number of new placements agreed in-year and fees incurred to external providers.	The overspend includes no further contingency and is forecast based on current caseload only.
Education & Youth	5.504	5.700	0.196		
Total Out of County Placements	19.299	20.393	1.094		
Education & Youth (Non-Schools)					
Inclusion & Progression	5.650	5.963	0.313	Variance due to an in year pressure of £0.247m due to an increase in pupil numbers accessing external education providers for medical reasons. In previous years, there has been a reliance on grant funding and budget c/fwds. There may be an additional £0.050m available from the 2024/25 ALN (Additional Learning Needs) grant to mitigate some of the pressure, however, we are still working through the commitments of this grant. A pressure method statement has been submitted for 2025/26. Other minor variances relate to Plas Derwen and Canolfan Enfys.	
Minor Variances	4.498	4.418	-0.080		
Total Education & Youth (Non-Schools)	10.148	10.381	0.233		

Budget Monitoring Report - Month 4

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Schools	117.302	117.119	-0.183	The variance primarily relates to the following:- Free School Meals (FSM) budget - (£0.114m) underspend, due to meal take up and levels of eligible FSM children. The Unallocated budget containing Added Years and Copyright Licenses indicates a (£0.123m) underspend. The above underspends are offset by a number of insignificant adverse variances within Primary and Secondary non-delegated, totalling £0.054m	
Streetscene & Transportation					
Service Delivery	8.581	9.441	0.859	Significant Variance of £0.400m in Highways Maintenance Costs due to increasing inflationary pressures and demand for temporary repairs on the road network, largely due to the reduction in WG funding and reduced investment in the highway network and fluctuating costs of tar and traffic management for repairs. £0.200m in Alltami Depot running costs. Budget Efficiency proposals relating to Household Recycling Centres where implementation dates have been delayed have had a significant impact on the outturn variance of around £0.250m.	Method Statements have been submitted for Highway Maintenance and Alltami Depot as 2025/26 MTFS pressures bids.
Highways Network	11.674	12.114	0.440	Winter Maintenance costs of £0.300m continue to escalate for the provision of equipment, labour and materials. Fleet costs in this service area have seen significant year-on-year inflation. A report will be presented to Cabinet to consider the delivery of efficiencies relating to decision making relative to marginal weather forecasts. Street-lighting energy cost of £0.100m as prices and forecasts continue to rise which has been reflected in the outturn position.	We continue to investigate options to reduce procurement costs and ensure appropriate income/funding in preparation for the start of the winter maintenance season.
Transportation	11.023	11.310	0.287	School Transport significant variances due to transport day costs increased driven by the inflation. Social Services Transport costs increased due to recent procurement and additional adult social services requests	
Regulatory Services	11.417	11.866	0.449	Waste Strategy increased costs of £0.200m mainly due to increased volumes of residual waste being collected and Gate Fee Indexation inflation. £0.100m reduced energy output of gas extraction at former landfill sites and a £0.149m shortfall from lower income prices on the recycling markets.	
Total Streetscene & Transportation	42.695	44.731	2.036		
Planning, Environment & Economy					
Business	2.327	2.184	-0.144	Part year vacancy savings recruitment process has commenced	
Community	0.973	1.018	0.045	Fee Income estimated shortfall in Licensing	
Development	-0.200	0.007	0.207	Fee Income estimated shortfall in Building Control and Land Charges	
Access	1.591	1.717	0.126	Projection of costs for Ash Die Back Tree works to March 2025	
Climate Change	0.181	0.135	-0.046	Part year vacancy saving	
Regeneration	0.711	0.658	-0.053	Grant Maximisation - re-allocating staff costs to Grant Projects	
Minor Variances	2.098	2.130	0.032		
Total Planning, Environment & Economy	7.682	7.850	0.168		
People & Resources					

Budget Monitoring Report - Month 4

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
HR & OD	2.211	2.257	0.046	Historic Business Efficiency in DBS Checks unrealised	
Corporate Finance	2.080	1.983	-0.096	Vacancy Savings	
Total People & Resources	4.290	4.240	-0.050		
Governance					
Legal Services	0.991	1.046	0.055	Locum costs for vacant posts	
Customer Services	0.985	0.872	-0.113	Vacancy savings and fee income over recovery in Registrars	
Revenues	0.371	0.233	-0.138	Potential Surplus on the Council Tax Collection Fund	
Minor Variances	9.719	9.620	-0.099		
Total Governance	12.066	11.771	-0.295		
Assets					
Minor Variances	11.403	11.444	0.041		
Total Assets	11.403	11.444	0.041		
Housing and Communities					
Housing Solutions	4.309	7.049	2.741	Anticipated £2.741m overspend for the service. Emergency accommodation costs £3.986m, offset with an increase in the HB Income collected (£0.659m) and NOLO Grant of (£0.423m). £0.075m overspend on the Homeless Hub	
Minor Variances	13.852	13.851	-0.002		
Total Housing and Communities	18.161	20.900	2.739		
Chief Executive's	1.641	1.618	-0.023		
Central & Corporate Finance	31.372	29.216	-2.156	The initial projection on the Central Loans and Investment Account (CLIA) for the 2024/25 indicates an underspend of (£0.250m) as the trend from previous years continues with reduced short term borrowing costs and income from investments in line with current bank interest rates. This is mitigated by potential shortfalls in Corporate windfall income targets based on actual receipts to date. As a result of the refinancing of Enfinium Group Ltd into Enfinium Parc Adfer Ltd, there is a gainshare benefit to all partner authorities within the North Wales Residual Waste Partnership. Flintshire's estimated gainshare from this undertaking is £2.108m, net of fees. A commitment has been included to fund the on-going clean-up from the impact of fly tipping at land adjacent to the Riverside Site, Queensferry at a current cost of £0.091m that includes the machine hire, transport and manpower related to the necessary works.	
Grand Total	368.106	373.860	5.754		

2024/25 Efficiencies Outturn Tracker - Month 4

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Confidence in Achievement of Efficiency - Based on (see below) R = High Assumption A = Medium Assumption G = Figures Confirmed	Reason for variation	Mitigating Action if Amber or Red
		2024/25 £m	2024/25 £m	2024/25 £m				
Portfolio						R		
Corporate						A		
Actuarial Review	Portfolio budget reductions	Gary Ferguson	4.000	4.000	0.000	C	G	
Central Loans and Investment Account	Increased income/reduced borrowing	Chris Taylor	1.000	1.000	0.000	C	G	
Additional Income from Fastrack Project	Portfolios	Debbie Griffiths	0.018	0.018	0.000	O	G	
Total Corporate Services			5.018	5.018	0.000			
Assets								
Strategic Funding		Damian Hughes	0.028	0.028	0.000	O	G	
Rent Review - Commercial Assets		Damian Hughes	0.021	0.021	0.000	O	G	
Valuation & Estates	Restructure	Damian Hughes	0.010	0.010	0.000	O	G	
Assets - ADMs			0.059	0.059	0.000			
ADM Budget	Reduction in ADM Budget	Rachael Corbelli	0.065	0.065	0.000	O	G	
Review of External Partners		Rachael Corbelli	0.087	0.087	0.000	O	G	
Total Assets - ADMs			0.152	0.152	0.000			
Chief Executives								
Executive Office	Reduction in Promotions Budget	Joanne Pierce	0.010	0.010	0.000	C	G	Budget Removed
IT - Mobile Phone contract	Chief Executive's element	Joanne Pierce	0.001	0.001	0.000	C	G	Budget Removed
Total Chief Executives			0.011	0.011	0.000			
People & Resources								
Corporate Finance	Reduction in Staffing	Gary Ferguson	0.104	0.104	0.000	C	G	Budget Removed
Feasibility Study budget	Reduction in Budget	Gary Ferguson	0.050	0.050	0.000	C	G	Budget Removed
HR & OD	Reduction in TU facilities budget	Sharon Carney	0.030	0.030	0.000	C	G	Budget Removed
Flintshire Trainees	Recruitment Freeze 2024/25	Sharon Carney	0.138	0.138	0.000	C	G	Budget Removed
Total People & Resources			0.322	0.322	0.000			
Governance								
RSA Tags	Governance element	Gareth Owen	0.003	0.003	0.000	C	G	Budget Removed
Fees & Charges Review 2023 - Registration Services	Increased income from 2023 Review	Gareth Owen	0.002	0.002	0.000	C	G	Fee Income expected to meet target
Discretionary Rate Relief		Gareth Owen	0.004	0.004	0.000	C	G	Budget Removed
Internal Audit	Removal of Vacant Posts	Gareth Owen	0.104	0.104	0.000	C	G	Budget Removed
IT - Equipment reduction in requirements		Gareth Owen	0.018	0.018	0.000	C	G	Budget Removed
IT - Mobile Phone contract	Governance element	Gareth Owen	0.015	0.015	0.000	C	G	Budget Removed
Contact Centre	Reduction in budget	Gareth Owen	0.010	0.010	0.000	C	G	Budget Removed
Single Person Discount Review 24/25		Gareth Owen	0.250	0.250	0.000	O	A	On going review during the year, forecast to be achieved
Procurement	Reduction in contribution	Gareth Owen	0.009	0.009	0.000	C	G	Budget Removed
HRA Recharging	Management Costs Apportionment	Gareth Owen	0.027	0.027	0.000	C	G	Recharge at increased rate agreed with HRA
Granicus	GovDelivery	Gareth Owen	0.025	0.025	0.000	C	G	Budget Removed
Registration Services		Gareth Owen	0.040	0.040	0.000	C	G	Fee Income expected to meet target
Graphic Design		Gareth Owen	0.039	0.039	0.000	C	G	Removal of posts Sept 2024
Total Governance			0.546	0.546	0.000			
Planning, Environment & Economy								
Fees & Charges Review 2023	Increased income from 2023 Review	Andrew Farrow	0.050	0.050	0.000	O	A	Dependant on actual fee income levels received in year
Fees & Charges Review 2024	Increased income from 2024 Review	Andrew Farrow	0.017	0.017	0.000	O	A	Dependant on actual fee income levels received in year
IT - Mobile Phone contract	PE&E element	Andrew Farrow	0.008	0.008	0.000	C	G	Budget Removed
Planning Fee Income	Fee Income Target Increase	Andrew Farrow	0.295	0.295	0.000	O	A	Dependant on actual fee income levels received in year
Ambition North Wales Contribution	Budget Saving	Andrew Farrow	0.035	0.035	0.000	C	G	Budget Removed
Wales Rally GB	Budget Saving	Andrew Farrow	0.030	0.030	0.000	C	G	Budget Removed
Total Planning, Environment & Economy			0.435	0.435	0.000			
Streetscene & Transportation								
Cash in Transit - reduced costs	Part of transition to Card and App payments at car parks	Katie Wilby	0.012	0.012	0.000	O	G	Efficiency originated by Revenues but operated by S&T
Fees & Charges Review 2023 - Green Waste	Increased income from 2023 Review	Katie Wilby	0.099	0.099	0.000	O	G	
Fees & Charges Review 2023 - Car Parking	Increased income from 2023 Review	Katie Wilby	0.063	0.063	0.000	O	G	
Fees & Charges Review 2023 - Bersavement Services	Increased income from 2023 Review	Katie Wilby	0.033	0.033	0.000	O	G	
Fees & Charges Review 2024 - Bersavement Services	Increased income from 2024 Review	Katie Wilby	0.012	0.012	0.000	O	G	
IT - Mobile Phone contract	S&T element	Katie Wilby	0.011	0.011	0.000	C	G	
Part time opening of HWRC's		Katie Wilby	0.250	0.225	(0.025)	O	A	HWRC sites open over part of the week rather than the full 7 days e.g. Friday to Monday. Savings would come from labour. Security of sites could become an issue when they are closed, which could incur additional costs. Fly tipping could increase as a result of the part-time closure (as happened during the pandemic) and there may be an impact on residual waste tonnages as residents seek to divert the waste to other collection methods. Started on 6th May hence £25k shortfall of Efficiency pressure.
Review/reduce service standards	Grass cutting etc.	Katie Wilby	0.025	0.025	0.000	O	G	Range of grass cutting and grounds maintenance operations in place, which vary from external contracted services on highway verges, roundabouts and central reservations, weed spraying, tenant gardens and school grounds to our own in-house service delivery for amenity areas and public open spaces, such as car parks, cemeteries, leisure centres, libraries, Council offices and housing estates, town centres, sheltered housing, bus stops and play areas and playing fields, nature conservation areas. This proposal would see all grass cutting operations externalised through a contract.

Efficiency Description		Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Confidence in Achievement of Efficiency - Based on (see below) High Assumption A = Medium Assumption G = Figures Confirmed	Reason for variation	Mitigating Action if Amber or Red
			2024/25 £m	2024/25 £m	2024/25 £m		R A		
Portfolio									
Review/reduce service standards	Cemetery maintenance	Katie Wilby	0.025	0.025	0.000	O	G	Discretionary service - savings would come from reduction in labour, plant and materials. Likely to generate complaints from members of the public. Previously considered transferring responsibility to Town/Community Councils, but no appetite or capacity to take this on.	
Introduce Night Working		Katie Wilby	0.025	0.025	0.000	O	G	Streetscene introduced an evening shift in 2012. A small number of people work through the night (365 days a year) dealing with emergencies and small amounts of planned works. The proposal will see this level of work increase with operations such as gully emptying, town centre sweeping etc. carried out during the evening and overnight period. The saving will be generated by a reduction in plant and equipment. Impact on communities due to evening and night working. Workforce/Trade Union support will be required. There was a lack of appetite to continue when previously introduced and unable to recruit or maintain staff on a night time shift, due to the unsociable hours	
Reduce cleansing standards and enforce zero balance for littering		Katie Wilby	0.030	0.030	0.000	O	G	Potential consequential impact on littering and fly tipping, which would require additional resources for enforcement.	
In-house services e.g. weed spraying, traffic management		Katie Wilby	0.035	0.035	0.000	O	G	Cost-benefit assessment to be undertaken to assess whether in-house provision would be more cost efficient than a contracted service	
Full cost recovery for supporting community events		Katie Wilby	0.010	0.010	0.000	O	G	Introduce a charge for providing support for community events for road closures, such as fairs, festivals, street parties etc. Currently, costs are approx. £25k per annum. The charge would help to mitigate the cost.	
Reduce non essential services on Bank Holidays (x5)		Katie Wilby	0.077	0.077	0.000	O	G	Stand 85% of Grounds, Highways, Streetlighting, Cleansing on 5 Bank Holidays per year. Currently, operations for these services continue on public holidays. Savings would come from the reduction in overtime.	
Charging for DIY Waste streams at HWRC's		Katie Wilby	0.300	0.175	(0.125)	O	A	A number of local authorities charge for DIY waste streams, such as soil, rubble, plasterboard and waste wood, as these waste streams are costly to treat and dispose, which is no longer sustainable or affordable. Charging would ensure cost recovery of these non-household waste streams.	August Implementation Date
Remove vacancies for Schools Crossing Patrols		Katie Wilby	0.084	0.084	0.000	O	G	The portfolio currently has vacancies for crossing patrol officers within the road safety team, which could be given up.	
Remove Officer vacancies across the Portfolio		Katie Wilby	0.294	0.294	0.000	O	G	2 x Transport Strategy Officers; 1 x Road Safety Officer; 1 x Business Manager; 1 x Support Services Officer; 1 x Enforcement Officer; 1 x Waste Disposal Manager.	
Charge for Trade Waste at one HRC site		Katie Wilby	0.200	0.100	(0.100)	O	A	A number of local authorities currently provide a facility for commercial traders and businesses to dispose of their waste through a chargeable service. There is the potential to designate one of the Council's HRC sites for trade waste only for the receipt of other chargeable recyclable materials (wood, soil, rubble, green waste etc) from businesses.	August Implementation Date
Increase fees for Bulky Waste		Katie Wilby	0.010	0.010	0.000	O	G	Currently charges for bulky waste collections. The fee could be increased in line with inflation (by £5 per collection).	
Reduce SmartClient for Technical Support		Katie Wilby	0.025	0.025	0.000	O	G	ground surveys. Reduce budget available.	
Winter Maintenance Review of Weather Stations for 2024/25		Katie Wilby	0.025	0.025	0.000	O	G	Review is already underway for the use of route-based forecasting or domain-based forecasting instead of the current approach	
Total Streetscene & Transportation			1.644	1.394	(0.250)				
Social Services									
Fees & Charges Review 2023	Increased income from 2023 Review	Neil Ayling	0.063	0.063	0.000	O	G		
Fees & Charges Review 2024	Increased income from 2024 Review	Neil Ayling	0.021	0.021	0.000	O	G		
RSA Tags	Social Services element	Neil Ayling	0.002	0.002	0.000	O	G		
IT - Mobile Phone contract	Social Services element	Neil Ayling	0.046	0.011	(0.035)	O	A		
	Reduction to contract with Newydd	Neil Ayling	0.100	0.050	(0.050)	O	A	The efficiency is a high proportion of the total cost of mobile units in 2023/24 and unlikely it will be achieved in full. Negotiations are ongoing with Newydd and the reduction has not yet been agreed. As we are several months into the financial year the full amount will not be achieved in 2024/25.	
Newydd Cleaning Contracts									
Reduce Regional Contribution	Reduction to in-year contribution to Regional Team	Neil Ayling	0.025	0.025	0.000	O	G		
Extra BCUHB contribution to Marleyfield	Additional income from BCUHB for hospital discharge beds	Neil Ayling	0.040	0.040	0.000	O	G		
Service Review	Reduction in posts	Neil Ayling	0.075	0.035	(0.040)	O	A	This is dependent on natural wastage of posts which can then be deleted. This will occur within the financial year and so the efficiency will not likely be achieved in full this financial year.	
Vacancy Management	In-year vacancy savings	Neil Ayling	0.100	0.100	0.000	O	G		
Increase to Income budget	Older People Commissioning	Neil Ayling	0.050	0.050	0.000	O	G		
Disability Day Service	Reduced budget	Neil Ayling	0.040	0.040	0.000	O	G		
Appointeeship service charging	Increased income	Neil Ayling	0.050	0.025	(0.025)	O	A	There will be a requirement for a consultation with stakeholders meaning the efficiency will be unable to be implemented at the start of the financial year and will likely be towards the midway point.	
Additional Contributions for residential care from BCUHB	Additional income from BCUHB for hospital discharge beds	Neil Ayling	0.010	0.010	0.000	O	G		
Efficiencies to Planned Contracts with Third Sector	Reduced expenditure	Neil Ayling	0.020	0.020	0.000	O	G		
Grant Maximisation		Neil Ayling	0.100	0.100	0.000	O	G		
Reduced NEWCES contribution	Reduced expenditure	Neil Ayling	0.010	0.010	0.000	O	G		
Grant funding for Adult Social Services	2024/25 only	Neil Ayling	0.100	0.100	0.000	O	G		
Disability services	Charging for college placements pending financial assessments	Neil Ayling	0.020	0.020	0.000	O	G		
Total Social Services			0.872	0.722	(0.150)				
Housing & Communities									
RSA Tags	Housing & Communities element	Vicky Clark	0.001	0.001	0.000	O	G		

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Confidence in Achievement of Efficiency - Based on (see below) R = High Assumption A = Medium Assumption G = Figures Confirmed	Reason for variation	Mitigating Action if Amber or Red
Portfolio		2024/25	2024/25	2024/25		R		
		£m	£m	£m		A		
IT - Mobile Phone contract	Housing & Communities element	Vicky Clark	0.009	0.009	0.000	C	G	Use of the Reserve in 2024/25 instead of base budget pressure
CTRS Reduction	Budget Reduction	Vicky Clark	0.254	0.254	0.000	O	G	
Total Housing & Communities			0.264	0.264	0.000			
Education & Youth								
Fees & Charges Review 2023 - Integrated Youth Service	Increased income from 2023 Review	Claire Homard	0.001	0.001	0.000	O	G	
Fees & Charges Review 2024 - Integrated Youth Service	Increased income from 2024 Review	Claire Homard	0.001	0.001	0.000	O	G	
RSA Tags	Education & Youth element	Claire Homard	0.007	0.007	0.000	O	G	
IT - Mobile Phone contract	Education & Youth element	Claire Homard	0.005	0.005	0.000	C	G	
GWE - Reduction in Contribution		Claire Homard	0.099	0.099	0.000	O	G	
Early Entitlement	Reduced numbers accessing Early Entitlement	Claire Homard	0.075	0.075	0.000	O	G	
Adult Community Learning	Income generation	Claire Homard	0.010	0.010	0.000	O	G	
Youth Services	Buildings Asset transfer of some buildings	Claire Homard	0.032	0.032	0.000	O	G	
Business Support Review		Claire Homard	0.032	0.032	0.000	O	G	
School Planning & Provision	Mobile Classrooms	Claire Homard	0.010	0.010	0.000	O	G	
School Planning & Provision	Transition Funding	Claire Homard	0.010	0.010	0.000	O	G	
Inclusion & Progression	Contribution towards PEP Caseworker	Claire Homard	0.020	0.020	0.000	O	G	
Total Education & Youth			0.302	0.302	0.000			
Schools								
Utility Costs		Claire Homard	0.600	0.600	0.000	O	G	
School Demography		Claire Homard	0.675	0.675	0.000	O	G	
3% Reduction in Delegated Funding		Claire Homard	3.273	3.273	0.000	O	G	
Remove Schools Deficit Subsidy for 1 year		Claire Homard	0.750	0.750	0.000	C	G	
Total Schools			5.298	5.298	0.000			
Total 2024/25 Budget Efficiencies			14.921	14.522	(0.400)			

	%	£
Total 2024/25 Budget Efficiencies	100	14.921
Total Projected 2024/25 Budget Efficiencies Underachieved	-3	(0.400)
Total Projected 2024/25 Budget Efficiencies Achieved	97	14.522
Total 2024/25 Budget Efficiencies (Less Previously agreed Decisions)	100	0.000
Total Projected 2024/25 Budget Efficiencies Underachieved	0	0.000
Total Projected 2024/25 Budget Efficiencies Achieved	0	0.000

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Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2024	15.271	
Less - Base Level	(8.985)	
Total Reserves above base level available for delegation to Cabinet		6.286
Less - Children's Services Legal Costs		(0.142)
Less - Approved "Budget Risk" Reserve 2024/25		(3.000)
Less - Approved Time Limited Pressures 2024/25		(0.172)
Add - Transfer to Reserve Budget 2024/25		0.437
Less - Cambrian Aquatics approved funding		(0.200)
Less - Provision of Free School Meals payment to eligible children during the summer school holidays		(0.277)
Less - estimated impact of the pay award		0.000
Less - Month 4 projected outturn		(2.754)
Total Contingency Reserve available for use		0.178

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Budget Monitoring Report
Housing Revenue Account Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account					
Income	(42.166)	(41.958)	0.207	There is a net pressure relating to void properties of £0.220m. This relates to costs such as void rent loss, council tax charges and service charges and is net of additional income relating to new build properties and voids moving to target rent. We are anticipating a variance of approximately £0.004m on garage rents. Other minor variances of (£0.009m).	
Capital Financing - Loan Charges	6.845	6.845			
Estate Management	3.206	2.998	(0.208)	Projected vacancy savings of approximately (£0.232m) which is being offset by agency costs of £0.133m. Additional allocation of Housing Support Grant (£0.120m). Other minor variances of £0.011m.	
Landlord Service Costs	1.799	1.834	0.035	Projected vacancy savings of approximately (£0.142m) which is being offset by agency costs of £0.110m. Material increased costs of £0.052m. Other minor variances of £0.015m.	
Repairs & Maintenance	12.739	12.762	0.022	Minor variances	
Management & Support Services	2.787	2.632	(0.155)	Projected vacancy savings of approximately (£0.067m). Reduction in Support Recharge -(£.068m). Other minor variances of (£0.022m)	
Capital Expenditure From Revenue (CERA)	14.467	14.467			
HRA Projects	0.130	0.130	(0.000)		
Contribution To / (From) Reserves	0.193	0.193			
Total Housing Revenue Account	0.000	(0.098)	(0.098)		

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CABINET

Date of Meeting	Tuesday, 17 th September 2024
Report Subject	Capital Programme Monitoring 2024/25 (Month 4)
Cabinet Member	Cabinet Member for Finance and Social Value
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2024/25 since it was set in December 2023 to the end of Month 4 (July 2024), along with expenditure to date and projected outturn.

The Capital Programme has seen a net increase in budget of £66.871m during the period which comprises of:-

- Net budget increase in the programme of £52.635m (See Table 2 – All Council Fund (CF));
- Introduction of Carry Forward from 2023/24 of £14.236m (All CF)

Actual expenditure was £21.647m (See Table 3).

Capital receipts received in the first quarter of 2024/25, total £0.008m. This gives a revised projected surplus in the Capital Programme at Month 4 of £0.828m (from an opening funding position surplus of £0.820m) for the 2024/25 – 2026/27 Capital Programme, prior to the realisation of additional capital receipts and/or other funding sources.

RECOMMENDATIONS

	Cabinet are requested to:
1	Approve the overall report.
2	Approve the carry forward adjustments, as set out at 1.16
3	Approve the additional allocations, as set out in 1.19

REPORT DETAILS

1.00	EXPLAINING THE CAPITAL PROGRAMME MONITORING POSITION – MONTH 4 2024/25
1.01	Background Council approved a Council Fund (CF) Capital Programme of £25.326m for 2024/25 at its meeting on 6 th December 2023 and a Housing Revenue Account (HRA) Capital Programme of £29.498m for 2024/25 at its meeting on 23 rd January 2024.
1.02	For presentational purposes the Capital Programme is shown as a whole, with sub-totals for the Council Fund and HRA. The HRA programme is 'ring fenced' and can only be used for HRA purposes.
1.03	Changes since Budget approval Table 1 below sets out how the programme changed during 2024/25. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-

Table 1

REVISED PROGRAMME	Original Budget 2024/25	Carry Forward from 2023/24	Changes - This Period	Revised Budget 2024/25
	£m	£m	£m	£m
People & Resources	0.350	0.364	(0.313)	0.401
Governance	2.353	0.283	0.000	2.636
Education & Youth	11.583	5.145	2.482	19.210
Social Services	4.800	1.420	14.287	20.507
Planning, Environment & Economy	0.240	0.779	2.632	3.651
Streetscene & Transportation	2.470	4.621	9.163	16.254
Housing and Communities	1.500	0.029	1.154	2.683
Capital Programme and Assets	2.030	1.595	23.230	26.855
Council Fund Total	25.326	14.236	52.635	92.197
HRA Total	29.498	0.000	0.000	29.498
Programme Total	54.824	14.236	52.635	121.695

1.04 Carry Forward from 2023/24

Carry forward sums from 2023/24 to 2024/25, totalling £14.236m (CF £14.236m, HRA £0.000m), were approved as a result of the quarterly monitoring reports presented to Cabinet during 2023/24.

1.05 Changes during this period

Funding changes during this period have resulted in a net increase in the programme total of £52.635m (CF £52.635m, HRA £0.000m). A summary of the changes, detailing major items, is shown in Table 2 below:-

Table 2

CHANGES DURING THIS PERIOD		
	Para	£m
<u>COUNCIL FUND</u>		
Increases		
Theatr Clwyd	1.06	23.060
Services to Older People	1.07	9.006
Local Transport Grant	1.08	7.568
Learning Disability	1.09	4.536
Town Centre Regeneration	1.10	2.307
Secondary Schools	1.11	1.897
Affordable Housing	1.12	0.868
Other Aggregate Increases		4.182
		53.424
Decreases		
Other Aggregate Decreases		(0.789)
		(0.789)
Total		52.635
<u>HRA</u>		
Increases		
Other Aggregate Increases		1.150
		1.150
Decreases		
Other Aggregate Decreases		(1.150)
		(1.150)
Total		0.000

1.06 Introduction of grant funding and prudential borrowing for in year expenditure in relation to the redevelopment scheme at Theatr Clwyd.

1.07 Introduction of Housing with Care Fund and the Integration and Rebalancing Capital Fund grant from Welsh Government (WG) in relation to the Tŷ Croes Atti Residential Care scheme.

1.08 It is usual in the early part of the financial year to receive notification of funding allocations that were not available at budget setting time. This is the case with the Local Transport, Active Travel, Road Safety, and Safe Routes grants from WG. These grants will provide a range of transportation schemes across the County.

1.09 In addition to the above the Council also received Integration and Rebalancing Capital Fund grant for the Integrated Service Hub at Maes Gwern.

1.10 Introduction of Transforming Town Placemaking and Shared Prosperity Fund grants for the improvement of properties in the County.

1.11	Introduction of WG funding in relation to works at St Richard Gwyn High School.																																																																																																																								
1.12	As part of the Strategic Housing and Regeneration Programme (SHARP), the Council are building and purchasing affordable housing. Re-profiling of prudential borrowing has been carried out due to the purchase of a number of properties identified to be completed in 2024/25.																																																																																																																								
1.13	<p>Capital Expenditure compared to Budget</p> <p>Expenditure as at Month 4, across the whole of the Capital Programme was £21.647m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget.</p> <p>This shows that 17.79% of the budget has been spent (CF 16.67%, HRA 21.28%). Corresponding figures for Month 4 2023/24 were 16.36% (CF 16.77%, HRA 15.50%).</p>																																																																																																																								
1.14	<p>The table also shows a projected underspend (pending carry forward and other adjustments) of £7.352m on the Council Fund and a break-even position on the HRA.</p> <p>Table 3</p> <table border="1" data-bbox="347 969 1361 1910"> <thead> <tr> <th data-bbox="355 1003 699 1037">EXPENDITURE</th> <th data-bbox="707 1003 818 1070">Revised Budget</th> <th data-bbox="826 1003 954 1104">Cumulative Expenditure Month 4</th> <th data-bbox="962 1003 1090 1104">Percentage Spend v Budget</th> <th data-bbox="1098 1003 1209 1070">Projected Outturn</th> <th data-bbox="1217 1003 1345 1126">Variance Budget v Outturn (Under)/Over</th> </tr> <tr> <td></td> <th data-bbox="707 1149 818 1171">£m</th> <th data-bbox="826 1149 954 1171">£m</th> <th data-bbox="962 1149 1090 1171">%</th> <th data-bbox="1098 1149 1209 1171">£m</th> <th data-bbox="1217 1149 1345 1171">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="355 1182 699 1205">People & Resources</td> <td data-bbox="707 1182 818 1205">0.401</td> <td 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Total	92.197	15.370	16.67	84.845	(7.352)	Disabled Adaptations	1.100	0.601	54.68	1.100	0.000	Energy Schemes	4.563	1.120	24.55	4.563	0.000	Major Works	2.156	1.176	0.60	2.156	0.000	Accelerated Programmes	0.532	0.203	38.16	0.532	0.000	WHQS Improvements	12.994	2.858	9.48	12.994	0.000	Modernisation / Improvements	4.000	0.000	0.00	4.000	0.000	SHARP Programme	4.153	0.318	7.66	4.153	0.000	Housing Revenue Account Total	29.498	6.277	21.28	29.498	0.000	Programme Total	121.695	21.647	17.79	114.343	(7.352)
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1.15	Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget.																																																																																																																								

	In addition, where carry forward into 2025/26 has been identified, this is also included in the narrative.																		
1.16	<p>Carry Forward into 2025/26</p> <p>During the quarter, carry forward requirements of £7.352m (all CF) have been identified which reflects reviewed spending plans across all programme areas. These amounts can be split into two areas, those required to meet the cost of programme works and/or retention payments in 2024/25 and Corporate provision that are allocated as requested and approved.</p>																		
1.17	<p>The Corporate provision is as follows:-</p> <ul style="list-style-type: none"> Community Asset Transfers - Community groups have a number of years to draw down their funding once approved. These sums are set aside to ensure that funds are available when called upon. 																		
1.18	<p>Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:</p> <p><u>Table 4</u></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: left;">CARRY FORWARD INTO 2025/26</th> <th style="text-align: center;">Month 4 £m</th> </tr> </thead> <tbody> <tr> <td>Governance</td> <td style="text-align: right;">0.433</td> </tr> <tr> <td>Education & Youth</td> <td style="text-align: right;">1.745</td> </tr> <tr> <td>Social Services</td> <td style="text-align: right;">0.183</td> </tr> <tr> <td>Planning, Environment & Economy</td> <td style="text-align: right;">0.508</td> </tr> <tr> <td>Streetscene & Transportation</td> <td style="text-align: right;">3.951</td> </tr> <tr> <td>Capital Programme & Assets</td> <td style="text-align: right;">0.532</td> </tr> <tr> <td>Council Fund</td> <td style="text-align: right;">7.352</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">7.352</td> </tr> </tbody> </table>	CARRY FORWARD INTO 2025/26	Month 4 £m	Governance	0.433	Education & Youth	1.745	Social Services	0.183	Planning, Environment & Economy	0.508	Streetscene & Transportation	3.951	Capital Programme & Assets	0.532	Council Fund	7.352	TOTAL	7.352
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TOTAL	7.352																		
1.19	<p>Additional Allocations</p> <p>Additional allocations have been identified in the programme in this quarter as follows:</p> <ul style="list-style-type: none"> Security Enhancements at Ty Dewi Sant - £0.015m requested for funding to support additional security fencing and CCTV camera for equipment relating to the relocation of the ICT datacentre. <p>This can be funded from within the current 'headroom' provision.</p>																		
1.20	<p>Savings</p> <p>No savings have been identified in the programme in this quarter.</p>																		

1.21

Funding of 2024/25 Approved Schemes

The position at Month 4 is summarised in Table 5 below for the three year Capital Programme between 2024/25 – 2026/27:-

Table 5

FUNDING OF APPROVED SCHEMES 2024/25 - 2026/27		
	£m	£m
Balance carried forward from 2023/24		(0.819)
Increases		
Reduction of funding compared to estimated	0.051	
		<u>0.051</u>
Decreases		
Surplus in 2024/25 to 2026/27 Budget	(0.052)	
Actual In year receipts	(0.008)	
		<u>(0.060)</u>
Funding - (Available)/Shortfall		(0.828)

1.22

Capital receipts received in the first quarter of 2024/25, total £0.008m. This gives a revised projected surplus in the Capital Programme at Month 4 of £0.828m (from an opening funding position surplus of £0.820m) for the 2024/25 – 2026/27 Capital Programme, prior to the realisation of additional capital receipts and/or other funding sources.

1.23

Investment in County Towns

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

1.24

Table 6 below shows a summary of the 2023/24 actual expenditure, the 2024/25 revised budget and budgets for future years as approved by Council at its meeting of 6th December, 2024. Further detail can be found in Appendix C, including details of the 2024/25 spend to Month 4.

Table 6

INVESTMENT IN COUNTY TOWNS			
	2023/24	2024/25	2025 -
	Actual	Revised	2027
	£m	Budget	Budget
	£m	£m	£m
Buckley / Penyffordd	1.872	4.758	9.288
Connah's Quay / Shotton	1.150	1.429	0.000
Flint / Bagillt	5.452	25.772	5.139
Holywell / Caerwys / Mostyn	1.894	0.734	0.000
Mold / Treuddyn / Cilcain	17.880	28.589	12.800
Queensferry / Hawarden / Sealand	0.518	3.963	0.000
Saltney / Broughton / Hope	0.835	0.014	16.000
Unallocated / To Be Confirmed	0.856	9.237	26.642
Total	30.457	74.496	69.869

1.25 The inclusion of actuals for 2023/24 and approved schemes for future years allows a slightly fuller picture of investment plans. However, expenditure which has occurred in years prior to 2023/24 has not been included, and the expenditure and budgets reported should be considered in that context.

1.26 A significant factor which will increase allocations to areas is new or remodelled schools. The impact of these can be seen in the detail shown in Appendix C.

1.27 Some expenditure cannot yet be allocated to specific towns as schemes are not yet fully developed or are generic in nature and not easily identifiable to one of the seven areas. As such schemes are identified the expenditure will be allocated to the relevant area.

1.28 Information on the split between internal and external funding can be found in Appendix C.

1.29 In addition to the information contained in Appendix C, there is also considerable capital expenditure on the HRA Welsh Housing Quality Standard (WHQS), which was originally outside the scope of this analysis. A summary is provided in Table 7 below, albeit using a slightly different catchment area basis.

Table 7

WHQS Programme		
	2023/24 Actual £m	2024/25 Budget £m
Holywell	5.588	5.356
Flint	1.610	1.277
Deeside & Saltney	1.410	1.277
Buckley	1.360	1.277
Mold	2.289	2.530
Connah's Quay & Shotton	0.160	1.277
Total	12.417	12.994

1.30 The 2021 Prudential Code introduced a new requirement that monitoring of prudential indicators should be reported quarterly as part of capital monitoring. This update is provided in Appendix D.

2.00 RESOURCE IMPLICATIONS

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

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

3.00 IMPACT ASSESSMENT AND RISK MANAGEMENT

3.01 The legacy impacts of the pandemic along with the supply and demand of materials, leading to cost increases, higher tender prices and project delays will continue to be monitored closely during the year. Due to the re-profiling of schemes from 2023/24 and resources available to manage and deliver schemes, the levels of planned expenditure in 2024/25 may be affected, resulting in a high level of carry forward requests to re-phase budgets into the 2025/26 programme.

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

The Council has a prudent policy of allocating its own capital receipts to fund capital projects only when receipts are received rather than when it is anticipated the receipt will be received, and this position continues to be the case. In line with current policy no allowance has been made for these receipts in reporting the Council's capital funding position.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	No consultation is required as a direct result of this report.

5.00	APPENDICES
5.01	Appendix A: Capital Programme - Changes during 2024/25
5.02	Appendix B: Variances
5.03	Appendix C: Investment in Towns
5.04	Appendix D: Prudential Indicators – Quarter 1 2024/25

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Capital Programme monitoring papers 2024/25.

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

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

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

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

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

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

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

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

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

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

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

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CAPITAL PROGRAMME - CHANGES DURING 2024/25

	Original Budget 2024/25	Carry Forward from 2023/24	Changes (Current)	Revised Budget 2024/25
	£m	£m	£m	£m
Council Fund :				
People & Resources				
'Headroom'	0.350	0.364	(0.313)	0.401
	0.350	0.364	(0.313)	0.401
Governance				
Information Technology	2.353	0.283	0.000	2.636
	2.353	0.283	0.000	2.636
Education & Youth				
Education - General	0.600	3.944	0.574	5.118
Primary Schools	1.000	0.228	(0.445)	0.783
Schools Modernisation	9.483	0.001	0.456	9.940
Secondary Schools	0.000	0.458	1.897	2.355
Special Education	0.500	0.514	0.000	1.014
	11.583	5.145	2.482	19.210
Social Services				
Services to Older People	4.800	1.337	9.006	15.143
Learning Disability	0.000	0.000	4.536	4.536
Children's Services	0.000	0.083	0.745	0.828
	4.800	1.420	14.287	20.507
Planning, Environment & Economy				
Closed Landfill Sites	0.000	0.250	0.000	0.250
Engineering	0.000	0.383	0.000	0.383
Energy Services	0.000	0.000	0.315	0.315
Town Centre Regeneration	0.200	0.141	2.307	2.648
Private Sector Renewal/Improv't	0.040	0.005	0.010	0.055
	0.240	0.779	2.632	3.651
Streetscene & Transportation				
Waste Services	0.000	3.405	0.217	3.622
Cemeteries	0.490	0.259	0.000	0.749
Highways	1.980	0.911	1.378	4.269
Local Transport Grant	0.000	0.000	7.568	7.568
Solar Farms	0.000	0.046	0.000	0.046
	2.470	4.621	9.163	16.254

APPENDIX A (Cont.)

	Original Budget 2024/25	Carry Forward from 2023/24	Changes (Current)	Revised Budget 2024/25
	£m	£m	£m	£m
Housing & Communities				
Affordable Housing	0.000	0.000	0.868	0.868
Disabled Facilities Grants	1.500	0.029	0.286	1.815
	1.500	0.029	1.154	2.683
Capital Programme & Assets				
Administrative Buildings	1.630	0.509	0.031	2.170
Community Asset Transfers	0.000	0.580	0.007	0.587
Leisure Centres & Libraries	0.200	0.245	(0.031)	0.414
Play Areas	0.200	0.233	0.163	0.596
Theatr Clwyd	0.000	0.028	23.060	23.088
	2.030	1.595	23.230	26.855
Housing Revenue Account :				
Disabled Adaptations	1.100	0.000	0.000	1.100
Energy Schemes	4.563	0.000	0.000	4.563
Major Works	1.538	0.000	0.618	2.156
Accelerated Programmes	0.000	0.000	0.532	0.532
WHQS Improvements	14.144	0.000	(1.150)	12.994
Modernisation / Improvements	4.000	0.000	0.000	4.000
SHARP Programme	4.153	0.000	0.000	4.153
	29.498	0.000	0.000	29.498
Totals :				
Council Fund	25.326	14.236	52.635	92.197
Housing Revenue Account	29.498	0.000	0.000	29.498
Grand Total	54.824	14.236	52.635	121.695

PEOPLE & RESOURCES

Capital Budget Monitoring 2024/25 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
'Headroom'	0.401	0.000	0.401	0.000	0	0.000		Corporate provision - to be allocated as requested and approved.	Any unspent allocation will be the subject of a carry forward request at outturn.
Total	0.401	0.000	0.401	0.000	0	0.000			

GOVERNANCE

Capital Budget Monitoring 2024/25 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	2.636	0.015	2.203	(0.433)	-16	0.000	ICT Server Replacement Costs (Citrix £0.253m) & Remote Access Solution, £0.088m, ICT laptop Replacement Scheme, £0.092m to fall into financial year 2025/26 onwards.	Carry Forward - Request approval to move funding of £0.433m to 2025/26.	
Total	2.636	0.015	2.203	(0.433)	-16	0.000			

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2024/25 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	5.118	0.572	3.673	(1.445)	-28	0.000	ALN works likely to commence Qtr 4, with the majority of the expenditure to fall into 2025/26, £1.000m. UPFSM works to fall into 2025/26, £0.445m.	Carry Forward - Request approval to move funding of £1.445m to 2025/26.	
Primary Schools	0.783	(0.007)	0.783	0.000	0	0.000			
Schools Modernisation	9.940	1.597	9.940	0.000	0	0.000			
Secondary Schools	2.355	0.582	2.355	0.000	0	0.000			
Special Education	1.014	(0.004)	0.714	(0.300)	-30	0.000	Funding ringfenced for ALN works in financial year 2025/26.	Carry Forward - Request approval to move funding of £0.300m to 2025/26.	
Total	19.210	2.740	17.465	(1.745)	-9	0.000			

Variance = Budget v Projected Outturn

SOCIAL SERVICES

Capital Budget Monitoring 2024/25 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Services to Older People	15.143	2.129	14.960	(0.183)	-1	0.000	Ty Croes Atti costs of £0.183m projected to fall into 2025/26.	Carry Forward - Request approval to move funding of £0.183m to 2025/26.	
Learning Disability Services	4.536	0.684	4.536	0.000	0	0.000			
Children's Services	0.828	0.136	0.828	0.000	0	0.000			
Total	20.507	2.950	20.324	(0.183)	-1	0.000			

Variance = Budget v Projected Outturn

PLANNING, ENVIRONMENT & ECONOMY

Capital Budget Monitoring 2024/25 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0.000	0.000	(0.250)	-100	0.000	Expenditure is incurred as a result of specific remedial work identified from assessments carried out.	Carry Forward - Request approval to move funding of £0.250m to 2025/26.	
Engineering	0.383	0.000	0.125	(0.258)	-67	0.000	The funding will be used to support schemes in 2025/26 that will be identified in the flood management strategy and grant bids.	Carry Forward - Request approval to move funding of £0.258m to 2025/26.	
Energy Services	0.315	(0.249)	0.315	0.000	0	0.000			
Ranger Services	0.000	(0.003)	0.000	0.000		0.000			
Townscape Heritage Initiatives	2.648	0.002	2.648	0.000	0	0.000			
Private Sector Renewal/Improvement	0.055	0.018	0.055	0.000	0	0.000			
Total	3.651	(0.232)	3.143	(0.508)	-14	0.000			

Variance = Budget v Projected Outturn

STREETSCENE & TRANSPORTATION

Capital Budget Monitoring 2024/25 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services	3.622	0.003	0.217	(3.405)	-94	0.000	Work has commenced to scope the feasibility study and review of operational depots and infrastructure, which will help to determine the direction of the Waste Transfer Station Project. The review is being supported by Welsh Government, who have commissioned Local Partnerships and WRAP Cymru to work with the Council to review the waste and recycling infrastructure for the authority and develop the outline business case.	Carry Forward - Request approval to move funding of £3.405m to 2025/26.	
Cemeteries	0.749	0.009	0.749	0.000	0	0.000			
Highways	4.269	0.150	3.769	(0.500)	-12	0.000	Following the insolvency of the incumbent contractor, work to decarbonise the Council's fleet vehicles has been delayed, whilst the portfolio transitions to an in-house service provision. It is therefore unlikely that the funding will be spent in-year and further work is being undertaken to strengthen capacity and resilience in the service area, with a service review likely to be undertaken in the coming months. To date, six electric cars have been delivered to Social Services and two electric recycling collection vehicles entered into service in March 2024. However, work to decarbonise the rest of the fleet is likely to be deferred into the following financial year.	Carry Forward - Request approval to move funding of £0.500m to 2025/26.	
Local Transport Grant	7.568	3.959	7.568	0.000	0	0.000			
Solar Farms	0.046	0.000	0.000	(0.046)	-100	0.000	This funding is related to the Standard Waste Transfer Station project and is therefore subject to the same review and feasibility study currently being undertaken. Therefore, this funding won't be spent in 2024/25.	Carry Forward - Request approval to move funding of £0.046m to 2025/26.	
Total	16.254	4.121	12.303	(3.951)	-24	0.000			

Variance = Budget v Projected Outturn

HOUSING & COMMUNITIES

Capital Budget Monitoring 2024/25 - Month 4

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Affordable Housing	0.868	0.118	0.868	0.000	0	0.000			
Disabled Facilities Grants	1.815	0.582	1.815	0.000	0	0.000			DFG spend is customer driven and volatile.
Total	2.683	0.700	2.683	0.000	0	0.000			

Variance = Budget v Projected Outturn

CAPITAL PROGRAMME & ASSETS

Capital Budget Monitoring 2024/25 - Month 4

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Administrative Buildings	2.170	0.205	2.129	(0.041)	-2	0.000	Target hardening expenditure is incurred as and when unauthorised encampments occur which prompt target hardening vulnerable locations.	Carry Forward - Request approval to move funding of £0.041m to 2025/26.	
Community Asset Transfers	0.587	0.046	0.096	(0.491)	-84	0.000	Expenditure is incurred as and when schemes are signed off.	Carry Forward - Request approval to move funding of £0.491m to 2025/26.	
Leisure Centres & Libraries	0.414	0.002	0.414	0.000	0	0.000			
Play Areas	0.596	0.097	0.596	0.000	0	0.000			
Theatr Clwyd	23.088	4.726	23.088	0.000	0	0.000			
Total	26.855	5.076	26.323	(0.532)	-2	0.000			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2024/25 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Disabled Adaptations	1.100	0.601	1.100	0.000	0	0.000	Client led and volatile. Potential overspend of £0.300m due to an increase in large adaptations required, will continue to monitor and review.		
Energy Services	4.563	1.120	4.563	0.000	0	0.000	ORP 3 works continuing in Leeswood and Holywell - £1.6m WG Funding.		Potential additional funding of £2m ORP bid in-year. Funding to be used within 2024/25, on additional properties identified.
Major Works	2.156	1.176	2.156	0.000	0	0.000	Smoke Alarm Installation programme, Urgent Capital Works and Fire Risk Assessments. Full spend assumed.		Fire Safety Heights Grant awarded from WG, £3m. Work to be carried on in 2024/25.
Accelerated Programmes	0.532	0.203	0.532	0.000	0	0.000	Asbestos Removal programme. Full spend assumed.		
WHQS Improvements	12.994	2.858	12.994	0.000	0	0.000	Additional £0.516m received from WG for WHQS Implementation which is to be used for Stock Condition Surveys. WHQS 2 Schemes ongoing.		Additional £2.9m TACP Funding awarded for 2024/25 which could potentially contribute to any void property works identified.
Modernisation/Improvements	4.000	0.000	4.000	0.000	0	0.000	No schemes currently identified. Business Plan assumes prudential borrowing to fund any schemes.		
SHARP	4.153	0.318	4.153	0.000	0	0.000	A number of pipeline schemes at feasibility stage, potential buy backs identified to assist with the reduction in Homeless spend.		Additional £2.9m TACP Funding awarded for 2024/25 which could potentially contribute to any buy backs identified.
Total	29.498	6.277	29.498	0.000	0	0.000			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2024/25 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
People & Resources	0.401	0.000	0.401	0.000	0	0.000			
Governance	2.636	0.015	2.203	(0.433)	-16	0.000			
Education & Youth	19.210	2.740	17.465	(1.745)	-9	0.000			
Social Services	20.507	2.950	20.324	(0.183)	-1	0.000			
Planning, Environment & Economy	3.651	(0.232)	3.143	(0.508)	-14	0.000			
Streetscene & Transportation	16.254	4.121	12.303	(3.951)	-24	0.000			
Housing & Communities	2.683	0.700	2.683	0.000	0	0.000			
Capital Programme & Assets	26.855	5.076	26.323	(0.532)	-2	0.000			
Sub Total - Council Fund	92.197	15.370	84.845	(7.352)	-8	0.000			
Housing Revenue Account	29.498	6.277	29.498	0.000	0	0.000			
Total	121.695	21.647	114.343	(7.352)	-6	0.000			

Variance = Budget v Projected Outturn

INVESTMENT IN COUNTY TOWNS - 2023/24 ACTUAL SPEND

APPENDIX C

TOWN FUNDING	23/24 ACTUAL £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	2,399		273	158	644	131		619	50				99		126	299			1,207	1,192	2,399
EDUCATION & YOUTH																					
Ysgol Croes Atti, Flint	847						847												0	847	847
Ysgol Penyffordd Extension	1,015	672	343																672	343	1,015
SOCIAL SERVICES																					
Croes Atti Newydd Residential Care Home, Flint	3,294						3,294												0	3,294	3,294
Relocation of Tri-Ffordd Day Service provision	43										43								0	43	43
STREETSCENE & TRANSPORTION																					
Highways Maintenance	2,350	395		222		420		343		392		244		243		91			2,350	0	2,350
Transport Grant	3,490		189		126	760		5	877		426		175		466	4	462		9	3,481	3,490
CAPITAL PROGRAMME & ASSETS																					
Theatr Clwyd - Redevelopment	17,019									1,747	15,272								1,747	15,272	17,019
	30,457	1,067	805	380	770	551	4,901	967	927	2,139	15,741	244	274	243	592	394	462		5,985	24,472	30,457

AREA TOTAL

1,872

1,150

5,452

1,894

17,880

518

835

856

INVESTMENT IN COUNTY TOWNS - 2024/25 REVISED BUDGET

APPENDIX C (Cont)

TOWN FUNDING	REVISED BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	4,153	318															3,835		318	3,835	4,153
EDUCATION & YOUTH																					
Ysgol Croes Atti Flint	9,483					3,319	6,164												3,319	6,164	9,483
St Richard Gwyn, Flint	1,017						1,017												0	1,017	1,017
SOCIAL SERVICES																					
Croes Atti Newydd Residential Care Home, Flint	15,143					6,137	9,006												6,137	9,006	15,143
Relocation of Tri-Ffordd Day Service provision	4,536									1,646	2,890							1,646	2,890	4,536	
STREETSCENE & TRANSPORTION																					
Improvements to Standard Yard Waste Transfer Station	3,622	3,405	217																3,405	217	3,622
Cemeteries	749	190											559						749	0	749
Highways Maintenance	4,269	12		23		38		43		20				14		3,481	638	3,631	638	4,269	
Transport Grant	7,568		498		1,406		91		691		195		3,404			1,283		0	7,568	7,568	
CAPITAL PROGRAMME & ASSETS																					
Theatr Clwyd - Redevelopment	23,088									7,028	16,060								7,028	16,060	23,088
HOUSING & COMMUNITIES																					
Affordable Housing	868	118									750								868	0	868
	74,496	4,043	715	23	1,406	9,494	16,278	43	691	9,444	19,145	559	3,404	14	0	3,481	5,756	27,101	47,395	74,496	
AREA TOTAL			4,758		1,429		25,772		734		28,589		3,963		14		9,237				

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INVESTMENT IN COUNTY TOWNS - 2024/25- MONTH 4

APPENDIX C (Cont)

TOWN FUNDING	ACTUAL TO DATE £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000		
EXPENDITURE																						
HOUSING - HRA																						
SHARP	318	318																		318	0	318
EDUCATION & YOUTH																						
Ysgol Croes Atti Flint	1,597						1,597													0	1,597	1,597
St Richard Gwyn, Flint	446						446													0	446	446
SOCIAL SERVICES																						
Croes Atti Newydd Residential Care Home, Flint	2,129						2,129													0	2,129	2,129
Relocation of Tri-Ffordd Day Service provision	684										684									0	684	684
STREETSCENE & TRANSPORTION																						
Cemeteries	9												9							9	0	9
Highways Maintenance	150	12		23		38		43		20				14						150	0	150
Transport Grant	3,959		5		1,326		2		42		185		2,394		5					0	3,959	3,959
CAPITAL PROGRAMME & ASSETS																						
Theatr Clwyd - Redevelopment	4,726										4,726									0	4,726	4,726
HOUSING & COMMUNITIES																						
Affordable Housing	118	118																		118	0	118
	14,136	448	5	23	1,326	38	4,174	43	42	20	5,595	9	2,394	14	5	0	0		595	13,541	14,136	
AREA TOTAL			453		1,349		4,212		85		5,615		2,403		19		0					

INVESTMENT IN COUNTY TOWNS - 2025 - 2027 BUDGET

APPENDIX C (Cont)

TOWN FUNDING	FUTURE BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000			
EXPENDITURE																					
EDUCATION & YOUTH																					
Joint Archive Facility, FCC and DCC	12,800										3,079	9,721							3,079	9,721	12,800
Ysgol Croes Atti Flint	5,139					1,225	3,914												1,225	3,914	5,139
Drury County Primary	4,800	1,680	3,120																1,680	3,120	4,800
Elfed High School	4,488	1,571	2,917																1,571	2,917	4,488
Sallney/Broughton Area	16,000													5,600	10,400				5,600	10,400	16,000
SOCIAL SERVICES																					
Development of Children's Residential Care	1,000																1,000		1,000	0	1,000
STREETSCENE & TRANSPORTION																					
Highways Asset Management Plan	3,000																3,000		3,000	0	3,000
HOUSING & COMMUNITIES																					
Affordable Housing	22,642																22,642		22,642	0	22,642
	69,869	3,251	6,037	0	0	1,225	3,914	0	0	3,079	9,721	0	0	5,600	10,400	26,642	0	39,797	30,072	69,869	
AREA TOTAL			9,288	0	0	5,139	0	12,800	0	16,000	26,642										

Prudential Indicators Q1 2024/25

The Council measures and manages its capital expenditure, borrowing and commercial and service investments with references to the following indicators.

It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis.

Table 1 - Capital Expenditure in £ millions: The Council has undertaken and is planning capital expenditure as summarised below. The increase in forecasted expenditure between 2023/24 to 2024/25, in the main relate to works at Theatr Clwyd, Ty Croes Atti and the Band B schools programme.

	2023/24 Actual	2024/25 Forecast	2025/26 Estimate	2026/27 Estimate
Council Fund	46.277	84.845	22.537	18.879
Housing Revenue Account	23.530	29.498	24.664	25.018
Total	69.807	114.343	47.201	43.897

Table 2 - Capital Financing Requirement in £ millions: The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt.

	2023/24 Actual	2024/25 Forecast *	2025/26 Estimate	2026/27 Estimate
Council Fund	219.706	315.104	326.769	340.621
Housing Revenue Account	133.150	139.574	141.868	144.075
Total	352.856	454.678	468.637	484.696

* £75m of the CFR increase in 2024/25 arises from a change in the accounting for leases.

The increase in estimated CFR between 2023/24 and 2024/25 in the main, relates to the change in accounting for leases under IFRS 16. This means that under the new rules, the lease of any assets must be recognised on the Council's balance sheet.

In addition to this, is estimated expenditure for the HRA and NEW Homes, Supported Borrowing, and Council Fund schemes including the Sustainable Communities for Schools programme, Theatr Clwyd and Ty Croes Atti Residential Care Home.

Table 3 - Gross Debt and the Capital Financing Requirement in £ millions: Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Authority has complied and expects to continue to comply with this requirement in the medium

term as is shown below.

	2023/24 Actuals	2024/25 Forecast	2025/26 Estimate	2026/27 Estimate
Debt (Incl Leases)	334.743	403.781	419.682	433.238
Capital Financing Requirement	352.856	454.678	468.637	484.696

Table 4 - Debt and the Authorised Limit and Operational Boundary in £ millions: The Council is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

	2024/25 Limit	28.06.24 Actual
Operational Boundary - Total	£485m	£324m
Authorised Limit - Total	£520m	£324m

Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Table 5 - Net Income from Commercial and Service Investments to Net Revenue Stream in £ millions: The Council’s income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

	2023/24 Actual	2024/25 Forecast	2025/26 Estimate	2026/27 Estimate
Total net income from service and commercial investment	1.710	1.673	1.673	1.673
Proportion of net revenue stream	0.49%	0.45%	0.45%	0.45%

Table 6 - Proportion of Financing Costs to Net Revenue Stream in £ millions: Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue.

The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

	2023/24 Actual	2024/25 Forecast	2025/26 Estimate	2026/27 Estimate
Council Fund	3.8%	4.1%	4.2%	4.3%
HRA	17.0%	16.2%	16.7%	16.6%

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CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Treasury Management Annual Report 2023/24
Cabinet Member	Cabinet Member for Finance and Social Value
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report presents the draft Treasury Management Annual Report 2023/24 (attached as Appendix 1).

As required by the Council's Financial Procedure Rules, the Annual Report was reviewed by the Governance and Audit Committee on 24th July where officers responded to questions to the satisfaction of the Committee and there are no specific issues to bring to the attention of Cabinet.

It is recommended that the report be presented to County Council on 21st November for final approval.

RECOMMENDATIONS

1	That Cabinet recommends the draft Treasury Management Annual Report 2023/24 to County Council on 21 st November for final approval.
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REPORT DETAILS

1.00	EXPLAINING THE ANNUAL REPORT
1.01	On 23 rd February 2023, Council approved the Treasury Management Strategy 2023/24, following the recommendation of the Cabinet and consideration by the Governance and Audit Committee.
1.02	The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and the execution and administration of treasury management decisions to the Corporate Finance Manager, who acts in accordance with the Council's Treasury Management Policy Statement, Strategy and Practices.
1.03	The Council has nominated the Governance and Audit Committee to be responsible for ensuring effective scrutiny of Treasury Management Strategy and Policies.
	<u>CONSIDERATIONS</u>
1.04	<p>The draft Treasury Management Annual Report 2023/24 is attached as Appendix 1. As required by the Council's Financial Procedure Rules, this Annual Report was reviewed by the Governance and Audit Committee on 24th July where officers responded to questions to the satisfaction of the Committee and there are no specific issues to bring to the attention of Cabinet.</p> <p>It is recommended that the report be presented to County Council on 21st November for final approval.</p>
	<u>Summary of Key Points</u>
1.05	<p>UK inflation continued to decline throughout the year with headline consumer price inflation (CPI) falling to 3.4% in February from the 8.7% seen at the start of the year, although this was still above the Bank of England's 2% target.</p> <p>Having begun the financial year at 4.25%, the Bank of England's Monetary Policy Committee (MPC) increased the Bank Rate to 5.25% in August 2023 with a 3-way split in the Committee's voting as the UK economy appeared resilient in the face of the dual headwinds of higher inflation and interest rates. The Bank Rate was maintained at 5.25% through the remainder of the financial year.</p> <p>Section 2 of the report provides a full economic and interest rate review for 2023/24.</p>
1.06	<p>Due to increases in the UK Bank Rate, the short-term money market rates have been higher than expected. The average interest rate on the income earned during the year was 4.87%.</p> <p>Section 4 provides further details of the Council's investment activity during the year.</p>

1.07	During the year a total of £12m Public Works Loan Board (PWLB) loans were taken out to support the strategy of fixing a portion of the long-term borrowing requirement. Section 3 provides more information on borrowing and debt management during the year.
1.08	Options for debt rescheduling were explored in conjunction with our treasury management advisors. The premium charged for early repayment of PWLB debt remained relatively expensive for the loans in the Council's portfolio and therefore unattractive for debt rescheduling activity. Therefore, no rescheduling activity was undertaken.
1.09	The treasury function operated within the limits detailed in the Treasury Management Strategy 2023/24.

2.00	RESOURCE IMPLICATIONS
2.01	Financial implications are addressed in the report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Arlingclose Ltd, being the Council's treasury management advisors.

4.00	RISK MANAGEMENT
4.01	Risk Management directly addressed within the report and appendices including identification of risks and measures to mitigate likelihood and impact of risks identified.

5.00	APPENDICES
5.01	1. Draft Treasury Management Annual Report 2023/24

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

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

8.00	GLOSSARY OF TERMS
8.01	<p>Authorised Limit: A statutory limit that sets the maximum level of external debt for the Council.</p> <p>Balances and Reserves: Accumulated sums that are held, either for specific future costs or commitments (known as earmarked) or generally held to meet unforeseen or emergency expenditure.</p> <p>Bank Rate: The official interest rate set by the Bank of England's Monetary Policy Committee and what is generally termed at the "base rate".</p> <p>Basis Point: A unit of measure used in finance to describe the percentage change in the value or rate of a financial instrument. One basis point is equivalent to 0.01% (1/100th of a percent). In most cases, it refers to changes in interest rates and bond yields. For example, if interest rates rise by 25 basis points, it means that rates have risen by 0.25% percentage points.</p> <p>Bond: A certificate of debt issued by a company, government, or other institution. The bond holder receives interest at a rate stated at the time of issue of the bond. The price of a bond may vary during its life.</p> <p>Capital Expenditure: Expenditure on the acquisition, creation or enhancement of capital assets.</p> <p>Capital Financing Requirement (CFR): The Council's underlying need to borrow for capital purposes representing the cumulative capital expenditure of the local authority that has not been financed.</p> <p>Certificates of Deposits (CD's): A savings certificate entitling the bearer to receive interest. A CD bears a maturity date, a specified fixed interest rate and can be issued in any denomination. CDs are generally issued by commercial banks. The term of a CD generally ranges from one month to five years.</p> <p>Consumer Price Index (CPI): The UK's main measure of inflation (along with Retail Price Index or 'RPI') The Monetary Policy Committee of the Bank of England set the Bank Rate in order to try and keep CPI at or close to the target set by the Government. The calculation of CPI includes many items of normal household expenditure but excludes some items such as mortgage interest payments and Council Tax.</p> <p>Corporate Bonds: Corporate bonds are bonds issued by companies. The term is often used to cover all bonds other than those issued by governments in their own currencies and includes issues by companies, supranational organisations and government agencies.</p> <p>Cost of Carry: The "cost of carry" is the difference between what is paid to borrow compared to the interest which could be earned. For example, if one takes out borrowing at 5% and invests the money at 1.5%, there is a cost of carry of 3.5%.</p>

Counterparty List: List of approved financial institutions with which the Council can place investments.

Credit Rating: Formal opinion by a registered rating agency of a counterparty's future ability to meet its financial liabilities; these are opinions only and not guarantees.

Debt Management Office (DMO): The DMO is an Executive Agency of His Majesty's Treasury and provides direct access for local authorities into a government deposit facility known as the Debt Management Account Deposit Facility (DMADF). All deposits are guaranteed by HM Government and therefore have the equivalent of a sovereign credit rating.

Federal Reserve: The US central bank, the equivalent of the Bank of England. (Often referred to as "the Fed").

Financial Instruments: Financial instruments are tradable assets of any kind. They can be cash, evidence of an ownership interest in an entity, or a contractual right to receive or deliver cash or another financial instrument.

Gilts: Gilts are bonds issued by the UK Government. They take their name from 'gilt-edged'. They are deemed to be very secure as the investor expects to receive the full face value of the bond to be repaid on maturity.

IFRS: International Financial Reporting Standards.

LIBID: The London Interbank Bid Rate (LIBID) is the rate bid by banks on Eurocurrency deposits (i.e. the rate at which a bank is willing to borrow from other banks).

LIBOR: The London Interbank Offered Rate (LIBOR) is the rate of interest that banks charge to lend money to each other. The British Bankers' Association (BBA) work with a small group of large banks to set the LIBOR rate each day. The wholesale markets allow banks who need money to borrow from those with surplus amounts. The banks with surplus amounts of money are keen to lend so that they can generate interest which it would not otherwise receive.

LOBO: Stands for Lender Option Borrower Option. The underlying loan facility is typically very long-term - for example 40 to 60 years - and the interest rate is fixed. However, in the LOBO facility the lender has the option to call on the facilities at pre-determined future dates. On these call dates, the lender can propose or impose a new fixed rate for the remaining term of the facility and the borrower has the 'option' to either accept the new imposed fixed rate or repay the loan facility.

Maturity: The date when an investment or borrowing is repaid.

Maturity Structure / Profile: A table or graph showing the amount (or percentage) of debt or investments maturing over a time period.

Minimum Revenue Provision (MRP): An annual provision that the Council is statutorily required to set aside and charge to the Revenue

Account for the repayment of debt associated with expenditure incurred on capital assets.

Monetary Policy Committee (MPC): Government Body that sets the Bank Rate. Its primary target is to keep inflation within 1% of a central target of 2%. Its secondary target is to support the Government in maintaining high and stable levels of growth and employment.

Money Market Funds (MMF): Pooled funds which invest in a range of short term assets providing high credit quality and high liquidity.

Non Specified Investment: Investments which fall outside the WG Guidance for Specified investments (below).

Operational Boundary: This linked directly to the Council's estimates of the CFR and estimates of other day to day cash flow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

Premiums and Discounts: In the context of local authority borrowing, (a) the premium is the penalty arising when a loan is redeemed prior to its maturity date and (b) the discount is the gain arising when a loan is redeemed prior to its maturity date.

Prudential Code: Developed by CIPFA and introduced in April 2004 as a professional code of practice to support local authority capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice.

Prudential Indicators: Indicators determined by the local authority to define its capital expenditure and asset management framework. They are designed to support and record local decision making in a manner that is publicly accountable; they are not intended to be comparative performance indicators.

Public Works Loans Board (PWLB): The PWLB is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. The PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Quantitative Easing (QE): In relation to the UK, it is the process used by the Bank of England to directly increase the quantity of money in the economy. It does not involve printing more banknotes. Instead, the Bank buys assets from private sector institutions – that could be insurance companies, pension funds, banks or non-financial firms – and credits the seller's bank account. So the seller has more money in their bank account, while their bank holds a corresponding claim against the Bank of England (known as reserves). The end result is more money out in the wider economy.

Retail Price Index (RPI): A monthly index demonstrating the movement in the cost of living as it tracks the prices of goods and services including mortgage interest and rent.

Revenue Expenditure: Expenditure to meet the continuing cost of delivery of services including salaries and wages, the purchase of materials and capital financing charges.

Specified Investments: Term used in the Welsh Assembly Guidance for Local Authority Investments. Investments that offer high security and high liquidity, in sterling and for no more than one year. UK government, local authorities and bodies that have a high credit rating.

Supported Borrowing: Borrowing for which the costs are supported by the government or third party.

Supranational Bonds: Instruments issued by supranational organisations created by governments through international treaties (often called multilateral development banks). The bonds carry an AAA rating in their own right. Examples of supranational organisations are the European Investment Bank, the International Bank for Reconstruction and Development.

Temporary Borrowing: Borrowing to cover peaks and troughs of cash flow, not to fund capital spending.

Term Deposits: Deposits of cash with terms attached relating to maturity and rate of return (Interest).

Treasury Bills (T-Bills): Treasury Bills are short term Government debt instruments and, just like temporary loans used by local authorities, are a means to manage cash flow. They are issued by the Debt Management Office and are an eligible sovereign instrument, meaning that they have an AAA-rating.

Treasury Management Code: CIPFA's Code of Practice for Treasury Management in the Public Services, initially brought in 2003, subsequently updated in 2009 and 2011.

Treasury Management Practices (TMP): Treasury Management Practices set out the manner in which the Council will seek to achieve its policies and objectives and prescribe how it will manage and control these activities.

Unsupported Borrowing: Borrowing which is self-financed by the local authority. This is also sometimes referred to as Prudential Borrowing.

Yield: The measure of the return on an investment instrument.

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FLINTSHIRE COUNTY COUNCIL

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TREASURY MANAGEMENT

ANNUAL REPORT 2023/24

1.00 INTRODUCTION

The Council approved the Treasury Management Strategy 2023/24 (the Strategy) including key indicators, limits and an annual investment strategy on 23rd February 2023.

The Strategy was produced based on the 2021 edition of the *CIPFA Treasury Management in the Public Services: Code of Practice*.

This report includes the requirement in the 2021 Code, mandatory from 1st April 2023, of reporting of the treasury management prudential indicators.

The purpose of this report is to review the outcomes from 2023/24 treasury management operations and compare these with the Strategy.

Treasury management comprises the management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

2.00 ECONOMIC & INTEREST RATE REVIEW 2023/24

This is provided by Arlingclose Ltd, the Council's treasury management advisors.

2.01 Economic background

UK inflation continued to decline from the 8.7% rate seen at the start of 2023/24. By the last quarter of the financial year headline consumer price inflation (CPI) had fallen to 3.4% in February but was still above the Bank of England's 2% target at the end of the period. The core measure of CPI, i.e., excluding food and energy, also slowed in February to 4.5% from 5.1% in January, a rate that had stubbornly persisted for three consecutive months.

The UK economy entered a technical recession in the second half of 2023, as growth rates of -0.1% and -0.3% respectively were recorded for Q3 and Q4. Over the 2023 calendar year GDP growth only expanded by 0.1% compared to 2022. Of the recent monthly data, the Office for National Statistics reported a rebound in activity with economy expanding 0.2% in January 2024. While the economy may somewhat recover in Q1 2024, the data suggests that prior increases in interest rates and higher price levels are depressing growth, which will continue to bear down on inflation throughout 2024.

Labour market data provided a mixed message for policymakers. Employment and vacancies declined, and unemployment rose to 4.3% (3mth/year) in July

2023. The same month saw the highest annual growth rate of 8.5% for total pay (i.e., including bonuses) and 7.8% for regular pay growth (i.e., excluding bonuses). Thereafter, unemployment began to decline, falling to 3.9% (3mth/year) in January and pay growth also edged lower to 5.6% for total pay and 6.1% for regular pay, but remained above the Bank of England's forecast.

Having begun the financial year at 4.25%, the Bank of England's Monetary Policy Committee (MPC) increased Bank Rate to 5.25% in August 2023 with a 3-way split in the Committee's voting as the UK economy appeared resilient in the face of the dual headwinds of higher inflation and interest rates. Bank Rate was maintained at 5.25% through to March 2024. The vote at the March was 8-1 in favour of maintaining rates at this level, with the single dissenter preferring to cut rates immediately by 0.25%. Although financial markets shifted their interest rate expectations downwards with expectations of a cut in June, the MPC's focus remained on assessing how long interest rates would need to be restrictive in order to control inflation over the medium term.

In the Bank's quarterly Monetary Policy Report (MPR) released in August 2023 the near-term projection for services price inflation was revised upwards, goods price inflation widespread across products, indicating stronger domestic inflationary pressure with second-round effects in domestic prices and wages likely taking longer to unwind than they did to emerge. In the February 2024 MPR the Bank's expectations for the UK economy were positive for the first half of 2024, with a recovery from the mild recession in calendar H2 2023 being gradual. Headline CPI was forecast to dip below the 2% target quicker than previously thought due to declining energy prices, these effects would hold inflation slightly above target for much of the forecast horizon.

Following this MPC meeting, Arlingclose, the Council's treasury adviser, maintained its central view that 5.25% remains the peak in Bank Rate and that interest rates will most likely start to be cut later in H2 2024. The risks in the short-term are deemed to be to the downside as a rate cut may come sooner than expected, but then more broadly balanced over the medium term.

The US Federal Reserve also pushed up rates over the period, reaching a peak range of between 5.25-5.50% in August 2023, where it has stayed since. US policymakers have maintained the relatively dovish stance from the December FOMC meeting and at the meeting in March, economic projections pointed to interest rates being cut by a total of 0.75% in 2024.

Following a similarly sharp upward trajectory, the European Central Bank hiked rates to historically high levels over period, pushing its main refinancing rate to 4.5% in September 2023, where it has remained. Economic growth in the region remains weak, with a potential recession on the cards, but inflation remains sticky and above the ECB's target, putting pressure on policymakers on how to balance

these factors.

2.02 Financial markets

Sentiment in financial markets remained uncertain and bond yields continued to be volatile over the year. During the first half of the year, yields rose as interest rates continued to be pushed up in response to rising inflation. From October they started declining again before falling sharply in December as falling inflation and dovish central bank attitudes caused financial markets to expect cuts in interest rates in 2024. When it emerged in January that inflation was stickier than expected and the BoE and the Federal Reserve were data dependent and not inclined to cut rates soon, yields rose once again, ending the period some 50+ bps higher than when it started.

Over the financial year, the 10-year UK benchmark gilt yield rose from 3.44% to peak at 4.75% in August, before then dropping to 3.44% in late December 2023 and rising again to 3.92% (28th March 2024). The Sterling Overnight Rate (SONIA) averaged 4.96% over the period to 31st March.

3.00 BORROWING REQUIREMENTS AND DEBT MANAGEMENT

3.01 CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement and so may lead to new borrowing, unless directly and primarily related to the functions of the Council. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing purposes.

The Council has not invested in assets primarily for financial return or that are not primarily related to the functions of the Council. It has no plans to do so in future.

3.02 PWLB (Public Works Loans Board) Certainty Rate

The Council qualified for the PWLB Certainty Rate, allowing the Council to borrow at a reduction of 20 basis points on the Standard Rate for a further 12 months from April 2023.

3.03 Borrowing Activity in 2023/24.

The total long-term borrowing outstanding, brought forward into 2023/24 was £295.2 million.

	Balance 01/04/2023 £m	Debt Maturing £m	New Debt £m	Balance 31/03/2024 £m
Capital Financing Requirement	355.3	(6.6)	6.2	354.9
Short Term Borrowing	12.0	(12.0)	30.0	30.0
Long Term Borrowing	295.2	(5)	12.1	302.3
TOTAL BORROWING	307.2	(17)	42.1	332.3
Other Long-Term Liabilities	2.7	(0.3)	0.00	2.4
TOTAL EXTERNAL DEBT	309.9	(17.3)	42.1	334.7
Increase/(Decrease) in Borrowing (£m)	-	-	25.1	

The Council's Capital Programme is financed by a combination of capital receipts and grants, capital expenditure charged to the revenue account (CERA) and borrowing. The borrowing strategy in recent years, in accordance with advice received from the Council's treasury management advisors, Arlingclose, has been to use existing cash balances and short-term borrowing to confirm the long-term borrowing requirement. This is to ensure that the Council does not commit to long-term borrowing too early and borrow unnecessarily, which will be costly. This is balanced against securing low interest costs and achieving cost certainty over the period for which the funds are required so as not to compromise the long-term stability of the portfolio.

Short term borrowing continued to be available throughout the year and was utilised as far as possible without exposing the Council to excessive refinancing risk. The total short term (temporary) borrowing as at 31st March 2024 was £30m with an average rate of 6.08%.

The relative costs and benefits of internal / short-term borrowing and long-term borrowing were monitored closely, in conjunction with Arlingclose, throughout the year. Although Arlingclose's advice was to keep borrowing short, the Council continued to have a long-term borrowing requirement. In December, short to medium term loans were taken to support its strategy of fixing a portion of its long-term borrowing requirement. After discussing with Arlingclose, the following loans were taken out:

Start Date	Maturity Date	Amount	Rate	Loan Type
12 Dec 2023	12 Dec 2035	£5.0m	4.41%	EIP
28 Dec 2023	28 Dec 2036	£7.0m	3.98%	EIP

On 31st March 2024, £279.0m of the Council's loans were in the form of fixed rate with the PWLB, £18.95m were variable rate in the form of LOBOs (Lender Option Borrower Option) and £4.3m were interest free loans from the Government, available for specific schemes. The Council's average rate for long term borrowing was 4.49%.

The Council's underlying need to borrow as measured by the Capital Financing Requirement (CFR) as at 31st March 2024 was £354.9m. The Council's total external debt was £334.7m.

3.04 Lender Option Borrower Option loans (LOBOs)

The Council holds £18.95m of LOBOs, loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost.

As market interest rates rose, there was increased probability of call options on the LOBOs being exercised by lenders. These LOBO loans had semi-annual call option dates during the year to 31st March 2024, however, none of them were called.

The LOBO loans also have call dates within the next 12 months. The Council has liaised with treasury management advisors Arlingclose over the likelihood of the options being exercised. If the option is exercised and an increased rate proposed, the Council plans to repay the loan at no additional cost as accepting the revised terms would mean it would still have refinancing risk in later years. If required, the Council will repay the LOBO loans with available cash or by borrowing from other local authorities or the PWLB.

3.05 Debt Rescheduling

Options for debt rescheduling were explored in conjunction with the Council's treasury management advisors. The premium charged for early repayment of PWLB debt remained relatively expensive for the loans in the Council's portfolio and therefore unattractive for debt rescheduling activity. As a consequence, no rescheduling activity was undertaken.

The Corporate Finance Manager, in conjunction with the Council's treasury management advisors, will continue to review any potential opportunities for restructuring the Council's debt in order to take advantage of potential savings as

interest rates change and to enhance the balance of the long-term portfolio (amend the maturity profile and/or the balance of volatility).

4.00 **INVESTMENT ACTIVITY**

4.01 **Guidance**

The Welsh Government's Investment Guidance gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles.

4.02 **Investment Activity in 2023/24**

Summary of investments as at 31st March 2024.

Country	Total	<1 month	1 –12 months	>12 months
	£m	£m	£m	£m
UK BANKS	3.0	3.0		
UK BUILDING SOCIETIES				
OVERSEAS				
MMF's	30.4	30.4		
LOCAL AUTHORITIES				
DMO	5.0		5.0	
<u>TOTAL</u>	38.4	33.4	5.0	

The investment for £5m was classified as a short-term investment in the Council's Balance Sheet. The remainder of the investments had maturities of less than 3 months, so were classified as cash.

Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Strategy for 2023/24. Investments during the year included:

- Deposits with the Debt Management Office
- Deposits with other local authorities
- Investments in AAA-rated Low Volatility Net Asset Value (LVNAV) money market funds
- Call accounts and deposits with banks and building societies

4.03 **Credit Risk**

The Council assessed and monitored counterparty credit quality with reference to

credit ratings, credit default swaps, GDP of the country in which the institution operate, the country's net debt as a percentage of GDP, and share price. The minimum long-term counterparty credit rating determined by the Council for the 2023/24 treasury strategy was A-/A-/A3 across rating agencies Fitch, S&P and Moody's.

4.04 Counterparty Update

In response to an improving outlook for credit markets, in January 2024 Arlingclose moved away from its previous temporary stance of a 35-day maximum duration and increased its advised recommended maximum unsecured duration limit on all banks on its counterparty list to 100 days.

Earlier in the period, S&P revised the UK sovereign outlook to stable and upgraded Barclays Bank to A+. Moody's also revised the UK outlook to stable, Handelsbanken's outlook to negative, downgraded five local authorities, and affirmed HSBC's outlook at stable while upgrading its Baseline Credit Assessment. Fitch revised UOB's and BMO's outlooks to stable.

In the final quarter of the financial year, Fitch revised the outlook on the UK sovereign rating to stable from negative based on their assessment that the risks to the UK's public finances had decreased since its previous review in October 2022, the time of the mini- budget.

Moody's, meanwhile, upgraded the long-term ratings of German lenders Helaba, Bayern LB and LBBW on better solvency and capital positions, despite challenges from a slowing German economy and exposure to the commercial real estate sector. Moody's also upgraded or placed on review for an upgrade, Australian banks including ANZ, CBA NAB and Westpac on the back of the introduction of a new bank resolution regime.

Credit default swap prices began the financial year at elevated levels following the fallout from Silicon Valley Bank and collapse/takeover of other lenders. From then the general trend was one of falling prices and UK lenders' CDS ended the period at similar levels to those seen in early 2023. Earlier in the year some Canadian lenders saw their CDS prices rise due to concerns over a slowing domestic economy and housing market, while some German lenders were impacted by similar economic concerns and exposure to commercial real estate towards the end of the period, with LBBW remaining the most elevated.

Heightened market volatility is expected to remain a feature, at least in the near term and, credit default swap levels will be monitored for signs of ongoing credit

stress. As ever, the institutions and durations on the Council's counterparty list recommended by Arlingclose remain under constant review.

4.05 Liquidity

In keeping with the WG's Guidance on Investments, the Council maintained a sufficient level of liquidity through the use of money market funds and call accounts.

4.06 Yield

Due to the increases in the UK bank rate, the short-term money market rates have been higher than expected. The Council's budgeted investment income for the year had been prudently estimated at £1.2m, based on an average rate of 3.9%. The average investment balance was £44.3m during the period and interest earned was £2.177m, at an average interest rate of 4.87%.

4.07 Loans to NEW Homes

The loans to NEW Homes do not meet the definition of an investment and are not therefore included in the Council's investment figures. They are classed as capital expenditure.

4.08 ESG Policy

When investing in banks and funds, the Council prioritised banks and other institutions that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code.

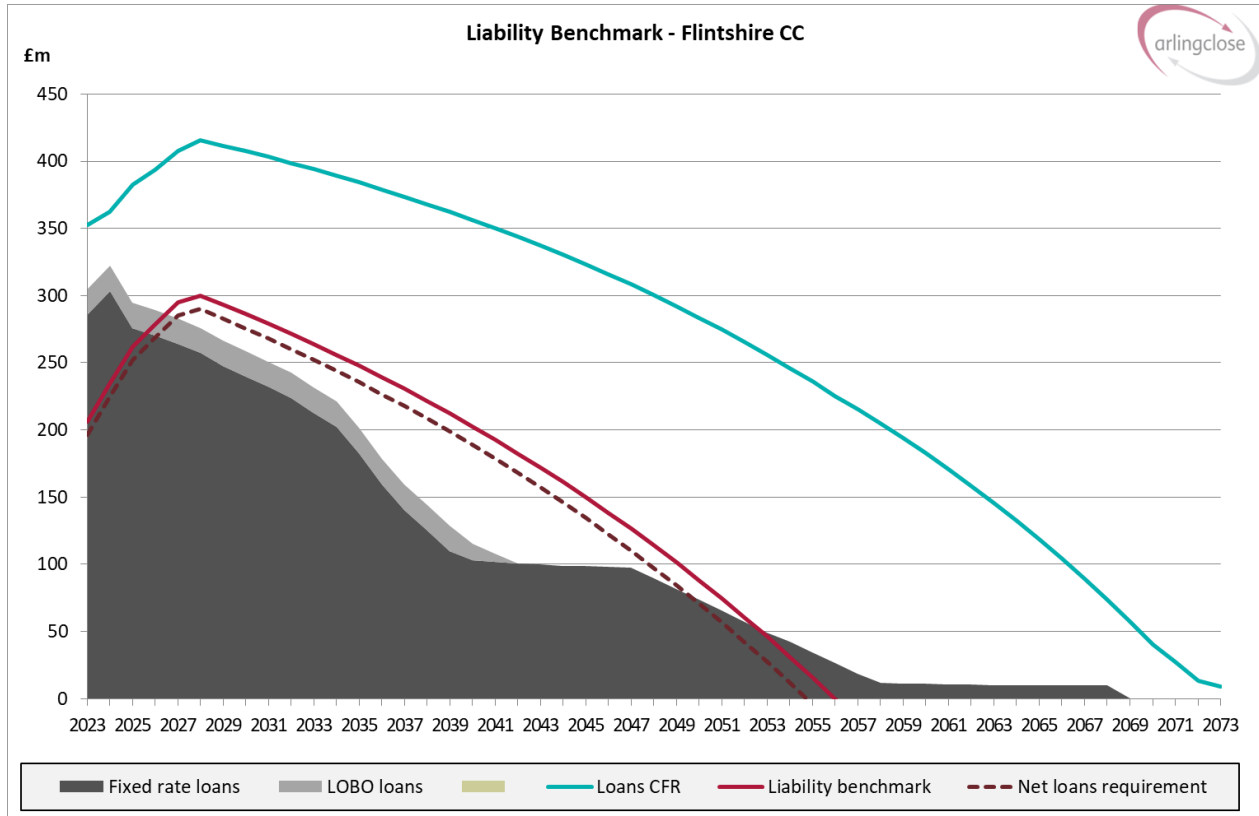
5.00 TREASURY MANAGEMENT PRUDENTIAL INDICATORS

As required by the 2021 CIPFA Treasury Management Code, the Council monitors and measures the following treasury management prudential indicators.

5.01 Liability Benchmark

This new indicator compares the Council's actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. It represents an estimate of

the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.



5.02 Interest Rate Exposures

This indicator is set to control the Council’s exposure to interest rate risk.

Interest rate risk indicator	31.12.23 £'000	31.03.24 £'000
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	(274)	(198)
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	421	344

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at new market rates.

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the

transaction date if later. All other instruments are classed as variable rate.

5.03 Maturity structure of borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Lower	Upper	Actual as at 31.03.24
Under 12 months	0%	20%	2.63%
12 months and within 24 months	0%	20%	2.13%
24 months and within five years	0%	30%	7.29%
Five years and within 10 years	0%	50%	14.80%
10 years and above	0%	100%	73.15%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

5.04 Long-term treasury management investments:

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management investments will be:

Price risk indicator	2023/24 Limit	31.03.24 Actual
Limit on total principal invested beyond year end	£5m	£0m

Any long-term investments carried forward from previous years will be included in each year's limit.

5.05 Borrowing Limits

These limits are reported as part of the quarterly monitoring of the capital programme, however, they are repeated here for completeness.

	2023/24 Limit	31.03.24 Actual
Operational Boundary	£403m	£334.7m
Authorised Limit	£438m	£334.7m

6.00 COMPLIANCE

The Council can confirm that it has complied with its Prudential Indicators for 2023/24. These were approved by Council as part of the Treasury Management Strategy on 23rd February 2023.

In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2023/24. None of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

The treasury function operated within the limits detailed in the Treasury Management Policy and Strategy Statement 2023/24.

7.00 OTHER ITEMS

The following were the main treasury activities during 2023/24:

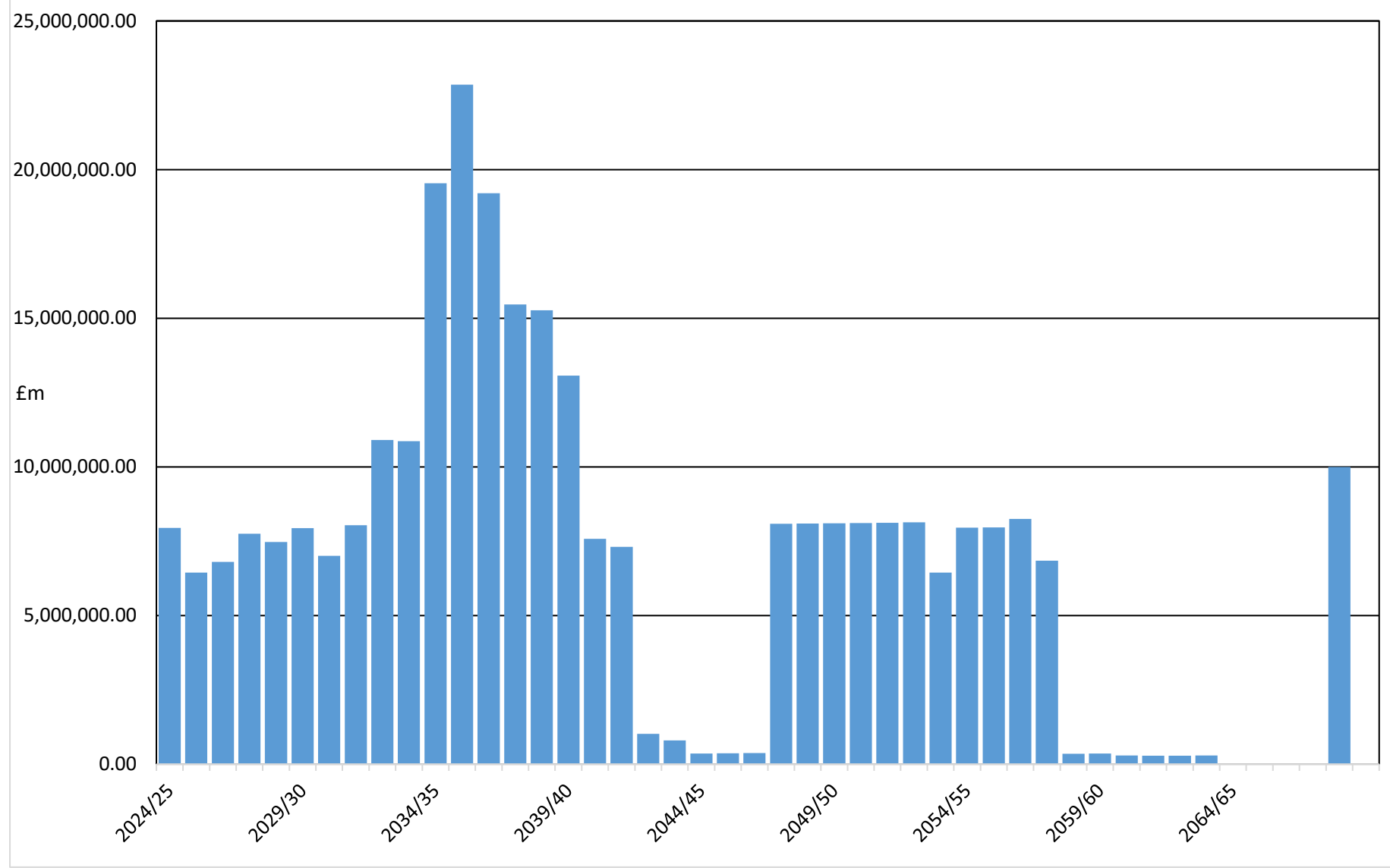
- The Council's Governance and Audit Committee received a Mid-Year Report on 22nd November 2023.
- Quarterly update reports were presented to the Governance and Audit Committee.
- The 2024/25 Investment Strategy Statement was approved by Council on 20th February 2024.
- The Council's cash flow was managed on a daily basis. During the year the Council acted both as a borrower and as a lender and was a net borrower over the year in question. The maximum investments the Council had on deposit at any one time were £62.0m and the maximum long-term borrowing at any one time was £302.5m.

8.00 CONCLUSION

The treasury management function has operated within the statutory and local limits detailed in the 2023/24 Treasury Management Strategy.

The Treasury Management Policy was implemented in a pro-active manner with security and liquidity as the primary focus.

Debt Maturity Profile - March 2024



APPENDIX A NON-TREASURY INVESTMENTS

1.01 The definition of investments in the Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).

Investment Guidance issued by the Welsh Government also includes within the definition of investments all such assets held partially or wholly for financial return.

The Council has given loans to wholly owned companies for service purposes and has historical non-financial investments in property defined as Investment Properties within the Council's Statement of Accounts. The Council considers both to be non-treasury investments.

1.02 Wholly Owned Companies

The Council's investments in the form of loans to wholly owned companies contribute to its service delivery objectives and/or to promote wellbeing as follows:

- The Council has embarked on an ambitious house building programme as part of its Strategic Housing and Regeneration Programme (SHARP). Over a 5-year period 500 new homes will be built at a range of sites across the county, a mixture of new council houses and affordable homes, alongside commissioning a range of linked regeneration initiatives and community benefits.
- Affordable homes are being developed through the Council's wholly owned subsidiary North East Wales Homes Limited (NEW Homes) in partnership with the Council. Affordable homes for rent are built or purchased by NEW Homes funded by loans from the Council. New affordable homes for rent have been built in Flint, Penyffordd (Holywell), Dobshell, Bryn-y-Baal, Northop and Saltney.

The Council considers that its financial exposure to loans to wholly owned companies is proportionate and has set the limits in the table below. The Council's loan book is currently within these self-assessed limits.

Borrower	Cash Limit
Wholly owned companies	£40m
Treasury management investments meeting the definition of a loan	Unlimited

Yield (net profit)

The loans generate a small income for the Council as there is a margin of approx. 0.25% charged to NEW Homes on the Council's borrowing rate from the PWLB. The income makes a very small contribution to achieving a balanced revenue budget.

1.03 Investment Properties

The Welsh Government guidance includes an investment category covering non-financial assets held primarily or partially to generate a profit, primarily investment property. Proper accounting practice defines an investment property as those that are held solely to earn rent and / or for capital appreciation.

The Council has a portfolio of investment properties, in the form of agricultural property and industrial units. Although these are classified as investment properties, they are legacy assets, and the Council is managing down its agricultural portfolio and is reviewing its position regarding industrial units.

Fair Value of Investment Properties

	31.03.2024 £m	31.03.2023 £m	31.3.2022 £m	31.3.2021 £m	31.3.2020 £m
Fair Value Inv. Properties	29.3	29.0	27.6	25.2	25.0

Yield (net profit)

The profit generated by investment activity makes a small contribution to achieving a balanced revenue budget. The table below details the extent to which funding expenditure to meet the service delivery objectives and or promote wellbeing in the Council is dependent on achieving the expected yield over the life cycle of the Medium-Term Financial Plan.

Proportionality of Investment Properties

	2023/24 Actual £m	2024/25 Budget £m	2025/26 Budget £m
Net Revenue Budget	352.121	368.106	368.106
Net Investment income	1.71	1.67	1.67
Proportion	0.48%	0.45%	0.45%



Chief Officer Team

Date of Meeting	Wednesday, 25th September 2024
Report Subject	Residential Care Sector Review 2024 – 2034 and Tŷ Croes Atti Progress Report
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

Flintshire has a growing population of people with complex needs and dementia and the pressure of demand on services and supply will continue as the population increase is not expected to level out until 2040. A whole systems approach is needed if we are to manage demand and meet our statutory duties and this is reflected in the range of innovative projects and investment in services seen by Flintshire over the last few years.

The estimated increase in the at-risk population between 2023 and 2034 is 35%. The estimated increase in demand for care home-based placements for the same period is 35%. Based on the current demand, it is predicted Flintshire will have a shortfall of 389 care home placements across the four main categories of care by 2034 (residential care, EMI residential care, general nursing care, EMI nursing care).

The introduction of the Regulation and Inspection of Social Care (Wales) Act 2016 has meant the type of services provided by Care Homes can be more varied and fluid, which allows placements to change category dependant on demand and ability of the service to meet the needs of the individual. For the purposes of market analysis and reporting, the information in this report has been split into the four traditional categories of care as detailed above. This change can allow for some innovation and creative care models to be developed.

The Welsh Government projection updates originally due summer 2024 have been delayed until summer 2025. Early indications however show a clear message and impact for the future. The care sector in Flintshire is working within an increasingly challenging environment as a result of a range of factors, including an increase in the complexity of need, an ageing population, rising costs, increasing expectations and regulation, as well as difficulties with recruitment and retention of high-quality

workforce. As a result of these pressures there is limited resilience in the sector and Flintshire is particularly challenged, with only a small number of independent providers who are part of a reducing and increasingly fragile market.

The market is changing and despite solid investment capacity is not aligned to current and future needs. As a Council, we are taking a positive approach to rebalancing care home provision, taking a lead as a local authority to develop care homes that value older people and provide good quality support that would place the Council in a good position for the future. We need to continue to explore innovative models of care and what the population want and need. This includes nursing care which is a particular challenge and will require detailed consideration jointly with health, housing, and integration colleagues.

Following on from the successes of the Marleyfield House extension, and with funding investment from both the Council and the Welsh Government the development of the new Croes Atti care home is actively underway. The positive progress in respect of the construction is clearly visible on the site.

The new building will have a 56-bedroom capacity and will enable the relocation and expansion of the existing 31-bedroom Croes Atti care home, also in Flint. A total of 12 of the 56 beds will be available to the D2RA Service (Discharge to recover and assess), and integrated social care and health care services will be delivered at the new home by social services in partnership with Betsi Cadwaladr University Health Board (BCUHB) teams.

The aimed completion date for the build is 29th May 2025.

This report is the starting point for discussion on how we continue to respond to the challenges and increasing demands of the sector.

RECOMMENDATIONS

1	That Members consider actions needed to mitigate the predicted shortfall in Flintshire.
2	That Members consider ways to influence the independent market to meet the growing demand, whilst taking into account the proposals within the Welsh Government's Rebalancing Care Agenda.
3	That Members recognise the progress made on the development of Tŷ Croes Atti.

REPORT DETAILS

1.00	BACKGROUND
1.01	Flintshire has a growing population of people with complex needs and dementia and the pressure of demand on services and supply will continue as the population increase is not expected to level out until 2040.

	<p>A whole systems approach is needed if we are to manage demand and meet our statutory duties and this is reflected in the range of innovative projects and investment in services seen by Flintshire over the last few years. This ranges from developing effective carer support, domiciliary care including extra care developments, intermediate care including effective home and hospital interfaces and appropriate discharges from hospital and finally innovative care home models.</p> <p>Flintshire continually strive to improve and develop services to meet demand and changing challenges as is evidenced by a number of investments and developments locally including the Microcare project, Unpaid Carers Services, strengthening home care (domiciliary care) services, development of intermediate care models, the discharge to recover and assess (D2RA) model at Marleyfield House, and finally the investment in Tŷ Croes Atti to name a few.</p>
1.02	<p>EXPLAINING THE REVIEW</p> <p>In 2016 a report was produced to examine the changes that were facing the residential care sector, locally and nationally, by the year 2020.</p> <p>In December 2023 we updated this report, taking into account the changes since 2016, and using updated population projections and dementia prevalence statistics to forecast the likely situation for Flintshire by 2034.</p> <p>A copy of the Residential Care Review 2024-2034 is available in appendix 5.01.</p> <p>Residential Care in this context refers to all four categories of care - a service that provides residence alongside the specialist care that is needed to support an individual. The introduction of the Regulation and Inspection of Social Care (Wales) Act 2016 has meant the type of services provided by Care Homes can be more varied and fluid, which allows placements to change category dependant on demand and ability of the service to meet the needs of the individual. For the purposes of market analysis and reporting, the information in this report has been split into the four traditional categories of care, residential care, EMI residential care, general nursing care, and EMI nursing care. This change can allow for some innovation and creative care models to be developed.</p>
1.03	<p><u>Variations in market provision since 2016 review</u></p> <p>Capacity in Flintshire since 2016 has been affected in a number of areas.</p> <ul style="list-style-type: none"> • Three general nursing homes closed between 2019 and 2023, which has reduced available placements by 140 (107 general nursing placements and 33 residential placements). • A further home closed but reopened the following year, further evidencing the instability of the market. • Two independent homes have changed categories entirely, reducing general nursing care by 43 placements and EMI residential by 16 placements, but increasing general residential placements by 53.

- General residential and EMI residential provisions have increased with the opening and reopening of two independent residential homes, and the expansion of Marleyfield House in-house residential home.

Three independent homes have changed to providing both general residential and EMI residential, resulting in 65 placements which now have dual capacity.

1.04 **Projections for Flintshire from 2024 to 2034**

Using Welsh Government population projections, the figures below are the predicted increases for Flintshire by 2034:

- 18.11% (6,248) increase in the number of people aged 65 and over.
- 37.86% (3,405) increase in the number of people aged 80 and over.
- 33.71% (860) increase in the number of people aged 65 and over with dementia.

The projected increase in the number of older people with dementia in Wales by 2040 is 70%, with costs across the sectors predicted to increase on average by 157%.

The majority of the cost of dementia care in Wales lies with Social Care, which is predicted to see an increase of 176% to £2.1 billion.

1.05 **Capacity in Flintshire – comparison between 2015 and 2023**

2015

Total 26 homes
 3 x Local Authority owned offering in-house provision
 23 x Independently owned homes
 Total 822 placements

Flintshire have 127 less Nursing placements in 2023 compared to 2015, and despite the increase of in-house provision, the overall capacity across the county has decreased by 86 placements.

2023

Total 25 homes
 3 x Local Authority owned offering in-house provision
 22 x Independently owned homes
 Total 736 placements

Flintshire commissioned 38% of placements in independently owned homes in the county and funded 116 placements in other counties (as at 1st October 2023).

Total capacity	
2015	822
2023	736
Decrease	-86

Reduction in placements split by category

	Residential Care	Residential EMI	Nursing Care	Nursing EMI
Increase / Decrease	+55	-20	-127	+6

1.06 Demand Forecast for Flintshire by 2034

Using dementia prevalence rates and population estimates, we can calculate an at-risk population, the demographic most at risk of having significant health and social care needs and therefore will require residential based services. The increase in the at-risk population by 2034 is 35%.

Using this figure, we can predict demand for placements by 2034, and the results show there is predicted to be a shortfall of 389 placements.

Shortfall in placements	Residential Care	Residential EMI	Nursing General	Nursing EMI	Total
	149	130	50	60	389

This assumes that all Flintshire homes remain open with the same levels of capacity, and the placements Flintshire fund in other counties remain available.

Following on from the 2021 Census, the latest Welsh Government population projections are now due in summer 2025. These will be a complete rebasing of population statistics based on the Census results. Following the release of this data, more accurate predictions of future demand will be produced, and an updated report will be completed.

1.07 With a predicted shortfall of this number of placements, it is evident further action is needed for Flintshire to be able to meet the increasing demand and support its aging population, and consideration needs to be given in relation to how we might meet the predicted shortfall in placements for Flintshire as a whole as well as the potential budget issues.

Potential considerations could include further investment into Flintshire's in-house care homes. By increasing Flintshire's in house care home capacity, we can work with the independent sector homes, and safeguard Flintshire from any future external factors outside of our control. For example, market instability or home closures.

As a Council, we are taking a positive approach to rebalancing care home provision, taking a lead as a local authority to develop care homes that value older people and provide good quality support that would place the Council in a good position for the future. We need to continue to explore innovative models of care and what the population want and need. This includes nursing care which is a particular challenge and will require detailed consideration jointly with health, housing, and integration colleagues.

	Tŷ Croes Atti Update
1.08	<p>The new residential home, Tŷ Croes Atti, is currently being built in Flint, close to the town centre on a brownfield site formerly used as a Community Hospital by the local NHS health board.</p> <p>Following the approval of plans prepared during the 'design phase', prestart activities to prepare the site commenced in December 2023. The construction works started by construction firm Wilmott Dixon in January 2024. Despite some adverse weather, the project is progressing well and on track for completion at the end of May 2025. This will be followed by a period of transition, whereby the residents of the existing Croes Atti home will move to Tŷ Croes Atti in accordance with an agreed mobilisation plan and their individual needs.</p> <p>A considerable amount of work has been undertaken both pre-construction and since, to prepare the foundations for the build. Also, in ensuring that the practicalities and legalities of the relevant utilities are in place. Most recently, the construction work has included the erection of the steel works and lift shafts. Local residents were informed beforehand and have openly communicated any concerns or issues to the construction company or may do so to the Council.</p> <p>Alongside ongoing compliance with a detailed programme of works, inspections and planning conditions, various working groups have been established. In collaboration with stakeholders, the groups are moving forward with decisions on the interior, equipment, service model, and plans for recruitment of staff, with overall oversight by the Project Board.</p> <p>Recruitment in the Care Sector is a challenge nationally. A recruitment plan is in place and the team recognises the need to be innovative and creative in driving this forward.</p> <p>The Council is working closely with BCUHB to verify the health care model to be in place for residents supported in the D2RA Service. The preferred model for this medical oversight is a GP supported model, which would meet the residents' needs whilst maintaining their independence towards a return home.</p> <p>Time has been taken to keep the current staff, as well as residents of the existing Croes Atti home and their families updated on the development. A successful engagement event took place at the existing home in April. The staff, residents and their families learnt of the progress thus far in the development. They were shown images via display boards, print outs of the interior design choices and the design model of the building (internal and external) on a big screen, and were given the opportunity to ask questions and share ideas throughout. A follow-up session is taking place in early September.</p> <p>Wider communication and raising awareness of the recruitment opportunities at Tŷ Croes Atti has taken place in a variety of ways. These include a Ministerial visit in January, as reported in the press. Flintshire adult social care team members held a stall at the Flint Pride event in June and will also be attending the Future Healthcare Heroes Event 2024 in</p>

	<p>October. A roof topping ceremony is taking place on site in September, along with more targeted recruitment work.</p> <p>This ongoing work is further supported by the positive social value element of the project, and it's benefits to the local community. Most recently, the construction company Wilmott Dixon welcomed two new employment opportunities for Flintshire residents and invested 148 hours to support school and college engagements, litter picking in Flint to mark World Environmental day, and a donation of items of food to Flintshire Foodbank.</p>
1.09	<p><u>Benefits of In-House Care Home Investment (NPV)</u></p> <p>By calculating the Net Present Value (NPV) of the Tŷ Croes Atti project, we can determine how profitable the investment will be over the next 20 years. The NPV has been calculated by taking into account money that will be spent on the build, ongoing operating costs, cost efficiencies on telecare and Social Workers' time by having residents in one location, savings that Discharge to Recover and Assess (D2RA) will contribute, but also health benefits and the increase in wellbeing of permanent and temporary residents.</p> <p>Over the next 20 years, Tŷ Croes Atti will provide £36 million in benefits to the area, and in addition to this Flintshire will own a capital asset worth £18 million.</p>
1.10	<p>Other Benefits of In-House Care Home Investment</p> <ul style="list-style-type: none"> • In-house care homes provide a sustainable approach to the availability of care beds in Flintshire. • In-house care provisions make the market more resilient in the case of independent sector closures. • Maintaining an in-house care provision creates a market stability and gives the authority the ability to meet its duty of care. • The control we have over the provision gives us greater flexibility to use beds to meet demands. • Increasing in-house provision will ensure we have well trained and qualified staff with expertise in supporting people with dementia. • Increasing in-house capacity in Flintshire could reduce the number of out of county placements and provide services closer to home for individuals. • Increasing provision would help mitigate the predicted shortfall in placements and support local demand. • Provide an increase in Social Value. • There is a high level of confidence in our in-house care provision from individuals who use our services, families and the regulator. • The provision of in-house care is very popular with waiting lists at all three in-house care homes. • Currently our homes have achieved Gold or Silver Progress for Provider Awards.

1.11	<p><u>Benefits of Discharge to Recover and Assess (D2RA) programme being built as part of in-house care home development.</u></p> <p>The purpose-built Cyflawni unit was developed specifically as part of the expansion of Marleyfield House Care Home, to support independence and reablement and implementation of D2RA. The unit was developed with support from the Welsh Government's Regional Integration Fund Capital Programme. in addition to capital allocation from the Council.</p> <p>The benefits of the D2RA unit include:</p> <ul style="list-style-type: none"> • More cost effective than an alternative stay within an acute or community hospital setting, • Partnership working and pooled budgets. • Centralisation of people with high level of needs being managed in a community setting. • Reduction in the number of care home beds in independent homes being used on a short-term basis. <p>Examples of positive outcomes of D2RA can be found in appendix 5.02 and 5.03.</p> <p>The Tŷ Croes Atti development will also provide capacity to support more integrated service models, including D2RA and Step Up/Step Down, based on a home first approach.</p>
1.12	<p><u>National, Regional and County Level Strategies</u></p> <p>Investing and developing Flintshire's in house provisions, in partnership with BCUHB, would also align to national, regional, and county level strategies, programmes and plans such as.</p> <ul style="list-style-type: none"> • The local Flintshire County Council 'Council Plan' wellbeing objectives to support people in need to live as well as they can and to provide additional placements for step down care within in-house provision. • The commitment of the Regional Partnership Board (RPB) in North Wales, to drive health and social care integration and to facilitate the strategic partnership arrangements between Betsi Cadwaladr University Health Board and the local authorities. Specifically supporting the 'A Healthier Wales' 10-year plan. • The regional North Wales Population Needs Assessment refreshed in 2022 which identified an increasing older population, and a correlation to higher needs for care and support with the activities of daily life. The assessment proposed to fill gaps in support for older people, providing more support for people leaving hospital with care at home or closer to home. • Support the Home First principles and Discharge to Recover and Assess (D2RA) pathway model. This model of care provides funding and support for people to leave hospital, when safe and appropriate to do so, to continue their care and allow for a longer-term needs

	<p>assessment outside of hospital environment. This process will also ensure that people do not have to make decisions about long term residential or nursing care whilst they are in crisis.</p> <ul style="list-style-type: none"> • The national Programme for Government commitments of developing 50 integrated health and social care hubs and to support rebalancing the residential care market. • The objectives and principles of the Social Services and Wellbeing (Wales) Act 2014 (SSWBA). • The sustainable development principles set out in the Well-being of Future Generations (Wales) Act 2015. • The introduction of the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) placing more stringent regulations regarding the quality of residential care accommodation. • The Welsh Government '<i>Town Centre First</i>' approach which aims to breathe new life into town centres. This means locating services and buildings in town centres wherever possible to prioritise the health and vibrancy of town centres.
1.13	<p><u>Welsh Government's Rebalancing Care Agenda Proposals</u></p> <p>The Welsh Government White Paper in 2021 defined 'rebalancing' broadly as a set of descriptions of the change they want to see:</p> <ul style="list-style-type: none"> • Away from complexity, towards simplification. • Away from price, towards quality and social value. • Away from reactive commissioning, towards managing the market. • Away from task-based practice, towards an outcome-based practice. • Away from an organisational focus, towards more effective partnership. <p>To co-produce better outcomes with people.</p> <p>From the case for change, three critical areas emerge where Welsh Government believe focused action is needed to deliver system-wide improvement to secure the vision for social care. These areas are:</p> <ul style="list-style-type: none"> • Refocusing the Fundamentals of the care market – away from price-orientation market structure and towards a value measure based upon service quality and overall cost. • Reorientation of commissioning practices – away from task management and towards managing the market and focusing on outcomes, and social based commissioning. Establishing a common framework to enable a greater degree of joint commissioning; progressing towards a diverse provider based and rebalancing the market by supporting alternative models of care; and encouraging small providers to work together.

	<ul style="list-style-type: none"> • Evolution of integrating mechanisms – simplifying joint planning and delivery by reducing barriers. Strengthening the current design of Regional Partnership Board functions to enable them to better facilitate integrated working. <p>The rebalancing care and support programme falls within three main areas:</p> <ul style="list-style-type: none"> • The creation of a National Framework for commissioned care and support which commissioners would be bound by at local, regional and national level. This framework will set standards for commissioning practice, reduce complexity and rebalance commissioning to focus on quality and outcomes. • The creation of a National Office for Care and Support which will oversee the implementation of the National Framework. • Strengthening the Regional Partnership Board arrangements so joint working delivers for local populations; supporting stronger partnership working and integration of services and better prepare a path for future development of these key partnerships in future. <p>Going forward, these proposals may affect the independent market, and should be taken into account when considering ways to meet growing demand.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	Resource implications for the wider review report have not been worked through at this stage, as it will depend on which actions are taken to mitigate the shortfall of placements in Flintshire. The need to understand the financial implications of options is critical in mapping out the impacts on the councils future financial resources.
2.02	Resource implications for Tŷ Croes Atti were detailed in the Cabinet report for approval in September 2023.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Impact assessment and risk management for the wider review report have not been worked through at this stage, as it will depend on which actions are taken to mitigate the shortfall of placements in Flintshire.
3.02	There is a risk if no action is taken, as this will result in Flintshire being unable to meet the increasing demand and support its aging population.
3.03	The Tŷ Croes Atti home and the operational model within will have a positive impact on residents and the wider community. There will also be a positive impact on acute hospital settings which will be able to discharge individuals who no longer require acute clinical input but would benefit from a period of assessment and rehabilitation in an environment that will

	<p>actively support these aims. A risk assessment has been prepared and is continually being reviewed as the project progresses. The areas presently identified as high risk include:</p> <ul style="list-style-type: none"> • recruitment of additional staff; • delay in agreeing a medical oversight model impacting on CIW registration and thus not being permitted to open the 12 beds to the D2RA service; and • delay in completing the legal work impacting the programme of works including electricity to the site and project costs.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The wider review report has been considered and will be presented at Social and Health Overview and Scrutiny Committee and Cabinet.
4.02	Tŷ Croes Atti – Range of consultations throughout the design and development phase including those required for planning approval. Events held with wider Flint community and with residents, their family and workforce have also been carried out.

5.00	APPENDICES
5.01	Residential Care Sector Review 2024-2034
5.02	D2RA Case Study 1
5.03	D2RA Case Study 2
5.04	Tŷ Croes Atti design image and progress photos

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.02	Cabinet approval for Ty Croes Atti – 5 th September 2023

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Dawn Holt, Commissioning Manager Telephone: 01352 702128 E-mail: dawn.holt@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>D2RA Discharge to Recover and Assess - D2RA supports patients on discharge from hospital to receive intensive therapy led support to allow them to maximize their independence before returning home.</p> <p>Housing with Care Fund (HCF) - Capital funding available to provide housing and accommodation for people with care and support needs.</p> <p>IRCF - Health and Social Care Integration and Rebalancing Capital Fund - The Health and Social Care Integration and Rebalancing Capital Fund (IRCF) is a new programme set up to directly support the Programme for Government (PfG) commitments of developing 50 integrated health and social care hubs and to support rebalancing the residential care market.</p>



FLINTSHIRE'S RESIDENTIAL CARE SECTOR REVIEW 2024-2034

Contemporary and Projected Challenges, and Options Going Forward



*Preliminary Report – Pending Welsh Government projection updates
due summer 2025*

June 2024



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Summary

The purpose of this report is to review and update the residential care review completed in 2016, and to examine the changes the residential care sector, locally and nationally, is projected to experience by the year 2034. It will assess the current state of Flintshire's market as well as predict the likely situation in 2034 and offer recommendations to manage and mitigate the forecasted risks.

Following on from the 2021 Census, the latest Welsh Government population projections are due **in summer 2025**. These will be a complete rebasing of population statistics based on the Census results. Following the release of this data, more accurate predictions of future demand will be produced, and an updated report will be completed.

Updates since last review

Home Closures

There have been three general nursing home closures between 2019 and 2023, which has reduced available placements by 140 (107 general nursing placements and 33 residential placements). Another home closed but reopened the following year, further evidencing the instability of the market.

- Coed Duon, Holywell, closed in 2019 reducing capacity by a total of 34 beds (23 nursing and 11 residential)
- The Cottage, Mold, closed in 2022 reducing capacity by a total of 52 beds (42 nursing and 10 residential)
- Morfa Newydd, Greenfield, closed in 2023 reducing capacity by a total of 54 beds (42 nursing and 12 residential)
- Allerton Lodge, Holywell, closed in 2017 but reopened in 2018, which led to a reduction of 19 residential placements during the period of closure.

Capital Builds and New Services

There has been an overall increase in general residential and EMI residential provision since 2019 due to the following developments.

- Re-opening of Aston Hall Residential Home in 2018 which has provided an additional 29 residential placements.
- Opening of the Oaks Care Home in 2020 which has provided an additional 25 EMI residential placements.
- Expansion of Marleyfield House in 2021 (in-house care home) which has increased the number of placements available to 64, including 16 short-term discharge to recover and assess placements.



- Ty Treffynnon was opened in 2020 at the site of Coed Duon as step down facility to support during the COVID pandemic. This has since been closed.

Variations in Market Provisions

Rhiwlas Care Home has changed from providing both general nursing and general residential care, to solely providing general residential care. This has resulted in Flintshire's overall capacity receiving a further decrease of 43 general nursing placements, but an increase of 37 general residential placements.

Sycamore Lodge Residential Home has changed from solely providing EMI residential to solely providing general residential, simultaneously reducing EMI residential and increasing general residential by 16 placements.

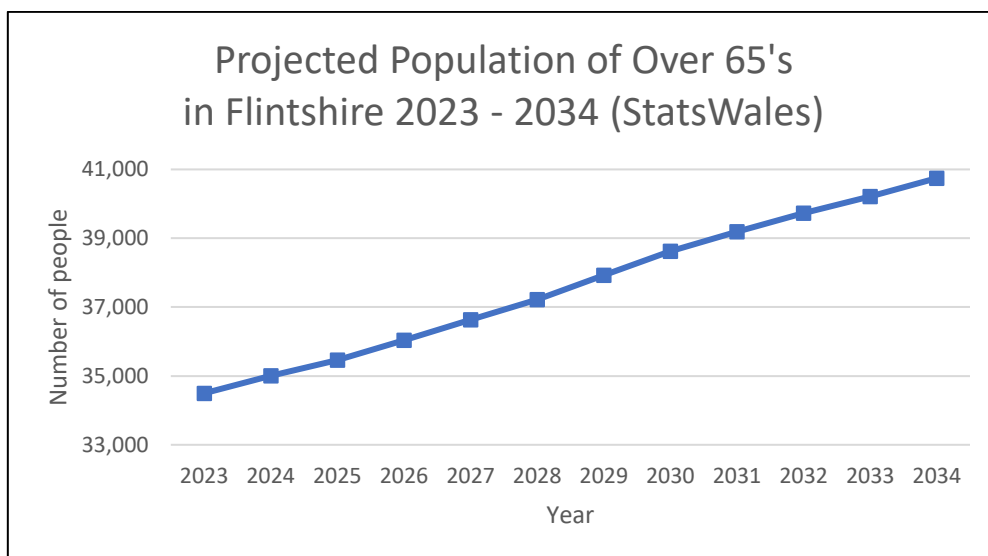
Ty Cerrig, The Glynne and Haulfyn have also changed from solely providing EMI residential care to providing both general residential and EMI residential, resulting in 65 placements now have dual capacity.

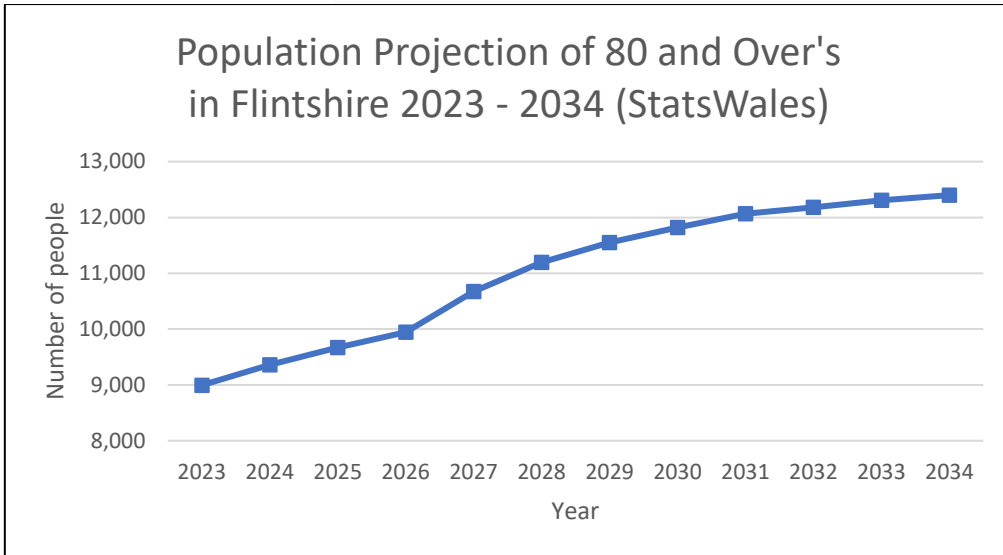
Population Projections

Population Projections in Flintshire

According to the 2021 Census, as of 21 March 2021 the total population in Flintshire aged 65 and over was 33,229 and total population aged 80 and over was 8,309.

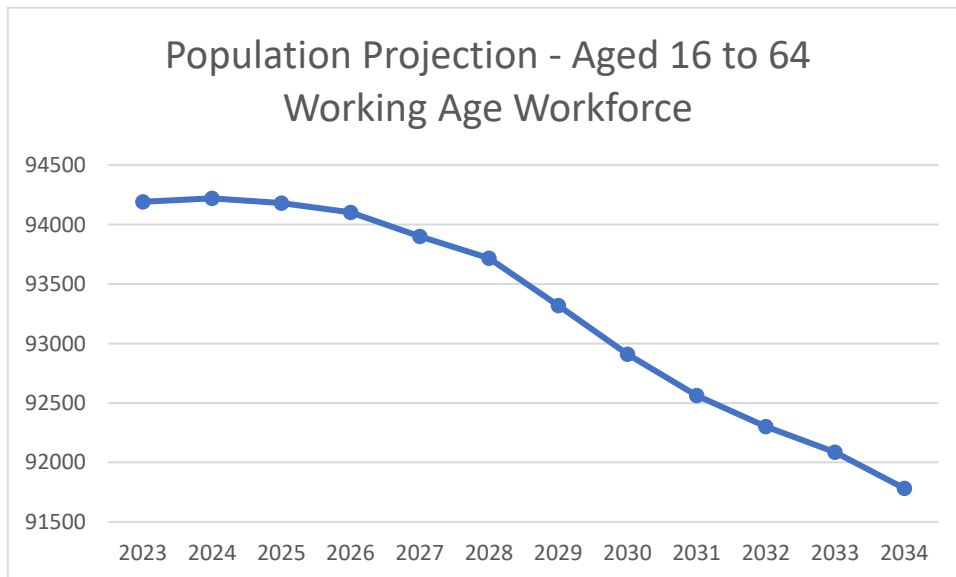
Using Welsh Government population projections, we can report the number of people aged 65 and over in Flintshire is expected to increase by 18.11% (6,248) between 2023 and 2034, whilst the number of people aged 80 and over is expected to increase by 37.86% (3,405).





The proportion of older people in the population is projected to continue to increase until 2040. The changes are then predicted to begin levelling off as can be seen in [Appendix A](#).

In contrast, during the same period, the working age population is due to decrease by 2,407, which is another factor to be taken into consideration.



Source StatsWales, 2023, 2018-based local authority population projections for Wales, 2018 to 2043. Welsh Government: Cardiff.

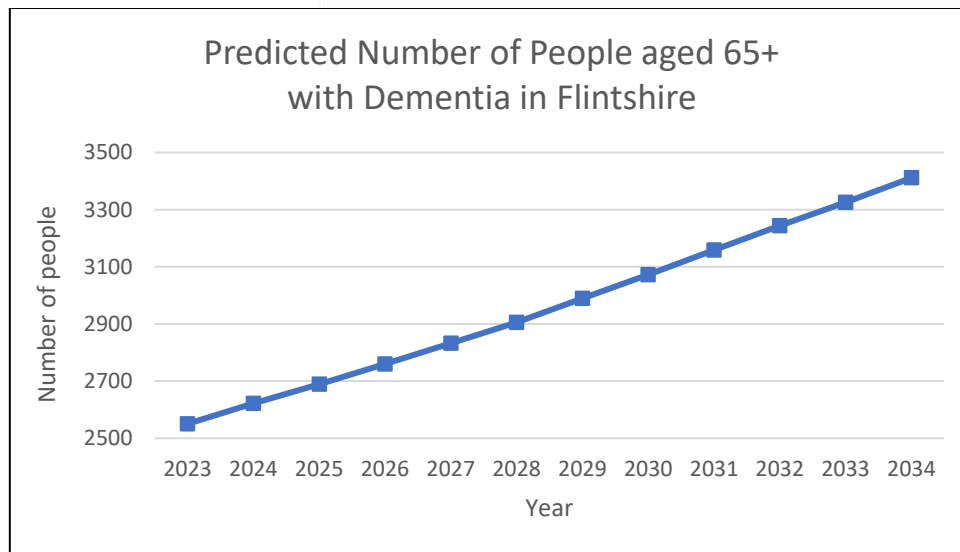
Dementia Projections

Projected increase in the number of people living with dementia in Flintshire

As people live longer, it is estimated that the number of cases of dementia will increase, as age is the biggest known risk factor.



The chart below shows the projected increase in the number of older people with dementia in Flintshire between 2023 and 2034. There is predicted to be a 33.71% increase by 2034 (860 people).



Projected number of people aged 65+ years in Flintshire, 2023 to 2034
Source: Social Care Data Wales.

The Regional Partnership Board have advised the Welsh Government's new sub-national projections are due in summer 2024 and the RPB will be able to provide an update on projections of dementia following the publication of this data. However, we do know that as the number of people in the older age groups is likely to continue to increase, then the number of people with dementia within the population is also likely to increase.

Cost Projections for Wales

The projected increase in the number of older people with dementia in Wales by 2040 is 70% ([Appendix B](#)), with costs across the sectors predicted to increase on average by 157%. ([Appendix C](#)).

The majority of the cost of dementia care in Wales lies with Social Care, which is predicted to see an increase of 176% to £2.1 billion ([Appendix C](#))

Current Capacity in Flintshire

Historically there has been a shortage of placements in Flintshire which has led to placements out of county.

There has been an overall increase in residential provision since the last report, however Flintshire continues to have a shortage of Nursing and Nursing EMI placements for Older People.



The introduction of the Regulation and Inspection of Social Care (Wales) Act 2016 has meant the type of services provided by Care Homes can be more varied and fluid, which allows placements to change category dependant on demand.

For the purposes of market analysis and reporting, the information in this report has been split into the four traditional categories of care.

Capacity in Flintshire to support older people (65+) in long term care (2023)

Total 25 homes
 3 Local Authority owned offering in-house provision
 22 Independently owned homes
 Total 736 placements

The table below illustrates an estimate of the market, dual category beds have been split evenly for the purpose of reporting.

Flintshire Placements	Residential Care	Residential EMI	Nursing Care	Nursing EMI
	371	218	103	44

Flintshire currently commission 38% of placements in independently owned homes in the county and fund 116 placements in other counties (as at 01 October 2023).

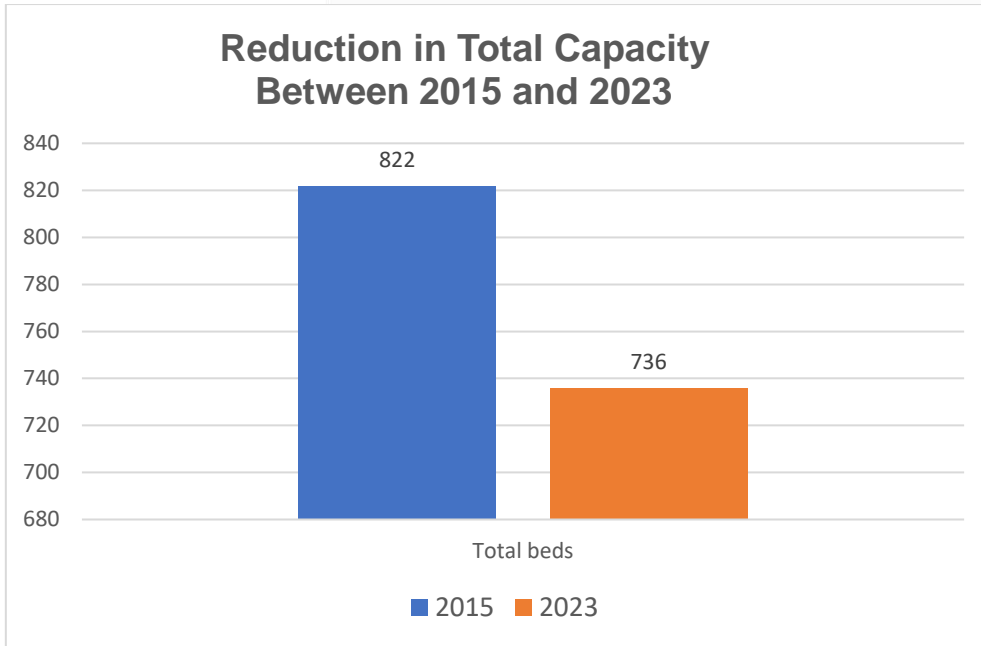
Out of County Placements	Residential Care	Residential EMI	Nursing Care	Nursing EMI
	29	43	11	33

Comparison with 2015

Capacity in Flintshire to support older people (65+) in long term care (2015)

Total 26 homes
 3 Local Authority owned offering in-house provision
 23 Independently owned homes
 Total 822 placements

Comparison	Total Capacity
2015	822
2023	736
Decrease	-86



Split by Category	Residential Care	Residential EMI	Nursing Care	Nursing EMI
2015	316	238	230	38
2023	371	218	103	44
Increase / Decrease	+55	-20	-127	+6

The figures above show a reduction in EMI residential placements in 2023, however 65 placements are dual category and can provide both residential or EMI residential care, based on demand. The 65 placements have been split evenly for the purpose of reporting.

As you can see, Flintshire have 127 less Nursing placements in 2023 compared to 2015, and despite the increase of in-house provision, the overall capacity across the county has decreased by 86 placements.

Demand

With population forecasts predicting Flintshire’s older population will continue to increase over the next 10+ years, together with the increasing number of people with dementia, it is safe to assume the number of people with significant health and social care needs will increase.

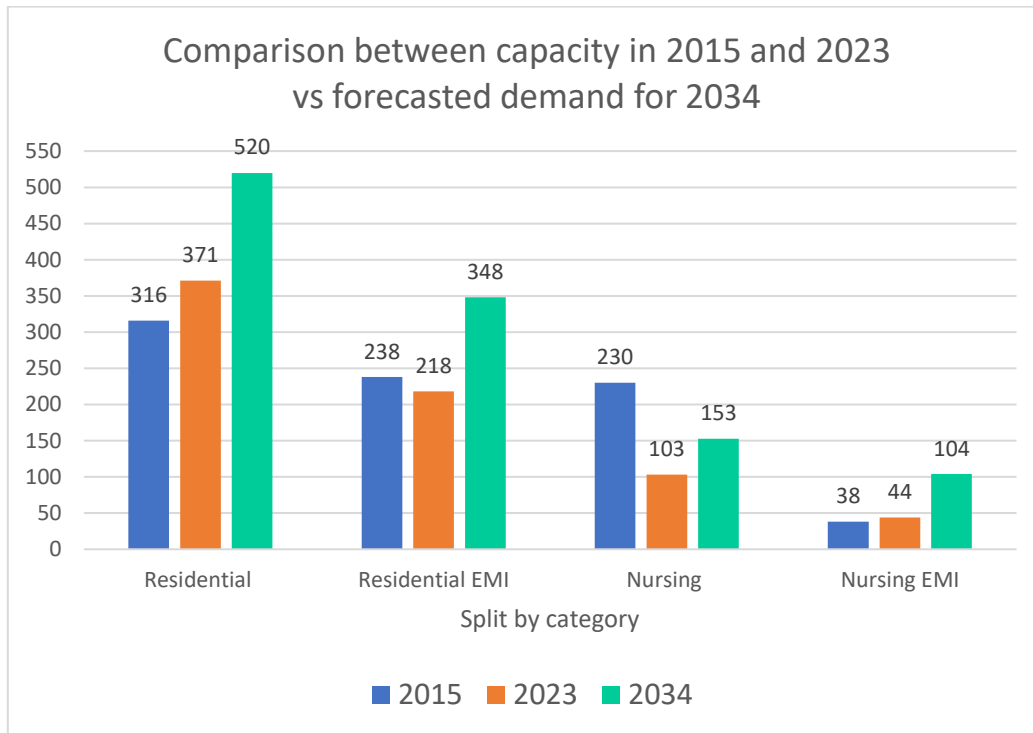
Forecast for Flintshire

By using the population projections for Flintshire and dementia prevalence figures from Dementia UK update 2014, Alzheimer’s Society, we can calculate an at-risk population, the demographic most at risk of having significant health and social care needs and therefore will require residential based services.



The estimated increase in the at-risk population between 2023 and 2024 is 35%. ([Appendix D](#)). Therefore, the estimated increase in demand for residential based placements for the same period is 35%.

The graph below shows a comparison of capacity in Flintshire between 2015 and 2023, compared to the forecasted demand for care in 2034.



Based on the increase in forecasted demand, it is predicted Flintshire will have a shortfall of 389 placements by 2034 ([Appendix E](#)).

Shortfall in placements	Residential Care	Residential EMI	Nursing - General	Nursing EMI	Total
	149	130	50	60	389

This is based on the assumption that all Flintshire homes remain open with the same levels of capacity, and the placements Flintshire fund in other counties remain available.

Future Proposals

Plans in Progress

- Plans are currently in place for an additional 25 residential placements in the proposed Croes Atti Newydd development in Flint (in-house care home). This will be an increase of 13 long term residential/EMI residential placements, as



12 placements are due to be designated to support the discharge to assess and recover programme developed with the Health Board.

- An additional 47 placements (27 nursing and 20 EMI nursing) will be made available when The Cottage in Mold reopens (independent care home). This is anticipated July 2024 subject to completion of building works and CIW registration.

Potential Options Under Consideration

- Expansion of the in-house care home Llys Gwenffrwd in Holywell.
- Development of a fourth in-house care home within Flintshire.

Additional information

Extra Care Schemes

To date, Flintshire County Council have developed 4 Extra Care Schemes offering enhanced housing and support services, to enable individuals to remain in the community for longer.

The current provisions are 239 apartments, including 30 specially adapted for people living with dementia (the actual number of people supported in extra care will be greater than this as some apartments are 2 bedroom).

- Llys Eleanor (Shotton) – 50 apartments for individuals aged 60 years and over with an assessed support need.
- Llys Jasmine (Mold) – 61 apartments for individuals aged 65 years and over with an assessed support need, including 15 specially adapted for people living with dementia.
- Llys Raddington (Flint) – 73 apartments for individuals aged 60 years and over with an assessed support need, including 15 specially adapted for people living with dementia.
- Plas Yr Ywen (Holywell) – 55 apartments for individuals aged 50 years and over with an assessed support need.

Extra Care Schemes	July 2015	August 2023	Total increase
Number of apartments	111	239	128

Although these are not care home placements, the additional support Extra Care can provide individuals in the community may delay the need for residential based services, which will influence Flintshire’s capacity.



At the point where residential based services may be required, the length of time a placement is needed is likely to be shortened, however, the needs of the individual are likely to be higher and require more specialist support.

Residential and Nursing Fee Rates / Increases

Over recent years Flintshire County Council have worked closely with providers and have applied significant increases to their fee rates to help the market become more sustainable and with the intention to reduce further home closures. The fee increases take into consideration the Welsh Government’s policy around real living wage, the cost of care, and the standard inflationary increases all businesses face.

Category	2015/16 rate	2023/24 rate	% increase
Residential Care	£ 465.90	£ 727.55	56.16 %
Residential EMI	£ 509.72	£ 821.58	61.18 %
Nursing	£ 523.83	£ 852.94	62.83 %
Nursing EMI	£ 549.00	£ 915.61	66.78 %

Conclusion

Flintshire’s older population continues to rise significantly, and it is reasonable to assume the number of people with significant health and social care needs will also increase. The projections identified in this report support the need for Flintshire’s current plans for future developments, and the potential options under consideration.

However, with a predicted shortfall of 389 placements by 2034, it is evident further action is needed for Flintshire to be able to meet the increasing demand and support its aging population, and considerations need to be taken into how we might meet the predicted shortfall in placements for Flintshire as a whole.

We need to consider what services we can develop to enable people to remain in the community as long as possible, whilst considering ways to influence the independent market to meet the growing demand and finding ways to address the predicted shortfall.

We also need to be conscious of the stability of the market, as the predicted shortfall is based on the current capacity continuing to be available with no further home closures.

Potential considerations could include.

- In addition to the Croes Atti Newydd development, expansion of the third in-house care home in Holywell, to support Flintshire in meeting the shortfall in residential and residential EMI placements.
- Development of a fourth in-house care home within Flintshire, to support in meeting the predicted shortfall in residential based placements.
- Encouraging market development in the sector for the areas we have a shortfall, for example considering changes in category of care to meet demand.



- Partnership working and cross sector collaboration with the Local Health Board for the delivery of additional nursing placements.
- Additional Extra Care facilities to assist in supporting people to live longer in the community.
- Other community based social enterprises and/or in house developments to delay the need for residential based services.

There has been a particular reduction in nursing placements since 2015 and Flintshire cannot afford for this pattern to continue. Gwynedd Council are in a similar position to Flintshire as there is also an under-provision of nursing home placements in the county. Gwynedd Council are proposing to develop an in-house nursing home, in partnership with Betsi Cadwalader University Health Board, and this is potentially an option Flintshire could also consider.

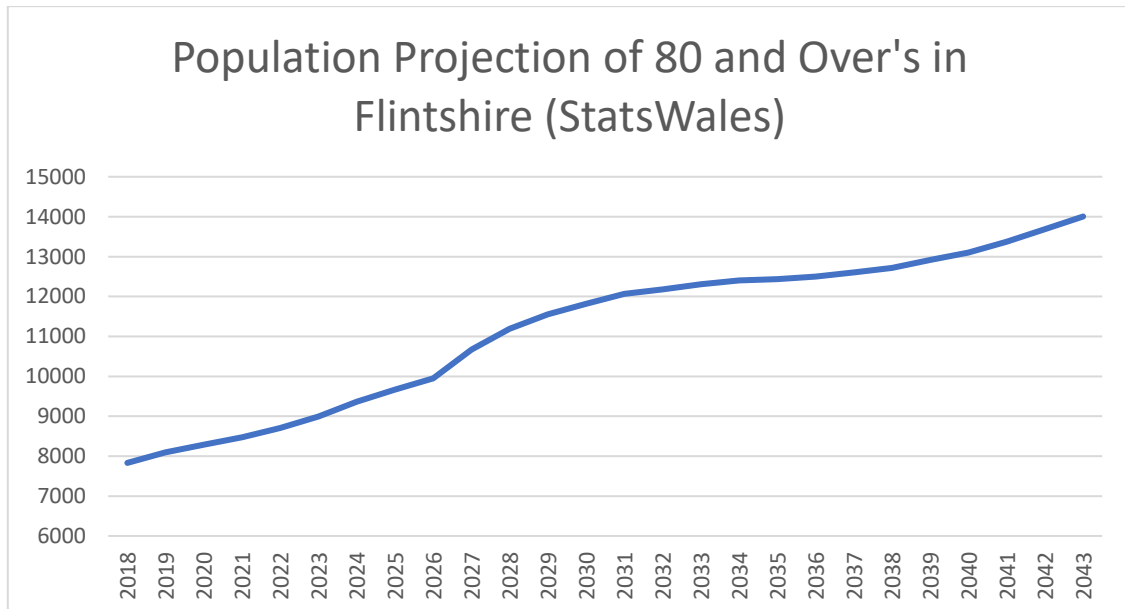
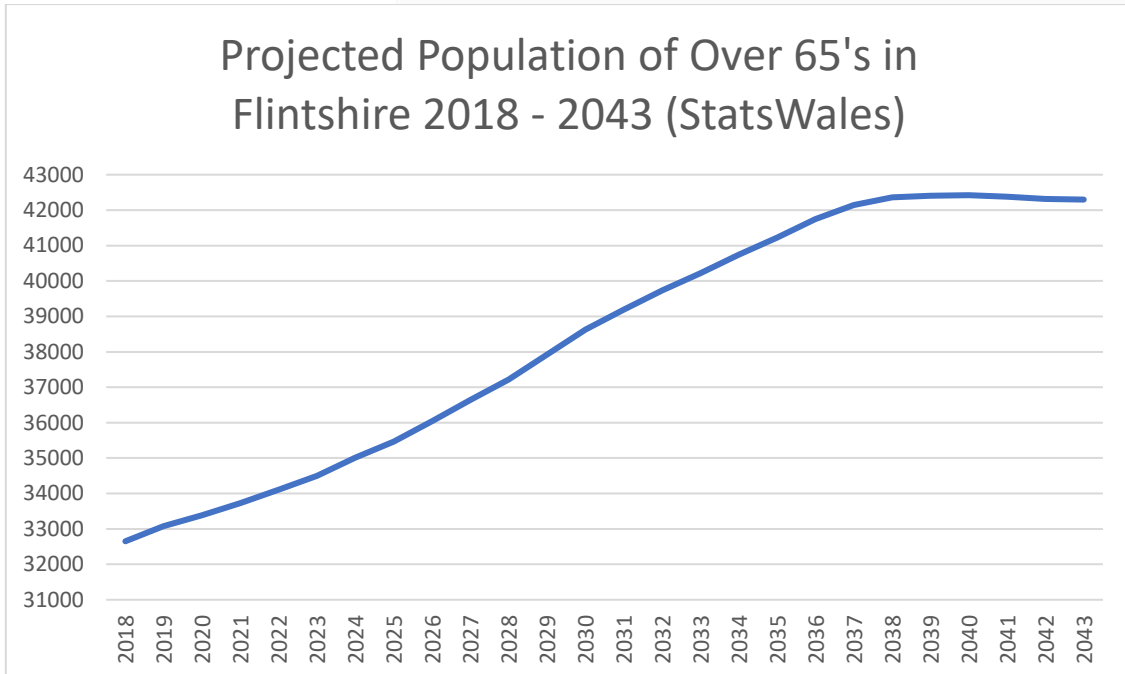
Welsh Government are in the process of consulting on the legislative changes being proposed by the Rebalancing Care and Support Programme. Once agreed, Flintshire will need to work with any changes the legislation introduces.



Appendices

Appendix A

Population Projections in Flintshire



Source StatsWales, 2023, 2018-based local authority population projections for Wales, 2018 to 2043. Welsh Government: Cardiff.



Appendix B

Projected number of older people in Wales with dementia 2019–2040

2019	2020	2025	2030	2040	% Change
46,800	48,100	55,700	64,200	79,700	70%

Source: CARE POLICY AND EVALUATION CENTRE CPEC. Research at LSE, 2019, Projections of older people with dementia and costs of dementia care in the United Kingdom, 2019–2040.

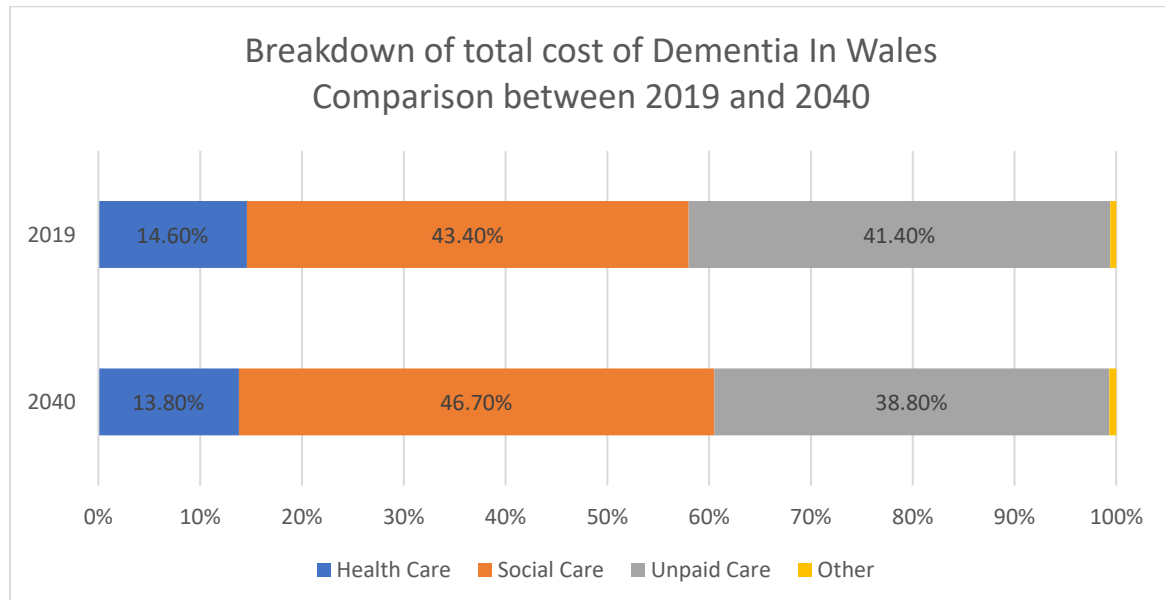
Appendix C

Cost Projections for Wales

	2019 £million	2020 £million	2025 £million	2030 £million	2040 £million	% Change
Healthcare	260	270	330	410	630	143%
Social Care	770	830	1060	1350	2130	176%
Unpaid Care	740	770	950	1190	1770	141%
Other	9	12	16	20	30	221%
Total	1780	1880	2350	2980	4560	157%

Source: CARE POLICY AND EVALUATION CENTRE CPEC. Research at LSE, 2019, Projections of older people with dementia and costs of dementia care in the United Kingdom, 2019–2040.

Cost comparison between 2019 and 2040



Source: CARE POLICY AND EVALUATION CENTRE CPEC. Research at LSE, 2019, Projections of older people with dementia and costs of dementia care in the United Kingdom, 2019–2040.



Appendix D

Demand forecasts for Flintshire (Calculations)

Dementia Prevalence rates - consensus estimates of prevalence of dementia (Prince, 2014), (Alzheimer’s Society, Dementia UK Update 2014).

Age Group	Prevalence Rates
65-69	1.7%
70-74	3.0%
75-79	6.0%
80-84	11.1%
85-89	18.3%
90-94	29.9%
95+	41.1%

Age Group	2023 Population Estimates	Number of people with Dementia	2034 Population Estimates	Number of people with Dementia
65-69	8,859	151	11,059	188
70-74	8,676	260	9,841	295
75-79	7,967	478	7,445	447
Total		889		930

Calculation of at-risk population

Number of people with of dementia aged 65-79 (population estimates x prevalence rates) + population aged 80 and over

	Numbers of people	2023	2034	Change number	% increase of at risk population
Aged 65-79 with Dementia		889	930	41	
Aged 80+		8,995	12,400	3,405	
Total		9,884	13,330	3,446	35%

Therefore the increase in the at risk population by 2034 is 35%

*Numbers rounded to the nearest whole number



Appendix E

Forecast of demand for placements by 2034

	Total Res	Total Res EMI	Total Nurs	Total Nurs EMI	Totals
Flintshire Capacity 2023	371	218	103	44	736
Less Vacancies	-15	-3	-1	0	-19
Plus FCC Funded Placements Out of County	29	43	11	33	116
Demand in 2023	385	258	113	77	833
x 35% increase in at risk population	135	90	40	27	292
Forecasted Demand for 2034	520	348	153	104	1125
Less Flintshire Capacity at in 2023	371	218	103	44	736
Shortfall in placements by 2034	149	130	50	60	389

In order to accurately reflect the current market provisions, we have calculated the average number of vacancies for a 5 week period from 30 August 2023 to 02 October 2023, rounded to the nearest whole number, and used these figures in our calculations.

Case Study – Resident Supported in the D2RA Cyflawni Service at Marleyfield House, Buckley. Summer 2023.

Mrs X was admitted into an acute hospital setting due to her experiencing severe weakness in her legs affecting her mobility and causing a high risk of falls. She was unable to safely remain at home in the care of her husband who is her main carer. Once in hospital, Mrs X was diagnosed with an exacerbation of her MS condition, and assessed by the medical and therapy team to confirm her treatment needs and ongoing rehabilitation/reablement plan.

As a result of her needing further reablement, a ‘what matters’ conversation and referral to Social Services was made by the ward which identified that her main expressed outcome was to return home with care and support and the care of her husband, and to regain her independence.

The hospital recommendation was that Mrs X would need four double handled care calls (Pathway 1) but preferably a consideration for further reablement within Cyflawni at Marleyfield House¹, under Pathway 2 of Discharge to Recover then Assess (D2RA) process, with the objective of increasing her level of functional and emotional independence to the reduce the level of support she would need in the community.

To promote Mrs X’ voice and control to ensure her needs and perspective were actively listened to, the Cyflawni D2RA SW/ Admissions Co-ordinator contacted her to inform her of the reablement ethos within the unit and services provided within it, to enable her to make an informed choice. At this point she declined the placement offer but did explain that she wanted to reflect and speak with her husband and daughter for their advice.

Following Mrs X’s discussions with her family, she agreed for them to visit Cyflawni to provide her with further information and gain their advice and support in making a final decision. As a result of this she then accepted the placement and her transfer from hospital was carried out. The approach taken enabled her discharge planning to be timely and her assessment to commence in a more appropriate setting to enable her ongoing rehabilitation to be carried out, and outcomes to be achieved. This also promoted prevention and early intervention reducing the risk of an extended hospital stay and further hospital institutionalisation, deconditioning and other harms associated with a prolonged hospital stay.

During Mrs X’s stay in Cyflawni for a period of just under 6 weeks, she was supported by the multidisciplinary team, (SW, Occupational Therapist, Physiotherapist, Technical Instructor, Care of the Elderly Consultant, Advanced Nurse Practitioner and the Reablement trained care and support team). During that period, her needs, feelings and outcomes were discussed frequently by the Social Worker, to ensure her wellbeing needs were being met, and that there was effective co production with her and her family to ensure that they were involved in ongoing care planning design. Under the Social Services and Wellbeing Act 2014’, a Carers Assessment was offered to her family, but was

¹ The purpose-built Cyflawni unit was developed specifically as part of the expansion of Marleyfield House Care Home to support independence and reablement and implementation of D2RA with the support of the Welsh Governments Regional Integration Fund Capital Programme in addition to a significant capital allocation from the council.

declined. Advice and support was provided throughout Mrs X's stay to both her and her family to ensure an holistic assessment of needs and outcomes were identified.

During her stay, Mrs W also benefitted from 12 inputs from the Occupational Therapist, including assessments, interventions and a Home Visit to support discharge planning and 16 Technical Instructor/Physiotherapist sessions.

The combination of environment, therapeutic input, culture of promoting independence and of course Mrs X's commitment to achieve what mattered most to her, meant that she was able to return home. From a physiotherapy perspective, Mrs W was back to baseline. Having optimised independence, an assessment of ongoing needed then identified that one morning, single handed call was needed.

A follow up visit was made to the home of Mrs W by the Admissions Coordinator around a month after discharge confirmed that Mrs W was doing very well and other than the scheduling of a routine review, that her case could be closed.

This case study is one which provides an example of how the Service is operated in line with legislation, guidance and good practice.

The voice of Mrs W had been clear throughout her journey from discharge planning from hospital, through the Service provision and in directing the outcomes to be achieved on discharge back home.

"I want to get home but I want to have some help for my husband as I do worry about him caring for me. I want to be as independent as possible."

The initial choice was not to be supported in the Service but to go home. The information provided during the initial discussion was informative and supportive but not directive or persuasive meaning that Mrs W and her family were empowered initially to decline but then also to reflect and change their mind.

During Service Provision, Mrs W was able to play a full and active role in setting goals and in line with her wishes, how her husband could be helped to support her was also an ongoing part of discussions and planning.

The words of Mrs W on leaving the Service provided sum up this case study better than anything we can describe.....

"It has been excellent here {Marleyfield House}. I can't fault it. It helped me tremendously."

Cyflawni Positive Cases Studies

- Mrs A came to the Cyflawni Unit following a fall resulting in reduced mobility and after spending a period in hospital agreed to be discharged to the unit with a view to take part in reablement and assessment. Mrs A has been able to return home after four weeks of reablement to regain her independence and skills and returned home with no care and support. Mrs A has been promoted to re learn skills such as self-medicating and stair and mobility practice to enable her to return home safely and thus not requiring the need for care and support.
- Mrs B came to the Cyflawni Unit following a fall at home, in hospital she had given up and not fully participating in reablement. Mrs B came to Cyflawni and the first week was difficult for her – not engaging, would not leave her bed, lacked self-confidence. We scheduled Mrs B an appointment with the hairdresser in the hope that this would give her a boost, it did, and she then progressed from using a sara steady and assistance of two to independently walking with a zimmer frame which took her package of care down from four calls a day with two carers to going home with reablement twice a day which ended within the week.
- Mr C came to the Cyflawni Unit again following a fall ended up in a fractured hip, he underwent surgery and ended up in ICU very poorly following his operation. Mr C spent some time in hospital participating in reablement and was engaging and eager to progress. Mr C agreed to come to Cyflawni for further reablement and assessment to determine his long term needs, goals, and outcomes. Mr C went from assistance of two and a sara steady to returning home with reablement four times a day and being able to step around transfer and mobilising short distances. Mr C was able to continue his reablement journey.

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CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Capital Works – Procurement of WHQS Internal Works to Council owned properties. (Kitchens and Bathrooms)
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Housing and Communities)
Type of Report	Operational

EXECUTIVE SUMMARY

The report seeks approval from members, to appoint Seddon’s Ltd as contractor; after a Mini-Competition, through the Procure Plus Framework, to carry out Whole House Internal works to approximately 400 properties over the next two financial years. This work continues the second tranche of planned capital improvements to ensure the council’s rented homes continue to meet the new WHQS2023 standard and all legislative requirements.

RECOMMENDATIONS

RECOMMENDATIONS	
1	Cabinet approve the Award of Seddon’s Ltd, to carry out the Whole House Internal work programme, through the Procure Plus framework.

REPORT DETAILS

1.00	BACKGROUND & OVERVIEW
1.01	In 2014, Flintshire County Council (FCC) embarked on an ambitious project to deliver the Welsh Quality Housing Standard (WHQS) to all of its homes by 2020. Based on a stock condition survey the programme included internal improvements with new kitchens and bathrooms being installed where needed. The target completion period for this project was December 2020, however, the pandemic delayed this considerably.
1.02	This programme reached its conclusion in December 2021, after an extension of time was granted by the Housing Minister at the Welsh assembly.
1.03	After a reduction in work orders, the outgoing contractor; ENGIE Ltd, decided not to continue working with the Council as the lower level of properties meant they could not keep their costs competitive and, as such, could not keep to the tendered rates. This contract expired in 2022 and has now been reprocured.
1.04	In the last two years, the Capital Works team has been working to survey and scope a number of properties, with a view to creating a new 'bank' of properties, which could be used to tender a new contract. This has been completed and highlighted over 400 properties which will need investment works over the next two years.
1.05	FCC has a primary responsibility to ensure all Housing Revenue Account (HRA) owned housing stock is maintained to the new WHQS2023 standard moving forward.
1.06	The new 30-year business plan has already been agreed with members and was subsequently approved. This will ensure the relevant funding/resources are available to invest in the council's homes moving forwards.
1.07	To ensure FCC achieves full value for money and secures both labour and material resources post Brexit and post pandemic, the Capital Works Team advise the Council to continue using the Procure Plus framework for these large contracts of work. This will bring significant savings on the existing costs and will be an effective and compliant route to market.
1.08	Having completed a detailed Mini-Competition through Procure Plus, Seddon's have emerged as the most financially advantageous bidder in this process. This market tested competition assures the Council of the best market rates and, it is therefore intended, to award this two-year phase of Internal Improvements to Seddons.

1.09	It is proposed the contracts awarded will be a 2+1 year JCT Measured Term contract or the standard Procure Plus form of contract with standard break clauses in the event of poor performance.
1.10	Estimated overall value of the contract is £4m for the two years.

2.00	RESOURCE IMPLICATIONS
2.01	Appropriate Officers from the Capital Works team have been involved in the procurement process.
2.02	Annual budgets are set and approved annually by Cabinet members.
2.03	Budget will be made available through the 30 year business plan.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No involvement required for this mini-competition.

4.00	RISK MANAGEMENT
4.01	Failure to maintain WHQS2023 would be damaging to FCC's reputation. This scheme will ensure that the maximum number of properties maintain this standard – reducing the number of costly and more expensive reactive repairs and potential disrepair claims.
4.02	Failure to maintain WHQS2023 could leave the Council at financial risk under the new Renting Homes (Wales) Act, as Contract Holders could legally withhold rent.

5.00	APPENDICES
5.01	N/A

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer – Vinny Thornton Job Title – Capital Works Team Manager Telephone - 07827 307433 Email – vinny.thornton@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Capital Programme - The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>OJEU (Open Journal of the European Union). This is the EU regulation which governs procurement and buying throughout the entire European Union.</p> <p>WHQS2023 (Welsh Housing Quality Standard) – The Welsh Government's new standard for housing in Wales; released in October 2023. This replaced the old WHQS standards and includes additional measures.</p>



CABINET

Date of Meeting	Tuesday, 25th September 2024
Report Subject	Housing and Communities, Building Safety - Welsh Government Capital Fire Safety Grant, High-rise Buildings
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Housing and Communities)
Type of Report	Operational

EXECUTIVE SUMMARY

The report seeks member approval to initiate a mini competition via the North Wales Construction Partnership, phase 3 (NWCP3) procurement framework. This competition aims to appoint a Principal Contractor for essential upgrades and renewal of passive and active fire safety systems and components at the Councils three high-rise residential buildings: Richard Heights, Bolingbroke Heights, and Castle Heights in Flint.

The project, fully funded by a £3.4 million Welsh Government Capital Fire Safety Grant, is crucial for enhancing fire safety across the three 'category 1' high-rise buildings.

The Housing Assets Service have previously invested in these high-rise buildings, completing major refurbishment works (Windows, External Wall Insulation Render system, Roofing Works, Security Doors and Cameras) along with major fire safety improvement works (Sprinkler Systems, Smoke & Fire Detection, Compartmentation works etc.) ensuring the Council achieves the highest-level compliance. The North Wales Fire & Rescue Service (NWFRS) have recently completed a number of familiarisation visits and tests to ensure all processes and plans in place are robust and correct.

The NWFRS have also completed several audits over the years and are very satisfied with the works the Council have completed, considering the buildings to be safe and are reassured by the Councils plans to invest further in fire safety measures.

Your approval will enable the Housing and Asset Management team to commence with this vital building safety initiative.

RECOMMENDATIONS

Cabinet approve the mini competition through the NWCP3 framework approach.

REPORT DETAILS

1.00	BACKGROUND & OVERVIEW
1.01	<p>The Grenfell Tower fire in June 2017 was a devastating event that resulted in the loss of seventy-two lives and highlighted significant deficiencies in fire safety regulations and building practices. The tragedy underscored the urgent need for improved fire safety measures in high-rise residential buildings.</p> <p>In response to the Grenfell tragedy, the UK and Welsh Governments developed and implemented legislative changes:</p> <p>The introduction of the Fire Safety Act: The Fire Safety Act 2021 is a legislative measure aimed at enhancing fire safety in buildings in England and Wales. Key aspects of the Act include:</p> <ul style="list-style-type: none">• Clarification of Fire Risk Assessments• External Wall Systems• Flat Entrance Doors• Enforcement and Compliance <p>The introduction of the Welsh Building Safety Act: The Welsh Building Safety Act aims to enhance the safety of high-rise residential buildings in Wales through stricter regulatory measures and improved oversight. Key elements of the Act include:</p> <ul style="list-style-type: none">• Enhanced Safety Standards• Regulatory Oversight• Resident Engagement• Building Safety Manager• Safety Case Reviews• Golden Thread of Information
1.02	<p>The Council's three residential high-rise buildings fall within scope of the new legislation as 'Category 1' buildings, and as such, must comply with all standards and requirements of the new fire and building safety legislation.</p>

	<p>The Housing and Assets Team have already made significant progress towards achieving this, including:</p> <ul style="list-style-type: none"> • Appointment of an interim Building Safety Manager. • Forming a Property Compliance and Building Safety Team. • Establishing a Building Safety Group with a cross section of staff from the Housing and Communities Directorate. • Regular engagement with the North Wales Fire and Rescue Service. • Formation of various task groups to advance building safety initiatives, such as: <ul style="list-style-type: none"> ○ Implementing a robust Fire Risk Assessment regime and performance reporting. ○ Developing resident engagement and communication strategies specific to building safety. ○ Producing resident-friendly building safety information. ○ Managing communal areas with a sterile procedure approach. ○ Introducing a robust, residential block inspection regime. ○ Creating policies for mobility scooter use, storage, and charging. ○ Upgrading smoke alarm systems, flat entrance fire door checks, block security doors, intercoms, and fob access systems. <p>Grant funding will enable acceleration of enhancements in building safety for high-rise buildings, reducing fire risks even further.</p> <p>The grant will cover full costs for:</p> <ul style="list-style-type: none"> • Renewed fire strategies for each building. • Smoke alarm upgrades within flats and communal areas. • Fire evacuation alert systems. • Lighting and emergency lighting upgrades. • Sprinkler system alterations and upgrades. • Designated refuge locations and call point systems. • Fire compartmentation surveys and fire-stopping works. • Renewal of all fire doors. • Refurbishment of internal staircases, flooring, handrails and lighting. • Installation of suspended grid ceilings and cable trays to all communal corridors.
1.03	<p>A specialist Consultant (Pennington’s Choices) was recently procured to fulfil an Employer’s Agent role, with overall responsibility for project management, tender documentation, and technical design.</p> <p>The next stage in the project is to procure a Principal Contractor to programme and complete the construction / delivery phase of the work. To achieve this, we propose to commission a mini competition through the North Wales Construction Partnership 3 (NWCP3) Framework.</p>

	The mini competition approach through this specific framework, provides best value to the Council due to the framework membership fees associated with its use, already being paid. The NWCP3 framework is a fully OJEU compliant route to market, providing efficiency savings with regards to resources and time associated with an open tender procurement process. The Grant award is time bound and is required to be fully claimed by 31 st March 2025.
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2.00	RESOURCE IMPLICATIONS
2.01	Officers from the Housing Asset Management team will be involved in the procurement process.
2.02	Officers will be facilitating and overseeing the project, with the appointed Consultant acting as Project Manager, funded through the grant allocation.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Both Elected members and high-rise residents will be fully consulted prior to the project commencing, and once a Principal Contractor has been appointed. Consultation with the North Wales Fire and Rescue Service has taken place, and they are in support of the proposed works.

4.00	RISK MANAGEMENT
4.01	As the Council is required to comply with the requirements of the new legislation, the potential risks are non-compliance. The grant works will see a host of fire risk mitigation systems upgraded and newly installed within each high-rise building. Ultimately reducing risks and enhancing building safety.

5.00	APPENDICES
5.01	N/A

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer – Jonathan Jones Job Title – Building Safety Manager Telephone - 07879602754 Email – Jonathan.jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Category 1 buildings – The definition of residential high-rise buildings that are 18 Meters tall or more in height, as set out within the Building Safety Act.</p> <p>NWCP3 - North Wales Construction Partnership, Phase 3, Lot 7H, Social Housing Refurbishment, plus ten units.</p> <p>This is the framework and associated lot which the mini competition will be run through. The Contractors who have been appointed to this lot will be given the opportunity to express their interest of bidding for and being considered for inclusion within the mini competition.</p> <p>OJEU (Open Journal of the European Union). This is the EU regulation which governs procurement and buying throughout the entire European Union.</p>

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CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Annual Report on the Social Services Complaints and Compliments Procedure 2023-24
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

The Social Services and Wellbeing Act (Wales) 2014 and Social Services Complaints Procedure Regulations 2014, requires Local Authorities to maintain a representations and complaints procedure for social services functions (referred to as the “procedure” from now on). The Welsh Government expects each Local Authority to report annually on its operation of the procedure.

A total of 314 compliments were received and recorded during the year across the Service, compared to 212 during 2022-23. These are in recognition of the quality and valued care and support received from Adult Social Care staff.

There was a decrease in the number of complaints made about Adult Social Care during the year. Of the 1,620 active Care and Support Plans on 31st March 2024, 47 individuals complained about the service they received (3%). This compares to 55 complaints during 2022-23 and 46 complaints during 2021-22.

There were 162 compliments about the work of Children’s Services, a slight fall compared to last year’s 171 compliments. They recognise the quality and valued care and support provided by the Service, and are made by Judges/Court, other public bodies, and families. Examples of all compliments are included in Appendix 4.

There was an encouraging decrease in the number of complaints received during the year regarding Children’s Social Services: 41 complaints from the total of 1,690 children and families who received care and support (2%). This compares to 59 complaints during 2022-23 and 44 complaints during 2021-22. Last year did see a high number of complaints about the service but numbers tend to be comparable year on year.

All representations made are scrutinised and used to improve both services as part of a 'lessons learned' process.

RECOMMENDATIONS

1	Members scrutinise the effectiveness of the complaints procedure with lessons being learnt to improve service provision.
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REPORT DETAILS

1.00	<u>EXPLAINING THE ANNUAL REPORT ON THE SOCIAL SERVICES COMPLAINTS AND COMPLIMENTS PROCEDURE 2023-24</u>
1.01	Feedback in the form of compliments and complaints from service users, their family or carers can highlight where services are working well or where services need changing. Flintshire County Council learns from this feedback and uses the experiences to improve services for everyone who uses them.
1.02	As part of our day-to-day business staff deal with questions, concerns, problems, dissatisfaction, and general feedback which frequently includes praise. We encourage staff to listen to people, to explain decisions, to clarify where misunderstandings have arisen and to take action to put things right where they can. This approach enables us to provide a responsive and effective service. However, we recognise that there will also be complaints that we need to listen to, address and learn from.
1.03	Our assessment is that Social Services has a robust complaints procedure in place. We welcome complaints and want to ensure service users, carers and families are listened to, their views acted upon, and that receive a timely and open response. Staff and Managers work hard to resolve problems as soon as they arise, and advocacy is actively promoted. As part of our wider approach to quality assurance all complaints are reviewed to bring together information about the overall quality of services, to identify trends, and action required including any lessons learned to avoid similar issues arising again.
1.04	<u>Overview of complaints: Adult Social Care</u>
1.05	<p>There was a decrease in the number of complaints made about Adult Social Care during the year. Of the 1,620 active Care and Support Plans on 31st March 2024, 47 individuals complained about the service they received (3%). This compares to 55 complaints during 2022-23, 46 complaints during 2021-22 and 45 complaints during 2020-21.</p> <p>Of the 47 complaints received, three complaints were investigated independently at Stage 2 (three complaints during 2022-23 and two complaints during 2021-22). The outcomes of these three complaints are reported in Appendix 3.</p>

1.06	All complaints received across the Service are scrutinised to see if anything further could have been done to alleviate a complaint being made in the first place: broadly speaking there were no such instances where a complaint could have been avoided. Every effort is made by social work staff and Managers to resolve issues/concerns quickly with service users and families. See Appendix 1 for a summary of complaints grouped into themes.																																								
1.07	Older People Services is the largest part of Adult Social Care and receives the largest number of complaints, taking into account the challenges the Service faces with increased demand. The Disability Service, which includes the Progression Service and the Child to Adult Team, saw a decrease in the number of complaints. There was an increase in the number of complains relating to Business Support and challenges to financial assessments and how decisions were reached about charges for community care. However, none of these complaints were supported and charges to each case remained in place.																																								
1.08	<table border="1" data-bbox="379 819 1153 2089"> <thead> <tr> <th data-bbox="379 819 611 943">Service</th> <th data-bbox="619 819 791 943">2023-24</th> <th data-bbox="799 819 971 943">2022-23</th> <th data-bbox="979 819 1153 943">2021-22</th> </tr> </thead> <tbody> <tr> <td data-bbox="379 949 611 1059">Older People Services</td> <td data-bbox="619 949 791 1059">13</td> <td data-bbox="799 949 971 1059">16</td> <td data-bbox="979 949 1153 1059">17</td> </tr> <tr> <td data-bbox="379 1066 611 1160">Older People – Provider</td> <td data-bbox="619 1066 791 1160">1</td> <td data-bbox="799 1066 971 1160">5</td> <td data-bbox="979 1066 1153 1160">2</td> </tr> <tr> <td data-bbox="379 1167 611 1301">Learning Disability Service</td> <td data-bbox="619 1167 791 1301">2</td> <td data-bbox="799 1167 971 1301">2</td> <td data-bbox="979 1167 1153 1301">2</td> </tr> <tr> <td data-bbox="379 1308 611 1480">Mental Health and Substance Misuse</td> <td data-bbox="619 1308 791 1480">1</td> <td data-bbox="799 1308 971 1480">1</td> <td data-bbox="979 1308 1153 1480">0</td> </tr> <tr> <td data-bbox="379 1487 611 1581">Disability Service</td> <td data-bbox="619 1487 791 1581">7</td> <td data-bbox="799 1487 971 1581">11</td> <td data-bbox="979 1487 1153 1581">7</td> </tr> <tr> <td data-bbox="379 1588 611 1644">Safeguarding</td> <td data-bbox="619 1588 791 1644">1</td> <td data-bbox="799 1588 971 1644">3</td> <td data-bbox="979 1588 1153 1644">0</td> </tr> <tr> <td data-bbox="379 1650 611 1785">Other (inc. Business Support etc.)</td> <td data-bbox="619 1650 791 1785">9</td> <td data-bbox="799 1650 971 1785">5</td> <td data-bbox="979 1650 1153 1785">6</td> </tr> <tr> <td data-bbox="379 1792 611 1951">Registered Residential Provider</td> <td data-bbox="619 1792 791 1951">7</td> <td data-bbox="799 1792 971 1951">4</td> <td data-bbox="979 1792 1153 1951">7</td> </tr> <tr> <td data-bbox="379 1957 611 2089">Registered Domiciliary Providers</td> <td data-bbox="619 1957 791 2089">6</td> <td data-bbox="799 1957 971 2089">4</td> <td data-bbox="979 1957 1153 2089">4</td> </tr> </tbody> </table>	Service	2023-24	2022-23	2021-22	Older People Services	13	16	17	Older People – Provider	1	5	2	Learning Disability Service	2	2	2	Mental Health and Substance Misuse	1	1	0	Disability Service	7	11	7	Safeguarding	1	3	0	Other (inc. Business Support etc.)	9	5	6	Registered Residential Provider	7	4	7	Registered Domiciliary Providers	6	4	4
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Integrated Autism Svc.	1	4	1						
Total number of complaints	47	55	46						
1.09	<p>Broadly speaking the complaint themes are broken down into the following areas with the number received in brackets).</p> <ul style="list-style-type: none"> • Dignity (4 complaints) • Communication (7 complaints) • Timeliness of our decisions or actions (3 complaints) • Disagreements with our decisions or actions (12 complaints) • Quality of care (13 complaints) • Charges applied or financial issues (9 complaints) • Hospital discharges (1 complaints) • Process issues (5 complaints) • Lack of advice/assistance (2 complaints) <p><i>* Note that often one complaint contains more than one theme</i></p>								
1.10	<p>A range of methods are used to resolve complaints including:</p> <ol style="list-style-type: none"> A video conference meeting or telephone conversation with the complainant to discuss their concerns. Involving advocates. A written explanation as to the reasons for a decision An apology where appropriate Action taken to review a decision An independent investigation (Stage 2 of the procedure) 								
1.11	<p>The Regulations place a duty to discuss and resolve any complaint within ten working days and write formally to the complainant confirming the outcomes.</p> <table border="1"> <thead> <tr> <th>Adult Social Care</th> <th>2023-24</th> <th>2022-23</th> <th>2021-22</th> </tr> </thead> <tbody> <tr> <td>Within timescale at Stage 1</td> <td>83%</td> <td>93%</td> <td>89%</td> </tr> </tbody> </table>	Adult Social Care	2023-24	2022-23	2021-22	Within timescale at Stage 1	83%	93%	89%
Adult Social Care	2023-24	2022-23	2021-22						
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1.12	<p>There has been a drop in response times (39 out of 47 complaints received were responded to within timescale). The Service has previously had high consistent response times to complaints and always strives to ensure the ten day timescale is met. There are circumstances, however, when a timely response isn't possible, and some of these reasons have included cases where the situation is fluid and changes from one day to the next, or if the complaint is complex and crosses a number of social work teams. The complainant is kept informed of the progress of their</p>								

	complaint and complaints are often responded to or resolved shortly after the ten-day timescale.
1.13	<u>Stage 2 (Independent Investigation)</u>
1.14	<p>Three complaints were escalated to Stage 2 of the procedures during 2023-24 and 2022-23, compared to one complaint during 2021-22 and 4 during 2020-21. See Appendix 3 for a summary of the Stage 2 investigations and their outcomes.</p> <p>All complaints that progress to Stage 2 are scrutinised to see if anything further could have been done to resolve the complaint formally at Stage 1.</p>
1.15	<u>Ombudsman</u>
1.16	<p>The Ombudsman made two enquiries regarding Adult Social Care cases during 2023-24.</p> <p>One case involved an older person being in a Local Authority residential home for several months awaiting a large package of care to enable them to return home. The Ombudsman had insisted the Council escalate the complaint to Stage 2 but the local authority challenged their decision on the basis there was nothing to investigate and that the case reflected the demands for domiciliary care packages particularly in rural locations. We did however work closely with the family during this period, answering their questions and ensuring a reablement approach to the care of the individual whilst they were at our care home. A package of care was identified, and the person has now returned home.</p> <p>Following this case, the service has introduced a monthly Domiciliary Care meeting where senior managers, service managers and brokerage come together with social worker teams and our in-house services to review individuals where domiciliary care packages have been harder to source. The purpose of the meeting is to review these cases and work creatively and across services to arrange appropriate care.</p> <p>Another complaint regarding Older People Localities was not taken further.</p>
1.17	<u>Lessons Learned</u>
1.18	<p>Learning from complaints is important and we use the findings and outcomes to inform policy and practice in delivering services (known as the 'lessons learned' process). Given no complaints were upheld at Stage 2 of the procedure, we examined the themes of complaints at Stage 1 and identified the following:</p> <p>Given the increase in complaints involving financial implications of charges, we revised a range of leaflets including:</p> <ul style="list-style-type: none"> • Paying for Residential Care; Deferred Payments Scheme; Charging for Community Care; Discharge Leaflet.

	We also reminded staff of the need to add a case note that leaflets have been shared with family members and when they share financial advice in conversations they have with families.																																						
1.19	<u>Compliments</u>																																						
1.20	It is pleasing to report that Adult Social Care received 314 compliments during the year, showing the high regard in which care and support was delivered during the ongoing challenging and demanding time. Compliments are received in the form of cards, letters or emails from service users or their families when they recognise staff have done “over and above” what is expected. See Appendix 4 for a summary of some of the compliments received across service areas.																																						
1.21	<u>Overview of Complaints: Children’s Social Services</u>																																						
1.22	<p>The 41 complaints received about the service this year has been the lowest for a number of years. As always, the number of complaints received should be considered against the number of children and families (1,690) who received care and support from the Service. See Appendix 2 for further details about these complaints.</p> <p>Two complaints were made by young people, one supported by an Advocate. They are detailed in Appendix 2.</p> <p>Again, it is pleasing to report there were 162 compliments about the work of Children’s Services.</p>																																						
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Other	0	2	2																																				
Total Number of Complaints	41	59	44																																				

	<p>As explained earlier, a range of methods are used to resolve complaints.</p> <p>These include:</p> <ol style="list-style-type: none"> a. A meeting or conversation with the complainant to discuss their concerns b. Involving Advocates. c. A written explanation as to the reasons for a decision d. An apology where appropriate e. Action taken to review a decision f. Independent investigation (Stage 2 of the procedure) <p>Broadly speaking the complaint themes are broken down into the following areas (with the number received in brackets).</p> <ul style="list-style-type: none"> • Communication (8 complaints) • Disagreements with our decisions or actions (21 complaints) • Contact (3 complaints) • Process issues (12 complaints) • Lack of advice/assistance (4 complaints) • Staff (8 complaints) • Placement/fostering issues (1 complaint) <p><i>* Note that often one complaint contains more than one theme</i></p>								
1.24	<p>Of the 59 Stage 1 complaints received, 37 out of 41 complaints received were responded to within timescale (90%).</p> <table border="1" data-bbox="320 1167 1385 1368"> <thead> <tr> <th data-bbox="320 1167 695 1267">Social Services for Children</th> <th data-bbox="695 1167 938 1267">2023-24</th> <th data-bbox="938 1167 1161 1267">2022-23</th> <th data-bbox="1161 1167 1385 1267">2021-22</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 1267 695 1368">Within timescale at Stage 1</td> <td data-bbox="695 1267 938 1368">90%</td> <td data-bbox="938 1267 1161 1368">88%</td> <td data-bbox="1161 1267 1385 1368">86%</td> </tr> </tbody> </table> <p>Children’s Services continue to improve response times to complaints about the Service.</p>	Social Services for Children	2023-24	2022-23	2021-22	Within timescale at Stage 1	90%	88%	86%
Social Services for Children	2023-24	2022-23	2021-22						
Within timescale at Stage 1	90%	88%	86%						
1.25	<u>Stage 2 - Independent Investigation</u>								
1.26	<p>Although there was a decrease in Stage 1 complaints, there was a slight increase of five complaints escalating to Stage 2 (3 during 2022-23 and five during 2021-22). A summary of these Stage 2 complaints is described in Appendix 3.</p>								
1.27	<u>Ombudsman</u>								
1.28	<p>Five enquiries were made by the Ombudsman’s office during the year. No further action taken with regard to four complaints and one complaint was escalated to Stage 2.</p>								

1.29	<u>Lessons Learned</u>
1.30	<p>Examples of action taken to further improve service delivery after complaints are made:</p> <ul style="list-style-type: none"> • Standard letter now in place that helps explain to families why a direct payment has been awarded, how it should be used etc., and why excess funding is required to be returned to the Council. • We have a project underway whereby each child with care and support needs will have their own individual case record and therefore moving us away from the 'lead child' approach.
1.31	<u>Compliments</u>
1.32	Children's Social Services recorded 171 compliments this year. The compliments highlighted the good work of staff during another challenging and demanding year. Compliments are made by families, the Courts and other public bodies. They were in the form of cards, emails, texts or letters. See Appendix 4 for a summary of some of the messages received.

2.00	RESOURCE IMPLICATIONS
2.01	The Regulations state all Stage 2 complaints involving both Adult and Children's Social Services are commissioned to Independent Investigators (and an Independent Person for Children's Social Services as set out in the Children Act, 1989). The cost for 2023-24 was £11,207.81, 2022-23 the cost was £11,885.55, and 2021-22 was £8,794.25.

3.00	CONSULTATIONS REQUIRED/CARRIED OUT
3.01	None undertaken.

4.00	RISK MANAGEMENT
4.01	No risks identified.

5.00	APPENDICES
5.01	<p>Appendix 1: Summary of complaints categorised into themes (Adult Social Care)</p> <p>Appendix 2: Summary of complaints categorised into themes (Children's Social Services)</p> <p>Appendix 3: Summary of Stage 2 independent complaint investigations and their outcomes (both Children and Adult Social Services)</p>

	Appendix 4: Summary of compliments received across service areas (both Children and Adult Social Services).
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	'A guide to handling complaints and representations by Local Authority Social Services', August 2014 (Welsh Government).

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Ian Maclaren, Complaints Officer for Social Services Telephone: 01352 702623 E-mail: ian.maclaren@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	Stage 2 complaint: the Regulations stipulate that where a complainant remains dissatisfied with their response from the Council, consideration must be given to progressing the complaint further in the statutory procedure, i.e. to Stage 2. An independent investigation is commissioned using a shared North Wales 'pool' of retired social care Officers.

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Adult Social Care

Summary of complaints by theme (2023-24)

Complaints relating to dignity

X complained she found Y in an undignified state when she visited with family. Carers there didn't seem to grasp the distress or importance of the issue.

The provider apologised for the upset caused by family having to support Y with personal hygiene when there were staff in the house who are there specifically to support him and other residents with personal and environmental hygiene. Family were reminded how to use the call bell, which they can use to summon support. The provider met with the family and resolved issues they raised with them there and then. Y does frequently go to his bedroom and will dress and undress himself independently. The aim is for Y to maintain his independence and to give him his privacy and dignity. The provider advised that when Y goes into his room that he is checked so that his safety and wellbeing can be ensured.

Complaints relating to communication

X complained we had rearranged Y's package of care without consulting her or her brother, both of whom have Power of Attorney. Instead we spoke to another family member about the arrangements and implemented some interim changes.

We had previously discussed with X about the matter and acknowledged there was a lot going on at the time. With regard to the interim support the Community Support Team provide a short term care arrangement for individuals and they are time limited because of the demand for their service. This is why an alternative package of care was sourced for Y. At the time this was happening, we did try and contact X and her brother but to no avail so we instead informed another family member of the new care arrangements out of courtesy as he lives with Y. We apologised for any miscommunication or upset caused.

Complaints relating to timeliness of our decisions or actions

X complained about the length of time Y was waiting for a package of care so she could return home from residential care. Enquiries were also made by the Older People's Commissioner and Ombudsman.

We explained we want to support Y but unfortunately we don't have the resources needed to get her home with a suitable package of care at this time. We are continually sending out requests to all care agencies that cover Y's geographical area but given the size of the requested package of care and the area there remains no capacity at this time. A request has also been made to our inhouse Homecare Service but they have no capacity either. We sought to reassure that everyone concerned with Y is doing their best for a return home with an appropriate package

of care. However, challenges are being experienced across the social care sector at present, but Y is being well looked after at a local home. Y did return home with Reablement support followed by local provider support.

Complaints relating to disagreements with our decisions or actions

X disagreed with our decision not to place Y in a Local Authority care home but instead she receives day care at home.

We explained the criteria for considering residential placement. We assessed that Y's needs can be met not only through the provision of services but through other active support and assistance. Social stimulation and inclusion opportunities were offered by ourselves but declined by family. Y receives a package of care at home and she is relatively independent in daily tasks.

Complaints relating to charges applied or financial issues

X complained about the charges applied for Y's short term care charges. X believes the start point was when a Social Worker was allocated, not when the placement started.

We explained an eight week short term placement was arranged by ourselves to allow Y to recover to her optimum level in a suitable setting away from the hospital. Y's case was passed to the social work team during that period and we promptly visited. Y returned home. We did not believe there were any unreasonable delays in this case and therefore the charge for short term care remains payable.

Complaints relating to hospital discharges

X complained we weren't considering family's views and preferences re. Y's discharge from hospital to a residential setting.

We were continuing to work with family to find an appropriate care home placement for Y. We are satisfied that throughout Y's stay in hospital, we have followed process and procedures. We have approached all the care homes in Flintshire and beyond which might be suitable for Y's needs. We have tried to accommodate family wishes throughout, although finding a local home that can meet Y's needs which also has a vacancy is proving difficult. Financial assessment has started but can't be completed until a suitable home is found. A place eventually became available in a local care home that Y and family advised they were 'delighted' with and close to family and friends.

Complaints relating to the quality of care from a home or carer

X complained on a recent visit to the home, there was a strong smell of urine downstairs, there was no stimulation for residents, Y was found slumped in her chair in wet clothing, Y wasn't encouraged to drink and she was admitted to hospital a few days later with dehydration.

The home apologised if there was a strong odour as they have a very strict cleaning and odour management regime. In terms of Y being slumped in a chair the home

provided evidence of activities that week which she had participated in. At the time prior to the visit Y had spilt tea on herself and carers tried to support her into dry clothes, but Y was insistent it would dry and wanted her visit to go ahead. The home provided care and fluid charts for day of hospital admission.

Complaints relating to a lack of support

X complained of an overall lack of support from agencies involved with Y.

We sought to reassure X we were very much engaged with agencies to address concerns, which were primarily around Y's mental health. Y wasn't deemed to be safe at home given the challenging behaviour she was presenting. We needed to consider her own personal safety as well as others (e.g. residents) if she was placed in a residential setting. A package of care was requested, but we are experiencing challenges across the social care sector and sourcing suitable packages of care in a timely manner can prove problematic. Frequent allegations of theft against carers was also impacting on identifying carers. Medication has been prescribed for Y but it is not the responsibility of Social Services to administer this. We would only record medication in a care plan.

Complaints relating to process issues

X complained about the quality of her assessment and its outcome, and staff knowledge of Autism.

We explained we followed NICE guidelines when undertaking her assessment. They have utilised well recognised assessment models and observations to co-produce the report with X. At all stages throughout the process X was consulted and her narrative was recorded and included in the final report. We were disappointed X believed staff to be ignorant of autism and reassured her all Practitioners on the team are fully trained and have substantial experience of working with adults and assisting them with diagnosis or alternative formulations.

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Children's Social Services

Summary of complaints by theme (2023-24)

Complaints made by young people

X complained we didn't properly reflect their views and wishes at a recent Review Meeting, and she wanted someone who would listen to her and not side with the decisions we made.

We were sorry that X had lost faith with her Independent Reviewing Officer and did not trust her. We had offered to meet with X along with her Advocate to discuss this issue but X did not want to agree to this at the time, which is her choice. We are taking her concerns seriously and have had several discussions and communications with her Advocate discussing the best way forward. X's Advocate will speak with her and agree a plan to improve the current situation. X subsequently decided to withdraw her complaint and wanted to move on.

Complaints relating to fostering

X believes there is a conflict of interest with their present Social Worker as she oversees X's case, as well as birth family and grandmother.

In terms of their Social Worker supporting them and completing an assessment with birth family, we explained this is normal practice. Whilst supporting them the Social Worker has gained a good understanding of the case, has developed a positive relationship with the children and understands their needs. For continuity purposes, we would always attempt to allocate a kinship assessment to a Social Worker who has this background information. This involves working closely with foster carers and birth family.

Complaints relating to a lack of advice or support

X queried what exactly his direct payment could be used for as Panel had turned down his previous suggestion and why Panel had turned down an extra night of respite for Y.

We reminded X what direct payments could be used for in terms of meeting Y's needs, and what wouldn't be appropriate. Panel did not authorise the change of use of direct payments to pay for activities as this would not contribute to some of the outcomes specified in Y's plan and some of the activities are low/no cost e.g. going to the beach, museums, walks in the woods and therefore require no funding. In terms of an additional night's respite this was deferred to obtain additional information on X's medical condition (and the impact this condition has on X's caring responsibility). If X clarifies his health needs Panel can determine the effect on his duties and role as carer.

Complaints relating to disagreements with our decisions or actions

X had been told by ourselves to leave the family home. Police have told him there is no further action to be taken with the case. No parenting or risk assessment has been completed with X by Social Services. However, he has been given no reason as to why he has to leave the home or an explanation as to what is needed to return there, so he doesn't agree with our decision.

Due to confidentiality, the need to protect the privacy of the family concerned and that X doesn't have parental responsibility for the children concerned, we were limited in terms of what we could say. He has been asked to leave the home as he is not on the tenancy and he has been advised to present as homeless to Flintshire's Housing Department. We will be entering into legal proceedings in the meantime. This is all we can say on the matter as any Social Services' involvement is between ourselves and the mother.

Complaints relating to process

X complained that because of his mistrust of us he wanted to record our discussions, but we were not allowing him to do so. We had also set off a panic alarm when he attended the office recently and we had shared details about his visit with his ex-partner.

X has not asked to record any sessions. It has been explained to him he would need consent from the person being recorded but from a Local Authority perspective we would not consent to recording a meeting involving a member of staff. There was no panic alarm – it was the routine test fire alarm that went off. X left the building the moment it sounded and we tried to get back in touch with him, apologising we hadn't explained about the test. We have not shared any information about visits etc with his ex-partner.

Complaints relating to communication

X complained we weren't taking her concerns seriously enough about Y's grandmother kicking her, grabbing her arm and swearing at her.

X has a different view but we do treat her concerns seriously and they are looked into each time. However we can find no evidence to support such concerns. Y is well looked after by her grandmother and she attends school, who have raised no concerns. We were also trying to convey valuable advice to X and we apologised if it was miscommunicated or perceived differently. There is nothing stopping Y returning to live with X. There are no Court Orders and the present living arrangement is private between X and Y's grandmother.

Staff

X complained we didn't return her calls or communicate properly with her, and X's daughter struggles with her Social Worker as she can be quite loud etc.

We explained we were not always able to respond to every email sent given their frequency and the need to manage our caseload of other families in need. We do, however, aim to respond to the important emails X sends. We were sorry if the Social Worker came across as loud which impacted on anxieties and she will be mindful in future of toning it down.

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Summary of independent investigations and their outcomes at Stage 2

Across Social Services

X complained about a range of issues with regard to: our involvement and not making reasonable adjustments, not providing advocacy support, our incorrect diagnosis of X which we had shared with other agencies, not following Autism Code of Practice, our recording and lack of support to meet family' needs.

The complaint was not upheld but there was a recommendation made in relation to our recording (see 1.30 in main report).

Adult Social Care

X complained about aspects of her late grandmother's case management and the quality of care provided to her at a local care home.

The complaint was not upheld. The investigation found concerns about the home were taken seriously and addressed in line with safeguarding procedures. X declined our offer of a social care review, she did not provide documents to support the financial assessment and it was X's decision to continue self-funding the placement.

X complained we had given her incorrect advice about her living with her father and caring for him as he would be in breach of his tenancy agreement. X's father was subsequently placed in a care home against her own wishes.

The complaint was not upheld. We checked and could find no record of such a conversation taking place. We advised X was putting her father's tenancy at risk by her moving in with him. There was also an escalation of risks with the care X provided. A Best Interest meeting was held which X attended and all present were in agreement that Y's needs would be best met in a residential setting.

Children's Social Services

X complained about a range of issues about our case management of Y including: his concerns and other allegations not being dealt with appropriately, safeguarding procedures not being followed, X not being kept informed or being involved in decision making about Y, not being supported in his relationship with Y, and Y's health and educational needs not being addressed.

The complaint was not upheld. We recognised this was a challenging time for X and Y and we will be looking to rebuild their relationship over the next few months.

X complained a proposed placement were not given the full picture re. Y's needs and we did not understand Y's personal needs, meaning his proposed placement fell through. X then complained we subsequently other support as well.

The complaint was not upheld. The investigation found we had given the placement all of the relevant information about Y, but the placement declined a placement for Y due to X exacerbating Y's care needs. Y has a greater level of independence when away from the family home. Y's existing support came to an end when the proposed placement fell through but alternative support is in place instead.

X complained safeguarding concerns she raised compromised her position and put staff at risk.

The complaint was not upheld on the basis we did not inform the family concerned that it was X who made the safeguarding referral.

X complained we were not taking appropriate actions with her concerns, we were 'bullying' in our approach with her, that X's ex-partner is treated differently by ourselves and we make no reasonable adjustments with regard to her disability.

The complaint was not upheld. Moving forward we will ensure regular face to face meetings are arranged with X and we encouraged her to take up our offer of counselling.

Examples of compliments received during 2023-24

Compliments received from service users, their families and other public bodies including Health and the Court Services are shared with all staff via email and a selection are included in the staff bulletin.

Adult Social Services:

Single Point of Access: "I would like to this opportunity to express my sincere thanks & appreciation you have not only showed when meeting my mum but your drive, kindness & support in getting the right help for X as she tries to live a 'normal' life whilst battling dementia & other ailments. Thank you as without your help & theirs, i would not be less stressed or anxious as i have been since her diagnosis."

Older People Localities: "I just want to say a massive thank you from the bottom of our hearts for going above and beyond with everything you have done for us, we would never have been able to achieve this ourselves, as soon as there were any issues with anything you got onto it and got it sorted, it's amazing and now X can do so much more for himself, we feel that things will be so much easier now, thank you again."

Discharge and Recovery Team (Hospital Discharge): "X told me that after speaking to you she feels a lot better and that she has been able to come down a couple of rungs on the ladder. She advised that she felt you were very knowledgeable and happy to have you as a contact."

O.T.: "I'm just emailing you to express my gratitude and thanks to X, she has been my angel in disguise, I really don't know what I would have done without her. I have secondary progressive M.S. And I'm really struggling at the moment. You'll never know how much X has helped me. She's helped getting all my equipment that I so desperately needed. She listens to me on my down days, which really helps. Just saying thank you just doesn't seem enough".

Reviewing Team: ""I am so grateful for what you have done. I didn't expect you to go to panel. You've done more than anyone has ever done and made such a difference. Thank you."

Older People Provider Service:

Llys Gwenffrwd: "Every single member of Llys Gwenffrwd are amazing. My mum has been treated with the utmost dignity, respect, care, kindness and thoughtfulness throughout her stay. Everyone was so friendly and caring, I really cannot recommend highly enough. She has been so well looked after. The food is fantastic, freshly prepared and varied to suit so a big thank you for the hard work in that area too. Just can't thank you guys enough!"

Llys Raddington: "Thank you so very much for looking after our Dad, especially in these last few weeks. We really couldn't have managed without every single one of you. Our best wishes to you all."

Plas Yr Ywen: "If I could call this place, it would be..... A place you could dream of when you're old. I am very happy here. They are all excellent. I know I am safe and secure."

Llys Eleanor: "I just wanted to say how thankful I am for you welcoming and looking after X the way you all have we really couldn't have wished for better care and support."

Marleyfield home: "Thank you for all your kindness to me. I really appreciate it. I had a lovely birthday (21 and a bit) and will always have lovely memories to remember it. Thank you for the lovely party. I will always speak highly of Marleyfield. Anybody who comes to stay here are very lucky."

Croes Atti: "A very special thank you to all at Croes Atti for making it home from home. For all the kindness, encouragement, laughs and for giving X the best quality of life and care when she needed it the most."

Llys Jasmine: "I wanted to thank you all so very much for your kindness, support and care you gave to my father. Your friendship was perfectly balanced with your professionalism, you became part of my family, you all went over and above to enhance and enrich his life all with dignity and respect. You learnt what mattered to him about his life, hobbies and interests. I feel that I have been part of the Llys Jasmine family too."

Ty Trefynnon: "Just to tell you how wonderful you have been keeping me in touch with my mum. I can't thank you enough".

Homecare/Reablement: : "First of all, I want to thank you all from the bottom of my heart for the care you have given to X since he was discharged from hospital in December. Every member of the team has shown exemplary standards of care and professionalism. They have treated X with dignity and such personal care. Not rushing him; giving him choice; sharing a funny story and even singing his favourite Frank Sinatra songs with him."

Learning Disability Community Team: "I just want to say a personal thank you to you. You know what I thought of you as a social worker and my opinion hasn't changed. You were always so quick to respond when I needed help, you were so insightful and understood what X's needs were and you made things happen to help her... you were one of the many people who helped to of make her journey through life a happy and successful one."

Learning Disability Provider Service: "Our son has Downs Syndrome and early onset dementia so respite is much needed. The staff are friendly, warm hearted, loving and caring . My son is very happy there and has his bags packed a week before his stay. I know that he is safe when he is there and being well looked after".

Progression Service: "I'm sorry you will no longer be X's social worker as you've been really helpful in helping us navigate the system and thanks to you X is now really thriving at Pendine Park. She is much more relaxed and enjoys all the activities on offer. It is a huge weight off our minds now she is in a place that's suitable for her needs. Thanks again for all your help."

Mental Health and Substance Team: "I just wanted to say thank you very much for this morning's meeting which I thought was conducted extremely professionally and sensitively. Thanks for everything that you and all the team have so evidently worked hard on in the background to get everything to this point, she is fortunate to have a team of people who are working hard in her best interests, so thank you to everyone involved".

Integrated Autism Service: "I thought I'd get in touch to let you know what's going on with me. I've finished at Oxford with a 2:2 and I'm about to start... at the University of Chester. I wouldn't have gotten here without your help and you showing me more about myself. Thank you for everything you've done."

Safeguarding: "I just wanted to say thank you to the both of you for your support over the past week and especially today with regards to X. Whenever we feel unsupported by the system, I always feel supported by you both at safeguarding. So just wanted to say thank you and share my appreciation for the support you show us."

Financial Assessment and Charging Team: : "You have helped me and my wife tremendously (re. their financial assessment). You also helped with my wife's upgrade of attendance allowance and again this is down to your help. You really are a genuine guy and the world is a better place with you in it. I am glad I met you for all of the help you have given to us. You are a true gentleman."

Direct Payments Team: "I would like to tell you that your help has been much appreciated these last 3 or 4 years, it really has and we all thank you for that. You have always been so helpful, professional yet friendly and provided the family with solutions to the many queries we have had over the years of dealing with Dad's care."

Children's Social Services:

Protection and Support, and Resources:

"Y came to an objective, impartial conclusion and recommendation around my son's best interests. Without Y's recommendations and thorough investigations I don't know where me and X would be at around contact and the false allegations would be treated as factual. So once again I'd like to thank Y for keeping X's best interests at heart."

"This is just a thank you message, you were fantastic during your involvement and you are a credit to the children's services... You have put a lot of his worries and fears to rest because of how efficient and professional you were. You have definitely

left a great impression with me and I wanted to thank you for everything and wish you the very best for the future. Also, I wish to thank your manager who attended court also.”

“Thank you X for removing all the obstacles and barriers and righting all the wrongs the children and I have had to endure these past eleven years. I didn’t realise I was living under so much anxiety and stress until you helped lift it all from me... You haven’t just done your job X, you’ve walked in our shoes.”

“I couldn’t wish for anyone better. You do your job to the highest standard. Anything I need or want to discuss you’re my first port of call and you always reply and act on everything with immediate effect and are very helpful and easy to get along with. You’re organised and efficient and understanding.”

Safeguarding:

“I thought I would contact you in regard to X as you will be the one who will remain present in their life and someone who I feel has the children's best interests at heart. I feel confident that you, as the children's independent reviewing officer will be able monitor and feel able to ask questions if needed, and also hold those who should be checking on the children to account. Thank you for your support, and for being such a fantastic IRO!!”

Child to Adult Team: “I just wanted to say thank you for coming into X life and making a difference. That meeting today blew me away as in 12 years we have never had this attention. We are so pleased with how you are pulling this together. That's the first time I have seen Y in about 5 years! Well done you.it means a lot.thank you so much.so many people are actually helping and making a difference now and those meetings are helping to achieve that thank you”.

Residential and Regulated Services

“...shared some lovely comments about X and her relationship and approach to Y. She said that when she went to visit Y he was upset about a toothache and wanted to go to York and X handled this really well, sensitively and with great skill. She said that X is a prime example of an excellent children’s home worker and clearly has a very good understanding of Y’s needs.

Early Years and Family Support, and Family Information Service

“Most incredible woman I’ve ever met. She helped me so much at my lowest, I wouldn’t be as strong as I am now if it wasn’t for X”.

“I would just like to say thank you for your assistance with this query, you have both been extremely helpful. The information provide is very useful for other clients I work with, and useful for me to signpost clients in the future for any support needed with funding childcare”.



Cabinet

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Flintshire Micro-Care Project
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

We, like many local authorities, face pressures in meeting the increasing demand for social care, with a growing older population and care agencies finding it difficult to recruit and retain employees. Delivering care into more rural parts can be particularly problematic.

The Flintshire Micro-Care project was initially a pilot project funded through Foundational Economy, Cadwyn Clwyd, and Flintshire County Council, to support small enterprises and sole traders to deliver direct personal care and well-being services to people in Flintshire. Micro-care enterprises are defined as small companies with five employees, many of which are sole traders, providing care or care-related services to the citizens of Flintshire. Now in its fifth year, the project has successfully embedded itself into the social care offer in Flintshire, as well as providing an additional employment route into social care, with 54 people now working in this area of the sector.

This report will give an update on the position of Micro-Care in Flintshire, some key successes of the previous 18 months, and the future direction of the project.

Following an early evaluation of the scheme it has been identified that Micro-Care in Flintshire is already making a significant contribution to the care market. It is creating sustainable jobs and more localised care solutions for people. Feedback from clients, families and council officers has been extremely positive to date.

RECOMMENDATIONS

1	That members note the progress made in the Micro-Care project and the contribution the scheme is making in meeting demand for care in Flintshire.
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REPORT DETAILS

1.00	BACKGROUND AND OVERVIEW OF THE MICRO-CARE PROJECT IN FLINTSHIRE
1.01	<p>Pressures on the social care sector are well documented. Flintshire's older population continues to rise significantly, and it is reasonable to assume the number of people with significant health and social care needs will also increase.</p> <p>The care sector in Flintshire is working within an increasingly challenging environment because of a range of factors, including an increase in the complexity of need, an ageing population, rising costs, increasing expectations and regulation, as well as difficulties with recruitment and retention of high-quality staff. As a result of these pressures there is limited resilience in the sector.</p>
1.02	<p>A Feasibility study carried out by Social Firms Wales on behalf of the Council examined the potential for developing Micro-care enterprises in Flintshire. Following the report in January 2019, approval was given to set up a Pilot Micro-Care project in Flintshire. By growing Micro-Care businesses, the Council are creating additional options for meeting the growing demands for care as well as expanding choice. It was hoped that the scheme would help to divert crisis in the care sector as a preventative measure, whilst delivering care which is efficient, effective and person centred. The project also aims to provide opportunities to build resilience in communities through developing local, bespoke solutions to people's care needs and help create sustainable careers in care.</p>
1.03	<p>Micro-Care enterprises are defined as small companies with five employees, many of which are sole traders, providing care or care-related services to the citizens of Flintshire. The project's core aims are to:</p> <ul style="list-style-type: none">• Strengthen the care market and raise the profile of care as a career choice.• Bring new people into the care sector or bring back those that had left it.• Develop local bespoke person-centred care solutions across the county.• Expand choice for people looking for care or well-being services.• Help micro-carers to set up and build sustainable businesses.• Create new employment opportunities.
1.04	<p>Micro-Care Current Position</p> <p>There are currently 54 active Micro-Care providers who have been accredited by Flintshire County Council, which is an increase of 24 over</p>

the last 18 months. In that time one Micro-Care provider has ceased trading due to health reasons.

Since establishing the pilot in 2019, the project has successfully supported 62 people to establish their Micro-Enterprise. Two providers have expanded their businesses beyond the scope of Micro-Care and have registered with Care Inspectorate Wales as a domiciliary agency, while six have ceased trading over that time the reasons include three health related, one return to education and return to employment and one who repurposed their business as it wasn't for them.

During the 2023/24 financial year 44 people were supported to explore their ideas for setting up a Micro-Care enterprise. There are currently 15 people being supported to setup as a Micro-Carer by the project team, with enquiries being received on a weekly basis.

There was an initial concern that Micro-Care would appeal directly to those currently employed in the domiciliary care sector, creating a destabilising environment. Therefore, one of the key objectives of the project was to ensure that Micro-Care was able to attract a new cohort of worker into the social care sector, or support those who had left to return. Positively, those objectives are still being met with 79.5% of the enquiries for support to setup as a Micro-Carer coming from people not already working in the sector.

Another key objective was to ensure that the project was focused on helping address the demand for domiciliary care. As a result, the vast majority (83%) of Micro-Carers currently deliver personal care services in people's homes, acting as a pillar of support to the wider care sector and an alternative option for people looking for support.

In terms of service delivery, we surveyed 17 Micro-Care providers on their current activity. This cohort of the workforce are providing 490 hours of support to 102 individuals across Flintshire, per week. Projecting this across all enterprises it can be estimated 1,200-1,500 hours of care and support are being delivered to potentially 300 citizens across Flintshire. 62% of services were for personal care, and 55% of work was purchased using a direct payment. Most support was delivered to older people, in particular supporting people with dementia and their families. However, we have seen Micro-Care delivered innovatively to support people with learning disabilities, physical disabilities, mental health difficulties, and children and families.

In a cost benefit analysis of direct payments, it was identified that in one week Direct Payments supported 689 hours of care and support through Micro-Care and the difference in the current weekly cost of Direct Payment Micro Care and potential weekly cost of commissioned agency domiciliary care is £3,822.56 per week. Over 12 months this would equate to a cost avoidance of £198,773.12. See appendix 1.

In addition to this work there are a substantial number of privately funded hours carried out by Micro-enterprises both supporting the wider sustainability of the businesses and contributing significantly to the prevention and early intervention priorities of the Council.

1.05	<p>Recent Successes of Project</p> <p>Flintshire’s Micro-Care project has recently been accredited and featured on the Global Database of Age-Friendly Practices, facilitated by the World Health Organization. This aims to recognise projects across the world that;</p> <ul style="list-style-type: none"> • <i>promote health and build and maintain physical and mental capacity across the life course; and</i> • <i>enable people, even when experiencing capacity loss, to continue to do the things they value.</i> <p>Being featured on the Global Database is a great credit to the work being undertaken by Micro-Carers for older people across Flintshire and recognises the Council’s commitment to providing progressive age-friendly practices.</p> <p>The project was recognised as a “Highly Commended Finalist” in the 2024 Social Care Accolades. This achievement was recognised within the “Working in Partnership” category, reflecting the cohesive and positive partnership that exists in Flintshire between Micro-Carers, people receiving services, professionals, third sector partners, and the project team itself. Two Micro-Carers and a representative from partners Social Firms Wales attended along with council officers the awards ceremony in Cardiff to receive this recognition.</p> <p>In May 2023 a “Micro-Care Celebration Event” was held to recognise the work undertaken by Micro-Carers across Flintshire. This had over 40 people attend, which consisted of mainly Micro-Carers and strategic partners, to hear about the positive work undertaken by Micro-Carers in their community, the successes people had made of their enterprises, and for the Council to express their gratitude for the service of Micro-Carers.</p> <p>In November 2023 Social Services had a visit from Albert Heaney, Chief Social Care Officer for Wales. As part of this visit the minister was able to meet two Micro-Carers who had recently joined the programme to discuss why Micro-Care was an exciting career change for them and how they were supported by Flintshire’s approach to Micro-Care.</p> <p>As part of the service wide inspection by Care Inspectorate Wales in November, four Micro-Carers formed a focus group to discuss with inspectors the way the project is run by the Council. The project was reflected positively in the inspector’s final report and highlighted as positive practice.</p>
1.06	<p>Direct Commissioning</p> <p>As part of the key objective to ensure Micro-Care was utilised to support demand for domiciliary care, particularly in rural areas, the team have successfully established a “Quality Framework” to enable direct commissioning of micro-carers by the Council. This additional requirement on those Micro-Carers requires further evidence of work they have already done in the community and an initial monitoring exercise on fundamentals such as recording, business continuity and risk assessment. They are also</p>

	<p>then subject to a yearly monitoring by the contracts team to ensure standards of care are being maintained.</p> <p>There are currently ten Micro-Care providers who have signed a contract with the Council to enable the commissioning of social care services. This means that Micro-Care providers can be utilised as an off-framework option for care and support where this is not available through our agency providers. There are a few scenarios where Micro-Carers may be commissioned:</p> <ul style="list-style-type: none"> - No provider can be found on the domiciliary care framework due to capacity, type of support required, or location of the person. - There is an emergency drop in market or provider capacity and Micro-Carers can be used as a short-term contingency. - A person has requested their support be delivered by a Micro-Carer but is unable to manage a direct payment. <p>Five Micro-Care providers have been commissioned by social services to deliver personal care services. This includes a day service, emergency care over a weekend, and a bespoke flexible care package. In addition, housing have commissioned Micro-Care providers to deliver well-being support across sheltered accommodation and warm hubs in Flintshire.</p> <p>The Council worked with a provider on an open-book accounting exercise to ensure our fees for Micro-Care providers were fair but were also sustainable for the Council. Due to the decreased overheads and management costs this fee offers a saving on the current hourly rate for agency run domiciliary care.</p>
1.07	<p>Feedback on the Project</p> <p><i>“The Council are good to work with. I can have really honest conversations with the project officers. The whole team are easily accessible and truly work in partnership with other agencies. They really put the person needing care at the centre of designing whole packages. Flintshire are a listening authority. I feel I am a true partner with them and not just a Third Sector organisation”.</i></p> <p><i>“Project officers have been amazing, could not be faulted. So much to learn at the beginning, they are always on the end of the phone or an email. I don’t feel alone providing Micro-Care. Both are very approachable.”</i></p> <p><i>“Support provided by the officers seems to be at the right level for most people. Thorough, yet not overpowering”.</i></p> <p><i>“The service is proving itself, Flintshire have smashed it!”</i></p> <p><i>“Being a micro-carer has changed my life”.</i></p>
1.08	<p>Feedback on Micro-Carers</p> <p><i>“This support has saved our family”.</i></p>

	<p><i>“My husband is so much better now he has a little independence and can get out and about without me and meet new people. It also means I can take my mother shopping.”</i></p> <p><i>“My Micro-carer is a real lifeline. Without him I would not see anyone.”</i></p> <p><i>“Things are so much better now, I have the help I need to sort things like the garden weeds, my shopping and all appointments, we are off to buy some new shoes today. The Micro-Carer is such a nice person, he is calm and very patient which I find very helpful. My speech is not always understandable to other people, it comes out all muddled up, but my carer tells me to take my time, slow down and think about what I want to say. When I do this, things come out in the right order and make sense.”</i></p>
1.09	<p>Next Steps</p> <p>Based on the current demand for Micro-Carers and capacity of those working, there is justification for the project to continue supporting people who have the desire to establish their own enterprise in social care. Therefore, the project will firstly aim to continue to grow the numbers of Micro-Carers in Flintshire. Not only does this have an impact on availability of social care services in the county it also impacts on the economic development with the new business set-ups contributing positively to the local economy.</p> <p>Secondly the project will look at expanding the numbers of those Micro-Carers who have completed the Quality Framework and can be commissioned. This will require the support of the brokerage team to match available Micro-Carers to those looking for care and support.</p> <p>There is a need to get smarter and more overt with the marketing of Micro-Care to the community. With resources already being developed from previous financial support from Foundational Economy, a key aim will be to revise the communication strategy to include stronger online marketing through social media, and re-engaging with external services, such as health colleagues, to ensure Micro-Care is an option that can be considered across all areas.</p> <p>Nationally there is an unclear picture of what Micro-Care is, with Welsh Government undertaking evaluation work to tighten this interpretation and potentially provide a policy position on Micro-Care. The project team is strong on the assertion that the model of Micro-Care utilised in Flintshire is robust, has appropriate due diligence, and acknowledges the limitations influenced on it by social care and employment legislation. Flintshire’s Micro-Care project will look to continue to promote this model to national and regional partners over the coming months and share our good practice with others.</p> <p>The third evaluation of Micro-Care in Flintshire, undertaken by Social Firms Wales, is due to be published in September 2024. This evaluation, based on the feedback of stakeholders, will give several recommendations that will inform the operational direction of the project in the short, medium, and long term.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>The project was funded through the Foundational Economy Challenge Fund, until March 2024, which provided funding for a full-time officer allocated to Micro-Care, project costs, and seed funding to support new Micro-Carers to establish their business. The Council match funded this with a full time Contracts Officer post, and allocated time from the Contracts Manager and Commissioning Manager.</p> <p>This grant was focused on supporting the establishment of Micro-Care in Flintshire and allowing it to be sustainable without ongoing investment into project costs. Such costs supported through the grant funding have allowed for long term sustainable investments to be made, such as the development of resources for Micro-Carers and marketing resources for the project.</p> <p>The project has now become integrated into our care model and the Council now supports both posts mentioned above. Further funding is being explored to support the development of Micro-Care across the North Wales region, being led by our partners at Social Firms Wales. It is hoped this will bring in the seed funding required to support the initial set up of the small businesses.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>Officers have contact with established and potential Micro-Carers daily to allow the project to adapt and learn from a newly established element of the social care sector. This also extends to people looking for Micro-Care services and frontline professionals supporting people to look for care and support.</p> <p>Social Firms Wales are near completion of the third evaluation of Micro-Care in Flintshire. This evaluation has canvassed the views of all stakeholders involved with the project, and their views will inform the strategic and operational direction of the project moving forward.</p>

4.00	RISK MANAGEMENT
4.01	<p>Micro-Carers operate under an exemption within the Regulation and Inspection of Social Care (Wales) Act 2016, which does not require the registration of providers who provide personal care support to less than four people. This does make Micro-Care more accessible as a self-employment opportunity, but lack of oversight from a regulatory body can be seen as a risk.</p> <p>As a mitigation for this, the accreditation and Quality Framework approach in Flintshire offers a level of due diligence and confidence for professionals and members of the public. In cases where individuals are commissioning this support themselves, there is also advice and support available to them</p>

	on the checks that they need to undertake to be satisfied that they are procuring services from a credible and legitimate business.
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5.00	APPENDICES
5.01	Appendix 1 – Direct Payment Cost Benefit Analysis

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>https://www.careatflintshire.co.uk/en/Micro-care/Welcome.aspx</p> <p><i>Micro-Care List -</i> https://digital.flintshire.gov.uk/FCC_MicroCarePortal/Carer</p> <p><i>WHO Global Database for Age-Friendly Practices -</i> https://extranet.who.int/agefriendlyworld/afp/micro-care-flexible-wellbeing-and-care-services/</p> <p><i>Social Care Accolades 2024 -</i> https://socialcare.wales/resources/flintshire-micro-care-the-accolades-2024</p>
6.02	<p>Contact Officer: Jane Davies - Senior Manager Safeguarding and Commissioning Telephone: 01352 702503 E-mail: jane.m.davies@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Micro-Care Business/Enterprises – Care businesses providing care services and employing no more than 5 people.</p> <p>Quality Framework – is a document which sets out the core commitment to quality in social care. It is designed to ensure that once all essential criteria are completed a micro-care providers will be trained to a sufficient level and able to undertake care packages via our commissioning team.</p> <p>Foundational Economy Challenge Fund – Funding for a series of experimental projects enable Welsh Government to test how they can support the services and products which every citizen relies, such as care, food and housing.</p>

Direct Payments

Cost Benefit Analysis Report

Report created on 08/07/2024

Reporting from 15/06/2024 to 21/06/2024

Difference in current weekly cost of Direct Payment Micro Care and potential weekly cost of Domiciliary Care for the same hours of service:

£3,822.56

Difference in current weekly cost of Direct Payment PA Support and potential weekly cost of Domiciliary Care for the same hours of service:

£22,777.20

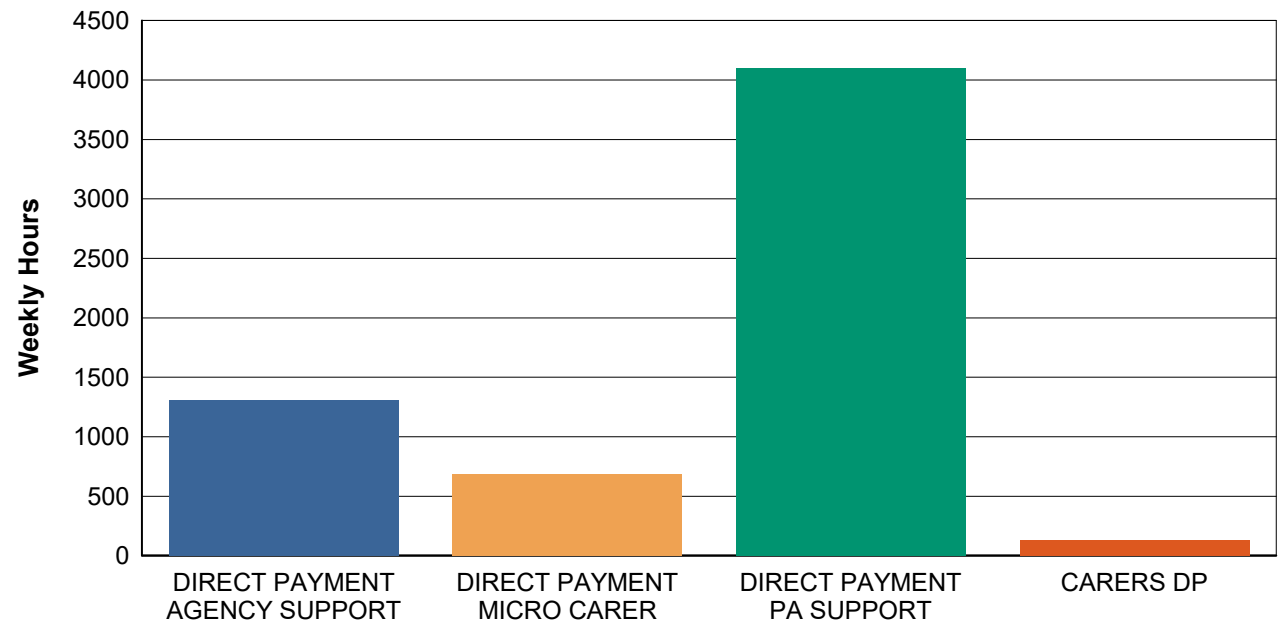
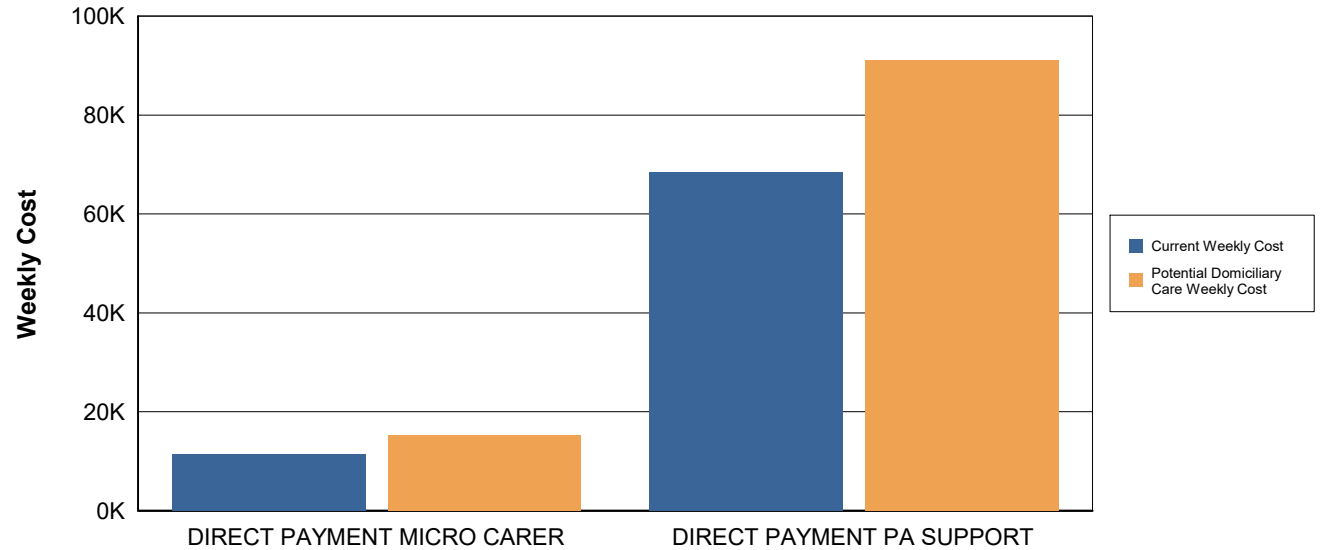
Total weekly hours for types of Direct Payments:

Agency Support - 1,311 hours

Micro Carer - 689 hours

PA Support - 4,104 hours

Carers - 130 hours



Total number of Direct Payment Agency Support services during the period:

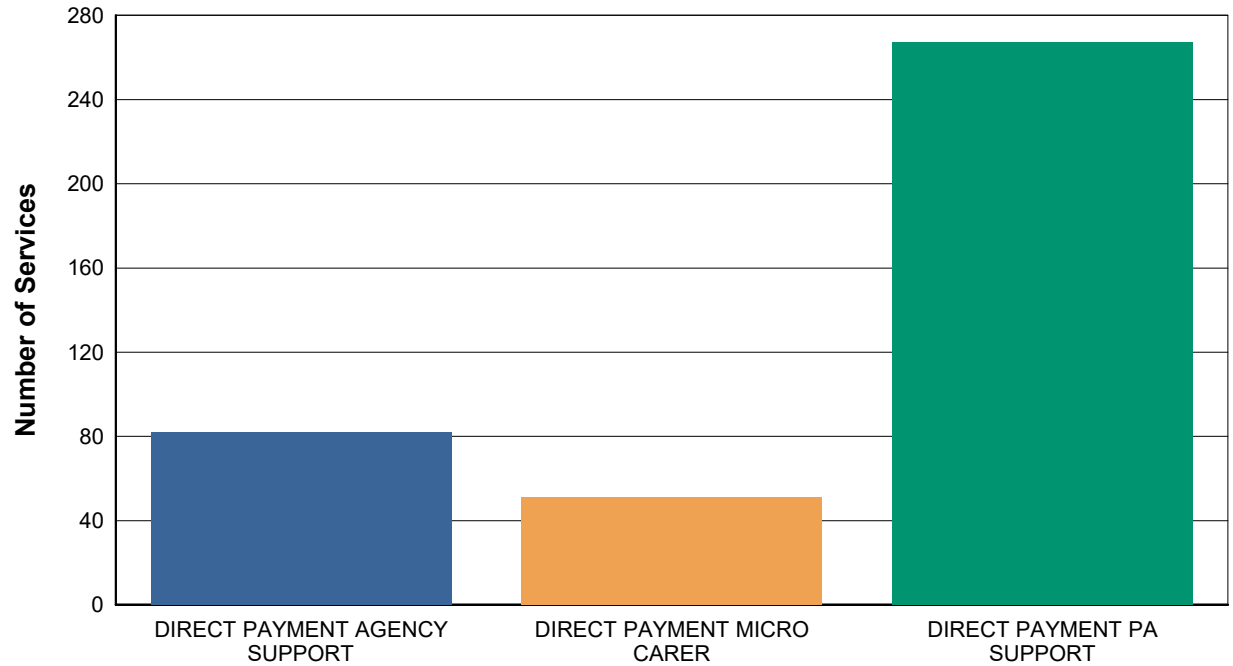
82 (21%)

Total number of Direct Payment Micro Care services during the period:

51 (13%)

Total number of Direct Payment PA Support services during the period:

267 (67%)



Current weekly cost for Direct Payments:

Agency Support

£25,469.02

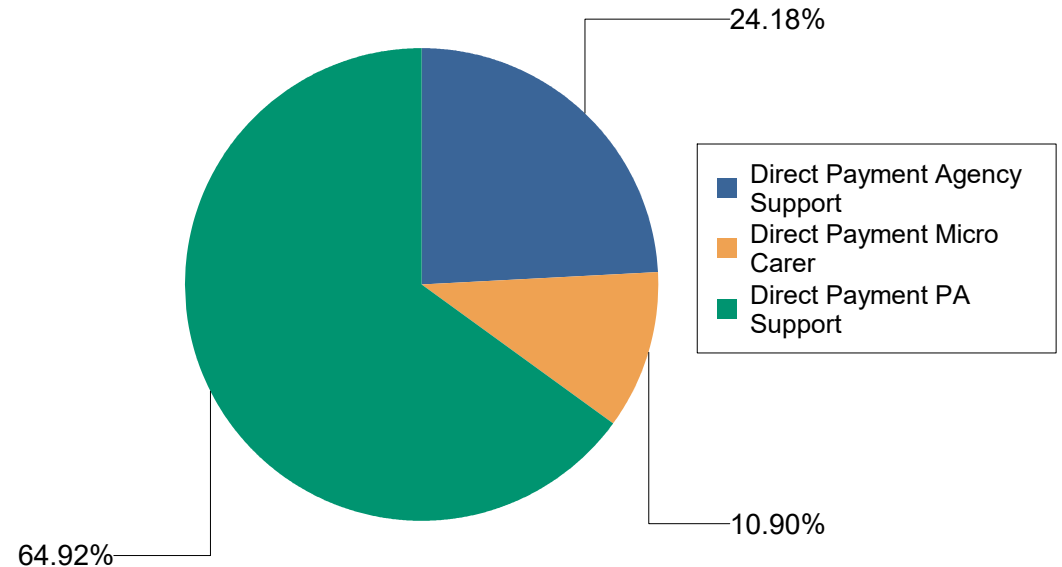
Micro Care

£11,474.58

PA Support

£68,372.64

Weekly Cost





CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Young Flintshire Participation Model
Cabinet Member	Cabinet Member for Education, Welsh Language, and Culture
Report Author	Chief Officer (Education and Youth)
Type of Report	Operational

EXECUTIVE SUMMARY

This report has been developed to provide Cabinet with an overview of the proposed Young Flintshire Participation Model for children and young people to have their voice heard about matters which affect them and speak to key decision makers in the local authority.

RECOMMENDATIONS

1	Cabinet understands and supports the Young Flintshire Participation Model to engage children and young people in Flintshire in matters that impact on them and provide a mechanism for decision makers to hear their views.
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REPORT DETAILS

1.00	EXPLAINING PARTICIPATION AND ENGAGEMENT
1.01	<p>United Nations Convention on the Rights of the Child (UNCRC)</p> <p>The United Nations Convention on the Rights of the Child (UNCRC) is a legally binding international agreement setting out the civil, political, economic, social and cultural rights of every child, regardless of their race, religion or abilities.</p> <p>The Young Flintshire Participation Model supports all articles in the UNCRC, in particular Article 12, where young people have the right to say what they think should happen when adults are making decisions that affect them, and to have their opinions taken into account.</p>
1.02	<p>National Participation Standards</p> <p>The National Participation Standards in Wales are used to support those who are working with children and young people, and to make sure that youth participation is developed effectively. The standards ensure that children and young people are part of the design, delivery and evaluation of services.</p>
1.03	<p>Young Flintshire Aims</p> <p>To strengthen participation in Flintshire, a model where both Youth Council and School Council representatives (11-18 years old) collaborate to lead on participation is being proposed under the identity of 'Young Flintshire'. The Young Flintshire Aims are:</p> <ul style="list-style-type: none">• Widening opportunities for young people to have their voices heard and to speak directly to decision makers.• Providing opportunities for young people to feed into working groups and projects running within the Council which directly affect them.• Raising awareness of how Flintshire County Council works and educating young people and communities on democratic processes.
1.04	<p>Young Flintshire Participation Model</p> <p>School Councils are a legal requirement and are fully operational in all schools in Wales. School Council representatives who are nominated as Associate Pupil Governors (APG's) would be invited from all secondary schools (including Specialist provision and the Pupil Referral Unit) to be members of Young Flintshire from Autumn 2024. (Please see Appendix 1 for an infographic).</p>

	<p>The Flintshire Youth Council has been in place for many years coordinated by the Youth Service. All young people can become members of the Flintshire Youth Council. The Youth Service also work with a variety of different groups of young people. (Please see Appendix 2 for the infographic which highlights the linked groups). Representatives from Youth Council would be invited to be members of Young Flintshire alongside School Council representatives from Autumn 2024.</p> <p>This would be a combined estimated membership of 34 young people participating in Young Flintshire.</p>
1.05	<p>Prior to embarking on a pilot of the participation model, a working group was established of key officers from across Education and Youth, supported by Councillor Mared Eastwood.</p> <p>Significant work has been undertaken to ensure a Young Flintshire Participation Model meets the requirements of the local authority including an equality impact assessment, privacy notice, consent forms and a safeguarding risk assessment.</p> <p>Consideration has been given to different methods of communication with our young people, to encourage participation and give a voice to diverse groups, recognising not every young person will be comfortable or engage with a formal process.</p>
1.06	<p>Young Flintshire Pilot</p> <p>During June and July 2024, a Young Flintshire Pilot took place to explore the proposed model and to understand how it could work in practice. Three identified areas from a young people’s consultation coordinated by Youth Services in Spring 2024 informed the areas of focus during the pilot. The three priority areas identified were:</p> <ol style="list-style-type: none"> 1. Community – Amenities & Safety 2. Mental Health & Wellbeing 3. Schools and Education <p>Two school council representatives from nine secondary schools and representatives from the Youth Service took part. An initial face to face workshop for young people, coordinated by Youth Service and Healthy Schools officers, was delivered on June 7th in the Lord Barry Jones Chamber.</p> <p>Representatives were then tasked with undertaking a ‘deep dive’ in their school community on the three identified areas from the initial consultation and to provide feedback on these.</p>
1.07	<p>Based on the young people’s ‘deep dive’ findings, a summary report was written to provide Chief Officers with further detail. The Chief Officer Team (COT) then requested support from officers within their portfolios (which were most pertinent to the issues raised in the findings) to respond and consider the findings.</p>

Designated officers were asked to provide written and face-to-face feedback to the young people at a meeting chaired by Councillor Eastwood, Cabinet Member for Education, Welsh Language and Culture on July 12th.

Key discussion points covered during the meeting included:

- School nurses are available in different ways in different schools. Young people felt that it would be good to have a consistent approach across schools and that everyone should have access to a school nurse.
- There is lots in place to help young people 0-18 and families with mental health and wellbeing. Officers from Social Services presented on the range of support in place for young people and their families.
- Young people found Contextual Safeguarding, highlighted by Social Services officers, very interesting and how reporting on community observations and anti-social behaviour through school staff, adults, and the police will help to inform this process.
- The majority of young people were not aware the role of town and community councils in managing aspects of community provision such as street lighting. A takeaway message was that young people should report to Streetscene things they think need to be looked at – and officers will then inform the relevant teams / councils to resolve the issue.
- Young people’s ‘deep dives’ suggested that more bins and litter picks would resolve litter and dog fouling. However, examples of projects where more bins and posters had been put in place had sadly shown no impact. The young people agreed it everyone’s responsibility to put litter in the bin and, if a dog owner, to put dog waste in the appropriate bin.

1.08 **Young Flintshire Pilot Outcomes**

The work undertaken during the pilot brought young people across schools and communities together focusing on common priorities, developing a further a sense of belonging and also an understanding how the Council operates in regard to its decision-making processes. Although the pilot took place over a short period, young people across the various settings built relationships and rapport with others and also developed their confidence. Feedback from young people who attended the pilot included:

“The launch event was informative and was broken up into activities and group work, with creative exercises.”

“The meeting session was more formal, long and had a lot of information presented. Adding more activities, breaks could help this.”

“Carrying out more research was easy, we sent out powerpoints, surveys and discussion sheets during tutor time.”

	<p><i>“The consultation reports answered key areas and were informative.”</i></p> <p><i>“The officer presentations were Informative and helpful. It was good to have presentations from officers.”</i></p> <p><i>“We have got lots to share with our peers about how young people can get further support and how we can report things we see through to the council.”</i></p>
1.09	<p>Young Flintshire in Operation 24-25</p> <p>The Young Flintshire Participation Model provides an avenue for service areas and departments across the Council to engage with young people directly on potential policies and projects.</p> <p>Once the membership of Young Flintshire is established, identified officers in Healthy Schools Team and the Youth Service will have direct contact with the young people via email.</p> <p>Young Flintshire members will be invited to planned meetings over the course of the school year, which will be a combination of online and face-to-face, at a time most convenient for them. Fun workshops and age-appropriate activities will also be arranged.</p> <p>A Terms of Reference will be established and agreed; meeting notes will be taken and cascaded accordingly.</p> <p>Young Flintshire members will be invited to other opportunities to engage in local democratic process and receive relevant information from appropriate partners.</p>
1.10	<p>Town and Community Councils in Flintshire</p> <p>In February 2024, Town and Community Councils were invited to share details of how young people in their area are able to input into their council meetings and council structures. Of the 32 Town and Community Councils 24 responded.</p> <p>Mold Town Council has a Primary School and Secondary School Youth Council which has been re-established post-Covid. Penyffordd and Argoed Community Councils both have Young Community Councillors.</p> <p>Four other councils have had successful youth engagement or forums in the past but currently have vacancies. Many councils are keen to explore how other councils are engaging with young people.</p> <p>This has highlighted an area where Young Flintshire could support and work in partnership with Town and Community councils on matters affecting children and young people going forward and to share effective practice.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The Healthy Schools Team and the Youth Service will provide the staff to support the participation model.
2.02	Support and engagement of officers from all Council departments will be drawn in as required. This will include providing written reports to feedback to young people and attending meetings in order to present reports and respond to questions from young people. The support from a number of officers across the range of portfolios in the Council for the pilot project was welcomed and is encouraging.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Young person's consultation was undertaken Spring 2024 coordinated by the Youth Service.

4.00	RISK MANAGEMENT
4.01	Healthy Schools Team and Youth Service staffing support this model and the direct communication avenues with Young Flintshire members. There are no strategic risks related to this policy noted on the Education Portfolio Risk Register.
4.02	It is important officers are allocated to respond to areas that have been raised through young people's consultation activities. Feedback to Young Flintshire must show examples of how the consultation has been reviewed, and how decisions have been made. This will enable young people to feel their voices have been heard and are valued.

5.00	APPENDICES
5.01	Appendix 1 Young Flintshire Model Graphic
5.02	Appendix 2: Youth Council – young people's groups which feed into the Youth Council

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Welsh Government Children and young people's National Participation Standards https://www.gov.wales/sites/default/files/publications/2018-02/Bilingual-Participation-Standards-poster2016.pdf

6.02	Children's Rights in Wales https://www.gov.wales/childrens-rights-in-wales#30766
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7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Emma McIntyre, Healthy Schools, and Preschools Officer Telephone: 01352 704057 E-mail: Emma.McIntyre@flintshire.gov.uk</p> <p>Contact Officer: Claire Sinnott, Learning Advisor – Health, Wellbeing & Safeguarding Telephone: 01352 704054 E-mail: Claire.h.sinnott@flintshire.gov.uk</p>

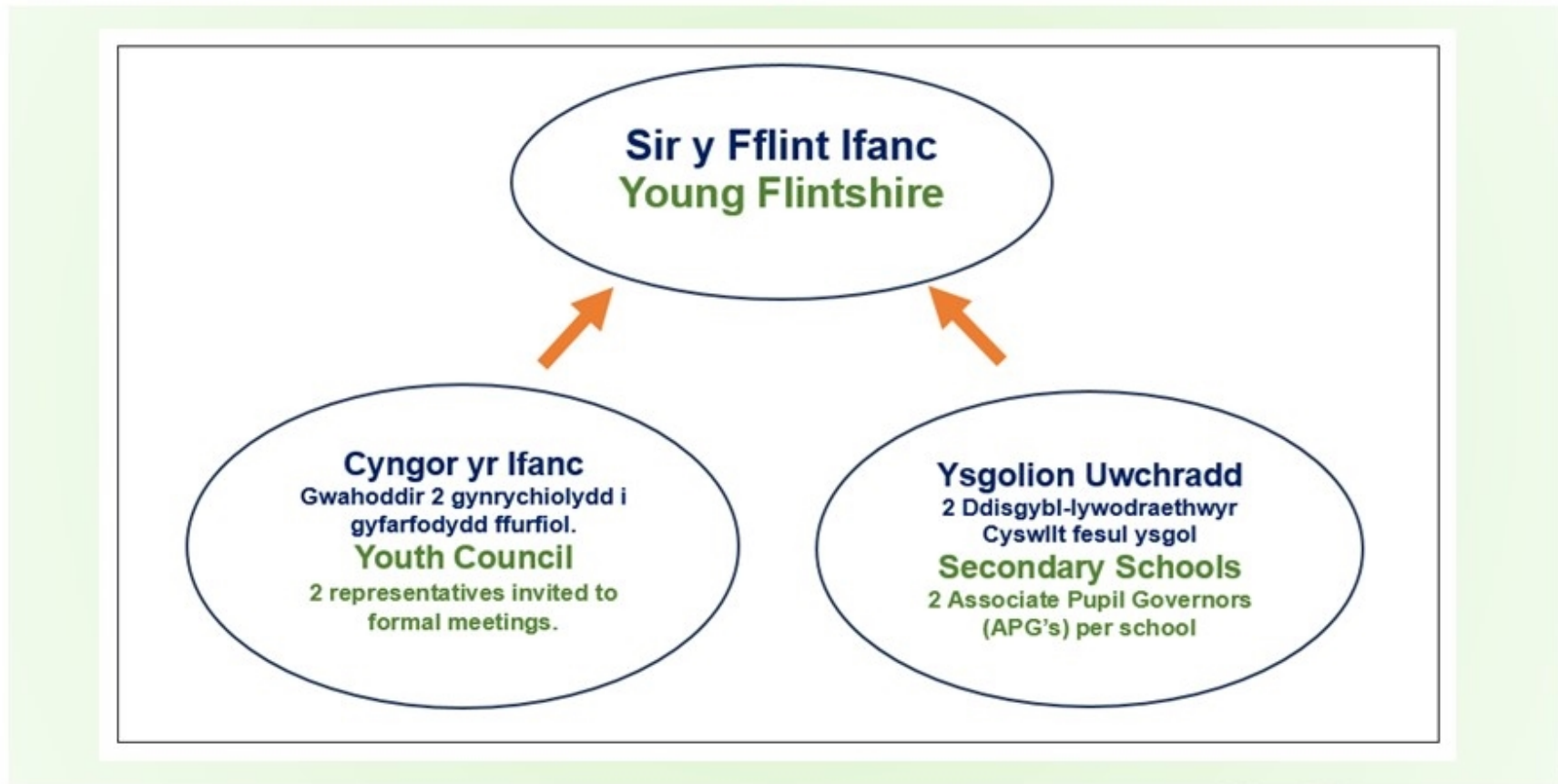
8.00	GLOSSARY OF TERMS
8.01	<p>APG's - Associate Pupil Governors - registered pupils nominated by their school council to be a member of the governing body. They attend full governor meetings to update on work the school council is involved in and support on work the school governing body is carrying out.</p> <p>UNCRC - United Nations Convention on the Rights of the Child</p> <p>Participation Standards - The seven National Participation Standards in Wales are used to support those who are working with children and young people, and to make sure that youth participation is developed properly. They make sure that children and young people are part of the design, delivery, and evaluation of services.</p> <p>Contextual Safeguarding - Contextual safeguarding seeks to identify and respond to harm and abuse posed to young people outside their home, either from adults or other young people.</p>

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Appendix 1

Young Flintshire Model Graphic

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Appendix 2

Youth Council – young people groups who feed into the Youth Council

Cyngor Ieuenctid Sir y Fflint | Flintshire Youth Council





CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Flintshire Youth Justice Service HMIP Inspection
Cabinet Member	Cabinet Member for Education, Welsh Language and Culture
Report Author	Chief Officer (Education & Youth)
Type of Report	Operational

EXECUTIVE SUMMARY

The Flintshire Youth Justice Service (YJS) is a multiagency statutory partnership established in April 2000, further to the requirements of the Crime and Disorder Act 1998.

The chief aim of the Flintshire YJS is to prevent offending and re-offending by children and young people aged 10-17 years in Flintshire. The Youth Justice Service has a statutory obligation under Section 40 of the Crime and Disorder Act 1998 to develop an annual Youth Justice Plan which outlines its priorities for the forthcoming year in addition to reporting on governance, resources accountability and performance.

HM Inspectorate of Probation (HMIP) is the independent inspector of youth justice and probation services in England and Wales. HMIP report on the effectiveness of probation and youth justice service work with adults and children. As part of their cycle of routine inspections, HMIP inspected Flintshire Youth Justice Service in March 2024. Their full report and findings were published in July 2024.

RECOMMENDATIONS

1	That members note and support the recommendations from the HMIP Inspection Report and are assured of the quality of provision of the Flintshire Youth Justice Service.
2.	That members endorse a robust approach to seeking the identified support that is currently identified as lacking from external partners.

REPORT DETAILS

1.00	THE YOUTH JUSTICE SERVICE
1.01	<p>The Flintshire Youth Justice Service (YJS) is a multiagency statutory partnership established in April 2000, further to the requirements of the Crime and Disorder Act 1998. The chief aim of the Flintshire YJS is to prevent offending and re-offending by children and young people aged 10-17 years in Flintshire.</p>
1.02	<p>HM Inspectorate of Probation (HMIP) is the independent inspector of youth justice and probation services in England and Wales. HMIP report on the effectiveness of probation and youth justice service work with adults and children. As part of their cycle of routine inspections, HMIP inspected Flintshire Youth Justice Service in March 2024. Their full report and findings were published in July 2024.</p>
1.03	<p>The Youth Justice Service was inspected under the following domains;</p> <ul style="list-style-type: none">• Organisational delivery• Court Disposals• Out of Court Disposals• Resettlement <p>The HMIP Inspection team were provided with evidence in advance by the Youth Justice Service prior to HMIP undertaking fieldwork. Fieldwork was undertaken from 11th March to 15th March and consisted of a review of local policies and procedures, management board and partnership data, interviews with key stakeholders including partners, children and young people, Youth Justice Service staff and Management Board Members. The Inspectorate also reviewed the casework of 16 children and young people.</p>
1.04	<p>Each domain has a number of components which are assessed. With respect to case related domains (Court Disposals, Out of Court Disposals and Resettlement) the methodology applied is that the rating for these standards are driven by the lowest score on each of the questions / components. Ratings are applied to each from Outstanding, Good, Requires Improvement and Inadequate.</p>
1.05	<p>HMIP also apply and overall ratings to the service and based on their findings Flintshire was awarded a 'Good' rating overall.</p>
1.06	<p>The Youth Justice Services' overall governance and leadership was seen as good and was commended for the creation of a distinctive Youth Justice Service which had succeeded in raising the profile of the service. The overall vision of the service towards becoming a trauma informed service was seen as a particular strength. HMIP found that the service was well represented across strategic and operational partnerships. The Inspectorate found that the Management Board led by the Chief Executive was effective in providing governance and scrutiny of the service and that the YJS provided good quality information and data to the Board and</p>

	partners which included hearing the views of children, young people and victims.
1.07	Our staff and wider workforce were identified as a particular strength who are embedding a trauma informed approach and are provided with support from managers. HMIP identified that there are succession, development and training frameworks in place and staff are supported to make use of such opportunities in development. The YJS staff are also involved with the Management Board and governance arrangements and are provided with regular updates and learning from case file audits and performance data is regularly shared. Our staff were commended in their approaches to encourage good engagement with children and promote a child-centred approach. HMIP identified that the staff and managers knew their children well and are advocates for their needs. However, it was identified that our staff were also filling the gaps of other services.
1.08	The inspection identified that the service had a good partnership footprint and was well represented at strategic and operational forums. Our work with Public Health Wales ACE Hub and academic institutions was consistently highlighted as good practice. It was also acknowledged that the service had a number of additional services to address complex needs within the cohort. HMIP found good relationships with Education, Social Services for Children, Child and Adolescent Mental Health Services (CAMHS), North Wales Police (NWP) and Flintshire Sorted. Moreover, the support that the service provides for victims was a strength and that staff ensured that victims views were heard and that they feel supported whilst integrating both victims and children into their communities.
1.09	With respect to Casework, inspectors found that approaches to assessment in out of court or court cases were assessed as either outstanding or good. Case Managers identified risks, safety and wellbeing appropriately and made good use of information from partner agencies. Analysis of offending behaviour and desistance was good and assessments were conducted with an awareness of trauma informed practice. Children, parents or carers were actively included in assessments and there was a focus on building on strengths and motivation. HMIP identified some improvements were required to improve consistency in utilising information to analyse risk of serious harm to others.
1.10	In out of court and court domains some approaches to planning were identified as requiring improvements. Whilst HMIP found clear evidence that plans were being co-produced with children, that YJS Practitioners knew children well and that planning promoted safety and wellbeing, the Inspectorate assessed that plans also needed to take consideration of integrating other services. Since the inspection the service has worked with practitioners and managers to strengthen our approaches to planning. Inspectors also identified that management oversight was not always applied consistently. We have since amended our approaches to quality assurance.
1.11	The Youth Justice Service has a well established out of court panel or 'Bureau'. This panel review assessments and agree out of court disposals

	<p>for children and young people and there was evidence of joint decision making between the Youth Justice Service and the Police. The service also has clear scrutiny provisions in place with North Wales Police with support of a local Magistrate. A specific area for improvement for the Bureau is to expand multi-agency representation to include Social Services for Children and the Case Manager assessing the child or young person. Since the inspection we have commenced a regional review of our Out of Court processes and established a working group with North Wales Police and all North Wales Youth Justice Services.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	<p>HMIP made a number of formal recommendations for our strategic partners linked to the provision of resources. Probation have not met statutory duties and the service has been without a Probation secondment for 2 years. However, it should be noted that in lieu of a seconded resource Probation do provide a financial contribution for 50% of a Youth Justice Officer who support Youth to Adult Transitions. This has ensured that transitions from the Youth Justice Service to Probation have been unaffected.</p> <p>Meetings have taken place between the Chief Executive and Chief Officer for Education and Youth with the Local Delivery Head for Probation, to seek a resolution to current secondment arrangements, however, due to significant resourcing pressures within Probation including vacancies and demands within the secure estate it is unlikely that Probation will be in a position to second a resource to YJS in the near future. The Chief Executive has requested that Probation Senior Leaders engage with HMIP and Ministry of Justice.</p>
2.02	<p>HMIP placed some recommendations against health care providers. Firstly, a recommendation was made to ensure health care provision for YJS children meets their emotional health and wellbeing needs. Whilst the service has a CAMHS Practitioner seconded into the service, work had commenced prior to the inspection between YJS and Health to increase resourcing into the YJS as part of a local health review to expand resources to support children with their emotional and wellbeing needs.</p>
2.03	<p>Further recommendations were placed against health care providers to ensure children supervised by the YJS are assessed for and have access to services that meet their speech, language and communication needs. This recommendation mirrors a report written by the Senedd's Equality and Social Justice Committee which also made recommendations for speech and language resources into Youth Justice. However, the current position of the Welsh Government is that such resourcing decisions are the responsibility of the local Health Board. As such, the Chief Executive has written to the Chief Executive of Betsi Cadwaladr Health Board to engage in further discussions. However, it should be noted that unlike probation, there is no statutory requirement for the provision of Speech and Language resources into Youth Justice Services.</p>

2.04	To improve multi-agency representation at our Out of Court Panel or Bureau, Social Services for Children have subsequently identified a resource who can support our decision making panel.
2.05	The inspectorate also suggested that the Youth Justice Service needed to review our current education resource within the service to enable seconded staff to undertake more direct work with children. We have subsequently commenced a review of this resource and are exploring opportunities to reduce the administrative function of the resource to enable more time to undertake direct work.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The full report and recommendations have been shared with the YJS Management Board and partners and we have commenced a number of discussions with our partners in Health, Probation and North Wales Police to further the recommendations. A formal Improvement Plan has been devised and submitted to HMIP. We will continue to monitor the progress of this Improvement Plan through our Management Board.

4.00	RISK MANAGEMENT
4.01	<p>Progress against our HMIP Improvement Plan will be monitored by the Youth Justice Service Executive Management Board which meets quarterly. There are a number of risks that may impact on progressing recommendations identified including;</p> <ul style="list-style-type: none"> • Significant resourcing challenges in partner agencies which may prevent the use of secondments or additional resources, • Lack of clarity around Youth Justice funding via our Youth Justice Board / Ministry of Justice Grant for 2024-25 which has yet to be received. The absence of timely notification of our grant has become an established practice despite attempts by the Chief Executive to raise these issues directly with the YJB and Ministry of Justice. • Current workload pressures within YJS linked to staffing absences may delay some operational improvements.

5.00	APPENDICES
5.01	N/A

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	HMIP (2024) An inspection of Youth Justice Services in Flintshire https://www.justiceinspectors.gov.uk/hmiprobation/inspections/flintshire-2024/

6.02	Welsh Parliament Equality and Social Justice Committee (2023) '60% Giving them a voice; Speech, language and communication needs in the youth justice system' https://senedd.wales/media/excbag12/cr-ld15786-e.pdf
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7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: James Warr, Senior Manager, Flintshire Youth Justice Service & Flintshire Sorted Telephone: 01352 701125 E-mail: james.warr@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>ACEs- Adverse Childhood Experiences are traumatic events that affect children while growing up, such as suffering child maltreatment or living in a household affected by domestic violence, substance misuse or mental illness.</p> <p>AYM – Association of YOT Managers, a body that represents Youth Justice Managers in England.</p> <p>Bureau - Framework for diverting young people out of formal Youth Justice processes by tackling underlying causes of youth crime through mechanisms that promote pro-social behaviours, children’s rights, youth and parent/carer participation and delivered by universal services.</p> <p>CAMHS – Child and Adolescent Mental Health Services</p> <p>FTE - First time entrants to the service</p> <p>HMIP- His Majesty’s Inspectorate Probation</p> <p>KPI – Key Performance Indicators – Statutory indicators required by the Youth Justice Board</p> <p>Outcome 22 – Police Out of Court disposal which allows a no further action to be recorded against a lower level offence where the child or young person has voluntarily engaged in intervention with the YJS.</p> <p>YJSIP – Youth Justice Sector Improvement Partnership – Sector Professional Body in collaboration with Youth Justice Board and Association of YOT Managers.</p>



CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Winter Maintenance – Decision Making Review 2024
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Report Author	Chief Officer, Streetscene & Transportation
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to advise Cabinet on the outcome of a review of the current decision-making process for gritting action within the Winter Maintenance Policy 2023-2025 following Cabinet’s agreement in September 2023 for us to consider geographically specific treatment decision making. A budget efficiency of £25k was put forward and approved in budget setting by the County Council in February 2024, which reflects this review.

Winter service operations play a fundamental role in ensuring that our highway networks are safe and available during adverse weather conditions from around October through to April each year. The winter maintenance service is recognised as one of the most important functions that the highway authority provides.

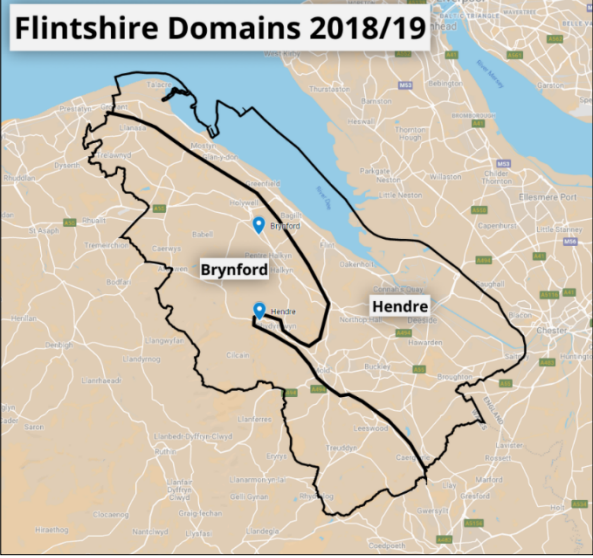
Maintaining access to the network is crucial for emergency services, businesses, social services, education, and the public. This report outlines the current winter maintenance policy (see Appendix 1) and proposed alterations to the decision-making process and treatment routes, the legislative requirements for providing such a service, risks and the actions taken by the Streetscene and Transportation portfolio to support winter service operations.

RECOMMENDATIONS

1	Cabinet supports the proposal to transition to a domain-based approach for decision making for gritting action with a step change proposed for the 2024/2025 season.
2	Cabinet approves the proposal to a full migration to domain-based treatments from the 2025/2026 season following the outcome of the step change over the 2024/2025 season.

REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE DECISION-MAKING PROCESS FOR GRITTING ACTION WITHIN THE WINTER MAINTENANCE POLICY
1.01	<p><u>Current Position</u> The Council, as the local highway authority for county roads, has a general duty, under Section 41 of the Highways Act 1980, to maintain the highway network in a good state of repair to render it safe for ordinary traffic at all times of the year. Highway authorities in England and Wales also have a duty “to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice” (Highways Act 1980, Section A1 (TA) as modified by Section 111 of the Railways and Transport Act 2003).</p>
1.02	<p>The council’s winter maintenance service is essential in aiding the safe movement of highway users, maintaining communications, reducing delays, and enabling everyday life to continue. The Council must prioritise its response to winter weather, whilst exercising due regard to logistics and available resources.</p>
1.03	<p>The winter period is defined as between 1st October and 30th April each year and the decision-making process for carrying out winter maintenance action is carried out by nominated Duty Managers. Five Duty Managers will be rostered throughout the winter period to monitor weather forecast information and decide on appropriate preventative action. This decision will be based largely on predicted road surface temperatures (NOT air temperatures), the amount of moisture on the road and/or the amount of residual salt on the network from previous treatments.</p>
1.04	<p>The current decision-making process is based upon forecasts from the two Flintshire weather stations in Hendre and Brynford. When ice is predicted, Priority 1 routes will be pre-salted before the onset of any frost or ice. The twelve Priority 1 precautionary gritting routes account for 45% of the total County highway network.</p>
1.05	<p>When the forecasts from the two stations (Hendre and Brynford) are received, decisions for treatment are currently made for the county as a whole, based on the lowest road surface temperature forecasted, which means that all Priority 1 routes would be treated at the same time even if higher temperatures (no frost) were predicted by one of the weather stations (i.e. one out, all out).</p>
1.06	<p>Due to the topography of Flintshire, road surface temperatures can differ greatly from high routes to low lying areas, and we do see some variations in weather. During times of marginal forecasts, this can result in predicted road surface temperatures being minus (-) on the higher routes and plus (+) within the low-lying areas. This means that treatment decisions have been taken for the whole county, meaning that some roads may have been treated despite not actually reaching a temperature where a hazard could form.</p>
1.07	<p>As a result, we aspire to have domain-based forecasting, which would allow decisions to be made based on domains and not a countywide treatment, which in turn would allow us to operate a more effective service targeting domains where road surface temperatures are predicted to be lower.</p>

	<p>Looking at the county from a spatial perspective by dividing up the winter response into individual domains would allow for greater efficiency in winter action when compared to a “one out, all out” generic countywide approach.</p>
<p>1.08</p>	<p><u>Future Considerations / Decisions</u></p> <p>In order to migrate to domain-based treatments, a full review of the current winter maintenance operations will be required. This includes reviewing the current weather station locations and treatment route optimisation.</p> <p>Flintshire has historically been split into two climatic domains named Hendre and Brynford and, currently, these are the only two weather stations based within Flintshire (see Figure 1 below).</p>  <p><i>Figure 1: Flintshire's current climatic domains in Hendre and Brynford</i></p> <p>However, there are several other stations located on the periphery to the county boundary, which are available and accessible by the Duty Officers and could be used for route treatment decision making.</p> <p>The additional weather stations are as follows: -</p> <ul style="list-style-type: none"> • Shotwick Domain - A494 Trunk Road (Cheshire) • Rhualt and the Clwydian Range – A55 Rhualt (Denbighshire) • Bodfari Domain – A541 Bodfari (Denbighshire) • Bwlchgwyn Domain – Bwlchgwyn (Wrexham)
<p>1.09</p>	<p>By incorporating these weather stations into our decision making, Flintshire would be able to operate with the three main domains below: -</p> <ul style="list-style-type: none"> • Clwydian Range • Semi-High • Coastal and Deeside
<p>1.10</p>	<p>If the Priority 1 treatment routes were optimised into the above three domains, this would allow Duty Managers to treat domains separately based on the forecast for each weather station and on the topography of the county, meaning that a more efficient and selective treatment plan could be put into practice.</p>

A full migration to domain-based treatments would be introduced for the 2025/2026 season with a step change proposed for the 2024/2025 season, in order to assess and determine whether the number of weather stations and locations of the weather stations are sufficient.

The following map in Figure 2 shows the three proposed domains that would be adopted under the proposals.

1.11

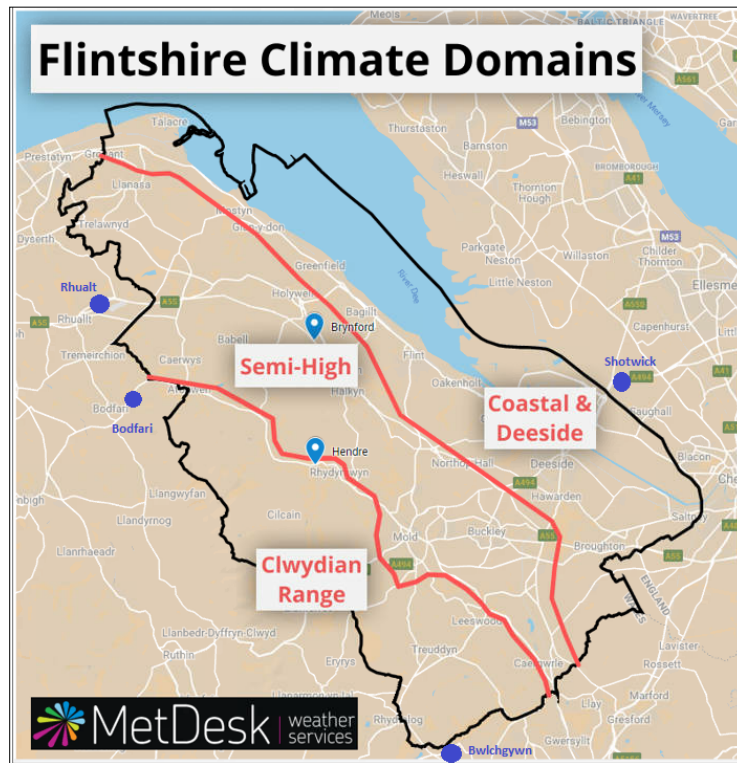


Figure 2 – Flintshire Climate Domains showing the additional weather stations in Shotwick, Rhualt, Bodfari and Bwlchgwyn, along with the three proposed domains.

1.12 Proposed Changes

By including the Rhualt, Bodfari, Shotwick and Bwlchgwyn weather stations into Flintshire’s forecasting, treatment decisions could then be made for each of the three domains, Clwydian Range, Semi-High and Coastal and Deeside. This will allow a more targeted approach on treatment areas.

With minor changes to the current treatment routes 7 and 11, which are predominantly within the Coastal and Deeside domain, when forecasts are favourable, the Coastal and Deeside domain will be monitored and not treated. This approach will only be taken outside the core winter months, which are in October, November, March and April.

December, January, and February are the core winter months when a one out, all out approach would be maintained.

1.13

Domain based decisions will only be taken when marginal temperatures are forecasted, and the likely spread rate would be the minimum of 10 grams of salt per square metre.

Domain based decisions will only affect the county road network; the trunk road network will remain unaffected and will be treated each time a decision is made.

1.14 Records show that, over the past 10 years, on average there are 30 turnouts (treatments) outside the core winter months, as demonstrated in the table below:

	No. of Runs												10 year Average
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
Oct	1	0	0	0	0	1	1	1	0	0	0	0	0
Nov	13	11	0	3	31	16	6	18	5	4	6	9	10
Dec	24	11	27	3	24	51	10	27	24	13	45	17	24
Jan	40	20	51	31	32	36	48	19	51	36	33	33	37
Feb	20	14	27	29	20	55	12	31	22	14	18	19	25
Mar	34	5	8	21	8	49	10	15	8	10	19	12	16
Apr	9	0	0	12	1	5	4	0	6	6	4	1	4
Total	141	61	113	99	116	213	91	111	116	83	125	91	116

1.15 If forecasts are favourable on the 30 average turnouts, the Deeside and Coastal route could be monitored and not treated; this is subject to the prevailing weather conditions outside the core winter months.

1.16 The following table shows the cost per treatment (per route) based on a 10 grams per meter square spreading rate. 10gm² is the lowest spread rate available to the decision maker within the North Wales Collaborative Precautionary Treatment Matrix (appendix 3).

Treatment route	Domains				Cost per Treatment
	Coastal	Semi High	Clwydian	Trunk Road	
Route 1	Yes	Yes	No	Yes	£387.20
Route 2	Yes	Yes	No	Yes	£451.20
Route 3	No	Yes	Yes	Yes	£483.20
Route 4	No	Yes	Yes	No	£419.20
Route 5	No	Yes	Yes	No	£412.80
Route 6	Yes	Yes	No	Yes	£412.80
Route 7	Yes	Yes	No	Yes	£425.60
Route 8	Yes	Yes	No	Yes	£412.80
Route 9	No	Yes	Yes	Yes	£432.00
Route 10	Yes	Yes	No	No	£400.00
Route 11	Yes	No	No	Yes	£406.40
Route 12	Yes	Yes	No	Yes	£406.40
					£5,049.60

1.17 When the weather conditions are favourable outside the core winter months, with minor alterations, route 7 and route 11 could be monitored without the variable cost of treatment. Based on monitoring 30 occasions within the Deeside and Coastal domain, routes 7 and 11 could potentially provide a financial saving of up to £25k for the authority.

1.18 It is recommended that the authority transitions to a domain-based decision-making model with a step change proposed for the 2024/2025 season to assess and determine whether the number of weather stations and locations of the weather stations are sufficient and a full migration to domain-based treatments from the 2025/2026 season.

2.00	RESOURCE IMPLICATIONS
2.01	<p>Revenue Budget: The winter maintenance service is designed to cope with an average winter, but also have the capability to be extended or adapted when winters become more severe or of a longer duration than average and the revenue budget for the service is based on expenditure in an average winter with annual fluctuations catered for by the contingency reserve fund. The revenue budget of £846k for winter maintenance consists of fixed and variable costs, which are dependent on the weather conditions throughout the season. The winter maintenance contingency reserve of £250k was drawn down last financial year (2023/24) and has not been replenished, which creates a financial risk to the authority.</p> <p>The fixed costs within the winter maintenance service are based on staffing, contractor standby, vehicles and fleet. Due to increased charges for the provision of the gritting fleet this financial year, the expected fixed costs for the winter service are £609k.</p> <p>The variable costs are based on the turnouts (i.e. treatments of the network). These are unknown at the start of each season and can only be predicted based on the data that has been recorded over the past 10 years. When heavy snow is present, the additional demand and response by Streetscene performing a 24-hour operation is estimated at an additional £150k per week.</p> <p>Winter maintenance expenditure in any single financial year is subject to the variations of the winter weather from season to season. As a result, there can be significant unpredictable fluctuations between years. The normal practice has been that, in a severe, extreme or prolonged winter season, for the excess expenditure over the average year budget to be financed from the reserve fund and, in a mild winter, the savings used to replenish the reserve. However, this is becoming less and less commonplace as the climate changes.</p> <p>Capital Budget: there are no implications for the approved capital programme for either the current financial year, although funding may be required in the future for either additional weather stations or upgrading existing weather stations.</p> <p>Human Resources: there are no implications for additional capacity or for any change to current workforce structures or roles.</p> <p>Other Resources: A full description of the resources required for the winter service is provided within the current policy in Appendix 1.</p> <p>Technology: All of the gritting fleet has global positioning satellite (GPS) and automated gritting technology. This technology improves the level of service provided in terms of accuracy, health and safety, monitoring and recording, resulting in a more cost-effective service.</p> <p>A system of 6 weather stations will be operated and used to feed into the weather forecast model and to monitor local conditions. A professional forecasting service provided by MetDesk on an all-Wales basis is used to guide treatment decisions. Information from the weather stations is fed into the weather forecast model.</p>

	<p>It is also used to check on temperature (air and road), humidity and wind speed. This enables both improved local forecasts to be obtained and actual conditions monitored. All the information can be accessed using a desktop/laptop PC or on smartphones/tablets.</p> <p>Additional funding may be required in 2025/26 for the upgrading of existing weather stations or additional weather stations once the outcome of the step change proposed for 2024/25 is known.</p>
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3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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3.01	A domain-based forecasting system to decide when and where to salt the gritting network to the exact domains needing treatment will use a more targeted approach, which will reduce emissions from fewer vehicular movements, potentially use less rock salt, which is a finite resource, and save the authority money by reducing the number of gritting runs needed (based on an average winter).
3.02	The road network being monitored and treated over the winter will not change, but the way duty managers make gritting decisions will be changed under the proposals. Previously, the entire county was treated following a forecast of low road surface temperatures anywhere in that area. Going forward, duty managers will base their decisions on the weather and temperatures forecasted for each domain. The domain-based weather stations will underpin the decision making and treatment regime and allow for a more targeted and dynamic approach.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
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4.01	Consultation undertaken with the Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
4.02	Consultation undertaken with Trade Unions
4.03	Consultation required with Environment & Economy Overview & Scrutiny Committee

5.00	APPENDICES
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5.01	Appendix 1 – Current Winter Maintenance Policy
5.02	Appendix 2 – Report to Cabinet (September 2023) – Review of the Winter Maintenance Policy 2023/2024

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	Agenda for Cabinet on Tuesday, 19th September, 2023, 10.00 am (flintshire.gov.uk)
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7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Barry Wilkinson, Highway Network Service Manager Telephone: 01352 704656 E-mail: barry.wilkinson@flintshire.gov.uk</p>
7.02	<p>Contact Officer: Ian Bushell, Area Operational Manager Telephone: 01352 704780 E-mail: ian.bushell@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Winter Maintenance: the particular network management requirements during winter are not 'maintenance' in the traditional sense, but specialist operational services responding to adverse weather events.</p>

Winter Maintenance Policy 2023-2025



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1 | Background

- 1.1 Section 41 of the Highways Act 1980 places a statutory duty on the Highway Authority to maintain the highway, as follows:-

“(1A) In particular, a Highway Authority is under a duty to ensure, so far as is reasonably practicable, that a safe passage along a highway is not endangered by snow or ice.”

- 1.2 The legislation does not impose an absolute duty but rather involves a balance between the degree of risk and the steps necessary to eliminate the risk.
- 1.3 In order to provide a statutory defence, a County Policy on winter maintenance services is required which should be reviewed on a regular basis.
- 1.4 The requirement to ensure compliance with Section 1.3 has been emphasised in collaborative meetings that have taken place amongst the six North Wales Authorities following the Coroner’s inquest into the winter maintenance incidents that have occurred in North Wales Authorities during recent years.
- 1.5 The level of service for County Roads is determined by the elected Members of each Council. This is based on a risk assessment approach to determining a cost effective hierarchy of routes and treatments. The Authority believes that the level of service meets the requirements on the current interpretation of **‘reasonably practicable’** but will continue to keep service provision under review, particularly in respect of any legal judgements. A review of the Winter Maintenance operations is undertaken each year before the winter season.

2 | Purpose of Policy

- 2.1 To demonstrate compliance with the statutory duties of the Highway Authority by recording a managed, cost effective approach to providing winter maintenance service in the interest of public safety.
- 2.2 To provide a statutory defence against third party claims.
- 2.3 To inform and involve Members in the procedures associated with the winter maintenance service
- 2.4 To set out the aims and standards for the winter maintenance service, the facilities and resources available and guidance as to how the aims and standards are to be achieved.

3 | Procedures

3.1 Winter Weather Forecasts

3.1.1 Daily weather forecasts are received throughout the winter period and are specific to Flintshire County Council. The forecast is currently provided by MetDesk. MetDesk utilise their experience at weather forecasting combined with additional data from weather models and information provided by Ice Prediction sensors situated at:

1. A55 at Brynford
2. A541 at Hendre

to predict the weather for a 36 hour period from approximately 12-noon daily. The weather forecast is provided through a web based system and this forms the basis of the decision making process with regards to gritting actions taken in the interest of road safety over the succeeding 24 hours.

3.1.2 The Forecast Provider provides forecast information in the in the following format:

- ▶ Projected road surface temperature graphs for two ice sensor sites within the County and others in the neighbouring Counties. These sites have been specifically chosen to provide information which is considered representative of the whole County.
- ▶ A site specific forecast for each of the ice sensor sites covering a 36-hour period from the time of issue (normally 12:00 hrs).
- ▶ A 24-hour consultancy service, staff can talk to forecasters at the Weather Centre to expand on the general forecast.
- ▶ A 2-5 day forecast text indicating the outlook.
- ▶ A morning summary in text describing the events of the night before and a preliminary forecast covering the succeeding 24 hours.
- ▶ Alerts and forecast amendments electronically and by direct contact throughout the 24 hour period.

3.1.3 A cross boundary partnership approach is adopted throughout the North Wales Authorities and in conjunction with North & Mid Wales Trunk Road Agency (NMWTRA) to ensure an effective and consistent service delivery.

3.1.4 A North Wales protocol for distributing daily weather forecasting information and proposed action details has been formally adopted. This has been coordinated through the North and Mid Wales Trunk Road Agency (NMWTRA) and has established improved communications between neighbouring Authorities, NMWTRA and North Wales Police. The actions of all the North Wales Authorities are recorded on the Forecast Provider web page for all partner authorities to view.

3.2 Priority of Roads

3.2.1 Roads within the Authority have been prioritised for treatment into Priority 1, 2 and 3 routes.

3.2.2 **Priority 1 routes** are roads carrying substantial volumes of traffic having characteristics, which require protection from frost throughout the night. These routes form the spinal road network of the Authority and merit high priority to sustain the free flowing movement of traffic. They include:-

- ▶ Trunk Roads (48kms)
- ▶ Class A Roads (151kms)
- ▶ Class B and C Roads (351kms)
- ▶ Strategic Core Bus Network
- ▶ Main access roads to schools or establishments of higher education
- ▶ Town centre access and distributor roads through villages and housing estates
- ▶ Industrial Estate Roads (10.1Kms)

The 12 **Priority 1** precautionary gritting routes total **45%** of the total County highways network.

3.2.3 **Priority 2 routes** are formed from the unclassified roads that form main distributor routes in both the urban and rural areas. They include:-

- ▶ Housing Estate Roads
- ▶ Access routes between smaller rural communities
- ▶ Remaining bus routes
- ▶ Known problems, including significant gradients, exposed areas and other topological factors
- ▶ Council maintained Car Parks

Priority 2 gritting routes will be treated upon satisfactory completion of the Priority 1 routes providing the criteria set out in 3.2.3 are met and adequate resources are available.

3.2.4 **Priority 3 routes** are all the remaining adopted roads within the County.

3.2.5 Priority of Roads

3.2.5.1 All Priority 1 routes will be subject to precautionary gritting operations throughout the winter period at the discretion of the Highway Network Manager or his representative. The decision to undertake precautionary gritting actions is made daily at around 13:00hrs between the period from 1 November to 30 April of the following year.

3.2.5.2 Priority 2 routes will only be treated in the event of icy conditions or a forecast of prolonged icy conditions, and following the satisfactory treatment of the Priority 1 routes. The Duty Officer will make the decision whether or not to proceed to Priority 2 routes. The protocol for treatment during this period will be for a continued action on the Priority 1 gritting routes as required with discretionary actions being taken on Priority 2 routes in response to known or observed problem areas, or in relation to requests that have been assessed and justified by staff of

Flintshire County Council. If temperatures remain below zero with prolonged icy conditions the winter maintenance teams will continue to undertake inspections and liaise closely with the Duty Officer. The level of actions will be dictated by the available resources and the weather forecast outlook. Bulk gritting vehicles and manual salting gangs will be deployed for this purpose. A discretionary decision to suspend further actions pending improving weather conditions may be taken.

- 3.2.5.3** Priority 3 routes will normally be treated dependent upon the availability of appropriate resources following the satisfactory attention to Priority 1 and 2 routes and will be restricted to normal working hours, and in response to known or observed problem areas, or in relation to requests that have been assessed and justified by staff of Flintshire County Council..
- 3.2.6** During the onset of snow conditions and the satisfactory treatment of the Priority 1 routes, all available plant and resources will be deployed to clear snow within the Priority 2 routes. During such operations the gritting appliances will be directed by Flintshire County Council staff who will patrol their respective areas and liaise with the Duty Officer.
- 3.2.7** The Authority employs 38 No. agricultural snow ploughing contractors to clear the highway during periods of snow conditions. Each Contractor has a dedicated route which enables the Authority to clear the entire adopted highway network within the County. During snow conditions contractors may be hired at the discretion of the Duty Officer or his representative at the tendered rates. The schedule of the snow ploughing contractors is available to all winter maintenance staff to access as required.

3.2.8 Road Priority/ Treatment Matrix Treatment

Route type	Precautionary Salting	Salting	Times
Priority 1	At any time of the day	At any time of the day	When ice is predicted Priority 1 routes will be pre salted before the on-set of frost. Where severe conditions such as snow or ice persist resources will remain on Priority 1 routes
Priority 2	None	At any time of the day	Priority 2 routes will only be treated if severe weather conditions persist and the Priority 1 routes have been completed
Priority 3	None	At any time of the day	On satisfactory completion of Priority 1 and Priority 2 routes and if severe weather conditions persist these roads will be treated on a reactive basis dependent upon resources

3.3 De-icing Materials

3.3.1 Flintshire County Council procures its de-icing materials through a tendered process. The current tender is with Compass Minerals through the Yorkshire Purchasing Organisation and the life of the contract is 3rd March 2022 – 21st February 2026.

3.3.2 6.3 mm nominal size rocksalt

This is the most commonly used material for general purpose gritting. It is spread at a prescribed rate of 10 – 15 grams per square metre for precautionary gritting. This rate can be increased to 40 grams per square metre when treating snow conditions. These rates are in accordance with the recommendations made in the Code of Practice for Highways Maintenance Management and the Trunk Road Maintenance Manual.

6.3 mm nominal size coated rocksalt (Safecote)

This material is standard rocksalt with an applied coating which enhances its performance to treat ice at lower temperatures (conventional rocksalt has a reduced efficiency at temperatures below -6 degrees centigrade). It has a greater adhesion to the applied surface and is effective over a longer period.

3.3.3 A total of 2200 tonnes of coated rocksalt (Safecote) is currently stored in a storage dome at Alltami Depot. A stock management service is operated in collaboration with the Compass Minerals, Winsford. The stock management system highlights the requirement for the delivery of rocksalt which is triggered by predetermined maximum and minimum intervention stock levels throughout the winter season. This service provides the following benefits:-

- ▶ Fresh stocks of rocksalt which retain maximum salinity values.
- ▶ Controlled levels of stock to meet storage availability and providing the ability to avoid storing large volumes of rocksalt outside of the winter period.
- ▶ Avoidance of a shortage of rocksalt during periods of high demand
- ▶ Regional proximity of supplier provides reduced delivery times.

3.3.4 Strategic Salt Stocks

Due to national shortages of rock salt in previous years and following advice from WLGA and Welsh Government, an additional strategic salt stock of 7000 tonnes is stored under sheeting at the Greenfield Recycling Site at Greenfield.

3.3.5 Most of the road de-icing salt used in the UK is derived from a non-renewable source through mining a natural salt bed stretching from North West England to Ireland. The majority of rock salt is a 10mm grain size to British Standard BS3247. However, a trend is emerging in the UK where a number of Highway Authorities are moving toward a 6.3mm grain size. BS3247 requires the rock salt to contain no more than 4% moisture by weight and the soluble Sodium Chloride content to be not less than 90% of the dry salt mass.

Flintshire County Council introduced using 6.3mm grain size coated salt in 2005/2006. The proprietary name of this product is Safecote.

3.3.6 To effectively remove ice from the road surface the rock salt requires the action of traffic, which assists in the process of breaking down the salt granules into a saline solution. This rapidly melts the ice and prevents further ice forming for several hours.

3.3.7 Salt in solution freezes at a lower temperature than water and if spread before the onset of freezing conditions can be effective in preventing ice from forming on road surfaces at temperatures down to -7°C. However, salt is only effective if it can form a solution with the water on the road surface. If this water has already frozen before the salt is applied, the salt is much less effective in combating the slippery conditions. The generic term ‘gritting’ is often used to describe what is actually “pre-salting” or “precautionary salting”, i.e. spreading salt before the onset of ice or frost formation.

3.3.8 The significant benefits of using Safecote Salt are:-

- ▶ more accurate spreading of the salt
- ▶ more salt remains on the road surface
- ▶ reduced wastage
- ▶ faster de-icing effect
- ▶ increased longevity on the road surface
- ▶ less Sodium Chloride used
- ▶ less corrosive to the gritter vehicles
- ▶ less corrosive to the highway infrastructure.
- ▶ cost benefit

3.3.9 Treatment Matrix

Carriageways - The Council operations will follow the standard guidance issued by Welsh Government as part of the Trunk Road Maintenance Management Policy and the Code of Practise for Highway Maintenance and any subsequent amendments. The de-icing material will continue to be Safecote.

Footways - Following successful trials of alternative de-icing materials heavily used footways in town centres, car parks and sheltered accommodation will be treated with a product called 'Safethaw'. This product is a brine solution mixed with agricultural by-product similar to that used on the highway. 'Safethaw' is sprayed by using a knapsack sprayer or a self-propelled spray bar fitted to an All-Terrain Vehicle (ATV) or a pickup and will be applied in periods of heavy snow and prolonged icy conditions in accordance with the risk assessment for each element.

3.4 Operational Practices

- 3.4.1** The winter period is defined as between 1st October and 30th April each year. Streetscene drivers are contracted to deliver the service and standby payments will apply from November to March.
- 3.4.2** Forecasts are received at approximately 06.00hrs, 12.00hrs and 18.00hrs every day within the period between 1st October and 30th April each year by the duty Officer at Alltami Depot or the on-call Duty Officer at weekends.
- 3.4.3** A decision on the appropriate action will be made by the Duty Officer, and the supervisory staff and standby crew will be informed accordingly. Standby crews are available to respond to forecast changes and subsequent actions/decisions outside of normal working hours.

- 3.4.4** Priority 1 routes will be treated before the formation of ice. The average route treatment time of 3.0 hours will be taken into account in making the decision to ensure that all pre-cautionary Priority 1 routes are completed on time. Any changes to the pre-determined actions will be verified with the Duty Officer before notification to the workforce. The situation may be varied by weather conditions such as heavy rain immediately before a frost, which may restrict the time to carry out the work.
- 3.4.5** Depending on the forecast, further actions may be required to support the precautionary gritting decisions. Whilst every effort will be made to plan this action it may be considered necessary to obtain updated forecast information from the Forecast Provider prior to a decision being made. The weather forecast update will be carried out by the Duty Officer at any time of the day or night, to ensure that appropriate actions are carried out in the interest of public safety and to provide a cost-efficient service.
- 3.4.6** In the event of a forecast of snow the Priority 1 routes will be pre-treated prior to the event. Where this is not possible, for example when it starts as rain and turns to snow, a decision to delay action until the rain stops in order to prevent the salt from being washed away will be taken. It should be noted that this situation can be even more difficult if it occurs during the rush hour as traffic congestion impedes the progress of the gritting vehicle.
- 3.4.7** Following snowfall with significant accumulations, clearance work will continue around the clock until all Priority 1 roads are clear. When the Priority 1 roads are cleared to a standard which safeguards the safe passage of vehicular traffic, all available resources will be dedicated to attend to Priority 2 roads.
- 3.4.8** Priority 3 routes will receive attention when resources are available and after all Priority 1 and 2 roads have received appropriate treatment.
- 3.4.9** Services across Streetscene & Transportation (and possibly others across the wider Authority) will support the Winter Service during periods of prolonged disruption to the county. It may be necessary to curtail certain services during these periods, for reasons such as practicality or safety, and the resource and labour will be redirected to the Winter Service operations as appropriate.
- 3.4.10** During periods of snowfall, all gritting vehicles will be equipped with snow or slush ploughs depending on the type of snow being cleared. Snow ploughing contractors will be deployed at the discretion of the Duty Officer.
- 3.4.11** The decision to deploy contractors to clear roads of accumulated snowfall will be made at the discretion of the Duty Manager and subject to local condition and the prolonged impact of restricted access and treacherous conditions at the time.
- 3.4.12** Following periods of heavy snowfall, priority should be given to the inspection and clearance of gullies to ensure that meltwater from snow on verges and central reservations can quickly drain away.

3.5 Communication

During periods of severe or prolonged adverse weather conditions, the service will provide updates to the senior leaders group (including the Chief Officer Team and Cabinet Members, along with relevant operational managers) advising them of the impact of the current weather conditions, a summary of the weather forecast, a briefing on the allocated resource and operational response, and an outline of the operational plans in place to deal with the forecast.

3.6 Partnership Working

3.6.1 Liaison and cross boundary operational practices are established between Flintshire County Council and its neighbouring Authorities and North & Mid Wales Trunk Road Agency, with the intention of maintaining a consistency and continuity of winter services throughout the region.

For this purpose the following cross boundary precautionary gritting arrangements are in place:-

Wrexham County Borough Council will treat the following roads for **Flintshire County Council**:-

- ▶ B5102 from County boundary Llay to A541 Mold Road (Hollybush)

Flintshire County Council will treat the following roads for **Wrexham County Borough Council**:

- ▶ B5430 Bwlchgwyn from County Boundary to Four Crosses
- ▶ B5373 County Boundary to Miners Road (Sharps)

Flintshire County Council will treat the following roads for **Denbighshire County Council**:

- ▶ Section of road from A5151 to Gwaenysgor Crossroads

Denbighshire County Council will treat the following roads for **Flintshire County Council**:

- ▶ Section of the A494 from County Boundary, Cadole to Cadole junction

3.6.2 It is the responsibility of each individual Highway Authority to ensure adequate treatment of the roads under their jurisdiction. A protocol of daily communications between neighbouring authorities / agencies has therefore been established to ensure continuity of actions.

3.7 Footways and Cycleways

3.7.1 Footways, pedestrian areas or cycleways are not included in precautionary salting operations. Nevertheless, there will be a certain amount of overspill of salt onto footways and cycleways when precautionary salting is being carried out on adjacent carriageways.

3.7.2 Resources will be deployed to treat footways once snow has settled or during periods of prolonged freezing conditions on a priority basis at locations including:

- ▶ Town centre footways and footways in the vicinity of shopping areas
- ▶ Footways around Pay & Display Car Parks including areas around Pay & Display machines
- ▶ Footways in the vicinity of civic buildings
- ▶ Public highway in the vicinity of hospitals
- ▶ Public highway in the vicinity of residential homes / old age pensioners flats
- ▶ Public highway in the vicinity of day care centres
- ▶ Public highway in the vicinity of Schools (during term times only)
- ▶ Footbridges
- ▶ Bus Stops
- ▶ Cemeteries

If any reports of icy footways are received for locations not included in the above criteria, the footway will be inspected to assess whether treatment is appropriate, however this is dependent upon available resources.

3.8 Salt Bins and Salt Heaps

3.8.1 Streetscene Services Salt bins (Yellow Bins) are located in areas for the use of pedestrians and motorists to treat the public highway only. The decision for the distribution of salt bins is that of the Highway Network Manager or his representative in the interest of financial management.

3.8.2 Salt bin locations will be individually assessed against criteria which include:-

- ▶ Non precautionary gritting routes
- ▶ Location within bounds of public highway
- ▶ Benefit to road safety, i.e. areas with steep inclines
- ▶ Traffic volumes
- ▶ Proximity to schools and locations of public interest.

A Pro Forma to aid in the assessment of suitable salt bin locations has been created and will be distributed to staff as required.

3.8.3 All salt bins will be filled at the start of the winter season and refilled once again in January, if necessary. Similarly, salt heaps will be provided before the winter season and replenished once during the winter months.

3.8.4 Salt heaps in the rural areas will also be subject to the same assessment criteria as the salt bins.

3.8.5 Streetscene Services will provide salt bins and rock salt within Council establishments on request at cost to the relevant Department. Every effort is made to establish and meet the requirements of each Department prior to the onset of the winter season. The availability of resources will dictate the priority allocated to provide this service during the winter season.

3.8.6 Provision is available to purchase for salt bins Community Councils (Green Bins), along with rock salt from Streetscene Services with the intention of supplementing

the Authority's winter maintenance services to the benefit of the general public. Salt bins purchased by the Community Council will be distinguishable from Streetscene salt bins and will be maintainable by the Community Council. Location of the salt bin on the public highway will require prior approval of the Highway Authority.

3.9 Resources

- 3.9.1** The workforce involved will all be part of Streetscene Services and all drivers will be trained and assessed. Additional resources can be sought from other sections within the service if required.
- 3.9.2** The Council's winter maintenance fleet consists of 12 frontline gritting vehicles and 2 spare gritting vehicles. These are stored at Alltami Depot. These are supported by 3 trailer type Gritters operated by contractors should they be required.
- 3.9.3** Welsh Government and WLGA have suggested that all Authorities in Wales hold a strategic salt stock to ensure resilience in the event of further winters of extreme weather and national shortages of rock salt. For this coming season Flintshire will hold an additional residual salt stock of 7,000 tonnes covered and sheeted at the Greenfield green waste recycling site.
- 3.9.4** The suggested minimum stock levels is based on the last six-year average usage figure and with a multiplier of 150%. The tonnage of salt held in Flintshire for the period 2023-2025 will be a minimum of 9,000 tonnes.

3.10 Standards Monitoring

- 3.10.1** Flintshire County Councils service delivery is benchmarked against National performance statistics to ensure that a comparative cost-effective service delivery is being maintained.
- 3.10.2** Regional and National meetings of operational staff and support service providers creates the opportunity for continual assessment of operational practices, standards and resources.

3.11 Vehicle Tracking

- 3.11.1** Flintshire County Council's fleet of 14 bulk gritting vehicles have all been fitted with an innovative GPS tracking system. The tracking system is a monitoring device that interfaces with the control systems on the vehicles so not only do we know where the vehicle has been, but exactly what it was doing and, because it is web based, the information can be accessed remotely. The tracking system operates in real time and therefore it is easy to find out exactly where a vehicle is and to check its activity. This gives the Duty Officers the confidence to ensure that any operational decisions that they make are based on accurate live information.

3.11.2 In these increasingly litigious times it is vital that Managers are able to provide positive supporting evidence in the event of a claim. The GPS tracking system will monitor how much salt was spread on what roads, at what rate and at what time. The system is able to provide a record of all control box functions, route time, salt sensor data, spread rate/width and vehicle speed.

3.11.3 The Council operates a fleet of gritting vehicles all equipped with an Autologic system which spreads the amount of salt required based on the location, so gritter drivers can concentrate solely on the road and not have to focus on the vehicles spreading settings. The Autologic system has been pre-loaded with the Authority's road widths and ensures the optimal amount of salt has been spread to maximise the treatments, meaning salt is not wasted. The system provides optimisation and higher levels of road safety, leaving drivers free to concentrate on driving, and providing flexibility in staff deployment as route knowledge is not necessary for the driver.

3.12 Extreme Weather Protocol

3.12.1 On receipt of a severe weather warning an operational control room will be established in Alltami and manned by staff from Streetscene Services who will act as a dedicated point of contact for the Contact Centre staff. The staff within the operational control room will have direct contact with Streetscene Coordinators/Supervisors who will be on-site to investigate complaints and mobilise dedicated gritting vehicles under their direct control.

3.12.2 The operational control room will be responsible for directing all operations and act as a liaison contact to the press office through which all press releases will be made.

3.13 Community Engagement

3.13.1 Flintshire County Council is committed to provide assistance in the form of small quantities of rock salt and tools to community and local groups to enable them to assist with the removal of snow and ice off the footpaths within the urban areas.

3.13.2 The Highway Network Manager will write annually, prior to the winter, to all Community Councils and known action groups for contact details of interested parties and for their requirements.

3.13.3 Contact details provided by these groups will receive daily weather forecasts and details of the proposed daily winter maintenance action, by e-mail, direct from the forecast provider.

3.14 High Winds - Flintshire Bridge Closure/Restriction Procedure

- 3.14.1 Forecasts** - Weather forecasts are received daily via e-mail from MetDesk for the next 3 days. These should be reviewed daily by the Duty Officer to anticipate likely restrictions and resources required to implement a bridge closure or lane closures.
- 3.14.2** When wind gusts are forecast over 50 mph within the next 24 hours the Duty Officer should ring Weather service provider and seek advice from a forecaster of the risk of high winds in excess of the criteria described below.
- 3.14.3** Based on the advice of the forecaster the Duty Officer will decide on any necessary restriction using the criteria described below.
- 3.14.4** Experience has shown that a planned closure based on forecasts is preferable to waiting until wind speeds increase and reacting to them at short notice. If a closure is planned, due to a forecast advice from MetDesk, the FCC Press Office should be informed immediately so they can list the closure on the FCC web site and inform local radio stations in advance of the closure.
- 3.14.5 Criteria for Traffic Restrictions for A548 Flintshire Bridge**

<i>Wind Speed (miles/h)</i>	<i>Wind Speed (km/h)</i>	<i>Wind Speed (m/s)</i>	<i>Restriction</i>
50-55	80-88	22-25	No restriction – Monitor wind speeds
55	88	25	Close bridge or Down-wind lane closures (see note (i))
60	95	27	Close bridge

Notes:-

- (i) In exceptional circumstances a down-wind lane closure can be implemented to allow the bridge to remain open for wind speeds above 55 mph. Generally this method of restriction would only be considered when there is advance notice of anticipated high wind speeds over a prolonged period. A down-wind lane closure provides an empty lane in the event that a vehicle is blown off course or blown over. In addition traffic speed is generally reduced. For down-wind lane closures there will be a slow lane closure on one carriageway and a fast lane closure on the other.
- (ii) The above allowable wind speeds may be increased by 5 mph if the wind is a head or tail wind i.e. blowing along the bridge in a due East or Westerly direction.

- 3.14.6 Closure** - If a full closure is decided upon, the duty officer will:
- ▶ Arrange for warning and diversion signs to be deployed and for the bridge to be close.
 - ▶ Inform all listed in the Contact List contained within the FCC Winter Maintenance Operation Plan handbook which is issued to all nominated personnel.
 - ▶ The police will inform the media and other emergency services of the closure
- 3.14.7** If a lane closure is decided upon the Duty Officer will arrange this and inform FCC Street works Section and the Police.
- 3.14.8 Monitoring** - If it is decided that no immediate action is required, the situation shall be monitored by the Duty Officer until the risk of high winds has receded.
- 3.14.9** If a restriction/closure is implemented the Duty Officer shall monitor the situation and contact the Police to keep them informed of the anticipated re-opening time.
- 3.14.10 Re-Opening** - When the weather improves the Duty Officer shall decide on a time for the removal of any restriction. PA can give advice on timing of reducing wind gust speeds.
- 3.14.11** The Duty Officer shall arrange for the removal of signs, cones and diversion signs used for the closure and inform the FCC Street works Section & Press Office, Police, Shotton Paper and FCC Business Development when the bridge is re-opened.
- 3.15 Flooding**
- 3.15.1 Forecasts** - Weather forecasts are received daily from MetDesk (forecast provider) for the next 2-5 days. The service is also in receipt of national flood guidance alerts. These should be reviewed daily by the Duty Officer to anticipate likely impacts and resources required to respond.
- 3.15.2** The nature of flooding tends to be very localised and is difficult to predict accurately, however resources will be allocated to inspect known hotspot and drainage infrastructure prior to forecasted events.
- 3.15.3** The Duty Manager should refer to the Flintshire County Council Sandbag Policy when considering the prioritisation of requests.

4 | Risk Assessment

4.1 The winter maintenance service has undertaken various risk assessments on the provision of road surface treatments as follows:

- ▶ Precautionary Treatment on Priority 1 Roads
- ▶ Salting on Priority 2 Roads
- ▶ Salting on Priority 3 Roads
- ▶ Salting Town Centre Footways
- ▶ Salting footways with low footfall
- ▶ Salting Council maintained Car Parks

5 | Background Documents

5.1 The additional documents outlined below provided further detail and background information relating to the contents of this policy:

- ▶ Highways Act 1980
- ▶ Railways and Transport Act 2003
- ▶ Traffic Management Act 2004
- ▶ Code of Practice for Well-managed Highway Infrastructure (2016)
- ▶ Quarmby Report – July 2010
- ▶ Trunk Road Maintenance Manual
- ▶ Welsh Government Advice Documents
- ▶ WLGA Advice Documents

CABINET

Date of Meeting	Tuesday, 19 th September 2023
Report Subject	Winter Maintenance Policy Review 2022-2025
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Streetscene and Regional Transport Strategy
Report Author	Chief Officer – Streetscene & Transportation
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide an overview of the winter maintenance service over the last season and responsibilities of the Council, as well as seeking approval for the review of the winter maintenance policy.

Winter service operations play a fundamental role in ensuring that highway networks are safe and available during adverse weather conditions from around October through to April each year. The winter maintenance service is recognised as one of the most important functions that the highway authority provides. Maintaining access to the network is crucial for emergency services, businesses, social services, education, and the public.

This report outlines the current winter maintenance policy (see **Appendix 1**), the legislative requirements for providing such a service, and the actions taken by the Streetscene and Transportation portfolio to support winter service operations. In addition, the report outlines the County's response to other adverse weather events, such as heavy rainfall and high winds.

We have committed to reviewing the winter maintenance policy every two years and this report explains winter maintenance operations and seeks approval of the proposed winter service plan and winter maintenance policy for the next two years 2023-2025.

RECOMMENDATIONS

1	That Cabinet approves the refreshed winter maintenance service policy as presented in this report and as attached in Appendix 1
2	That Cabinets notes the portfolio's response to adverse weather events over the Winter season 2022-2023.
3	That Cabinet supports the continued need to maintain the revenue budget at present levels along with earmarked reserves of £250k.

4	That a further report is presented to Cabinet in 2024 following a review of the 2023-2024 season by the weather forecasting provider in relation to geographically specific treatment decision making.
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REPORT DETAILS

1.00	BACKGROUND OF THE WINTER MAINTENANCE POLICY
1.01	The Council, as the local highway authority for county roads, has a general duty, under Section 41 of the Highways Act 1980, to maintain the highway network in a good state of repair to render it safe for ordinary traffic at all times of the year.
1.02	Highway authorities in England and Wales also have a duty “ <i>to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice</i> ” (Highways Act 1980, Section A1 (TA) as modified by Section 111 of the Railways and Transport Act 2003). The council’s winter maintenance service is essential in aiding the safe movement of highway users, maintaining communications, reducing delays, and enabling everyday life to continue. The Council must prioritise its response to winter weather, whilst exercising due regard to logistics and available resources.
1.03	In addition, under Section 150(1) of the Highways Act 1980, there is a requirement for the highway authority to remove an obstruction caused by the accumulation of snow, subject to a number of factors stated in Section 150(3) of the 1980 Highways Act.
1.04	<p>Furthermore, the Traffic Management Act 2004 has placed a network management duty on all local traffic authorities, which requires authorities to do all that is reasonably practicable to manage the network effectively to keep traffic moving. In meeting the duty, local authorities are required to establish contingency plans for dealing promptly and effectively with unplanned events, such as unforeseen weather conditions, in so far as is reasonably practicable.</p> <p>We are also required to conduct our operations having due regard to the requirements of the Health and Safety at Work Act 1974 and Driver Hours Regulations.</p>
1.05	The legislation does not impose an absolute duty, but rather involves a balance between the degree of risk and the steps necessary to eliminate the risk. This legislation informs the best practice identified to highway authorities on winter service operations, which has changed in recent years. Given this duty, the industry has developed a best practice guide to manage the network with the principles set out in the new national code of practice, the latest version of which is the Well Managed Highway Infrastructure 2016 Code of Practice (COP), which provides a broader view of asset management. It is supplemented by Practical Guidance from the National Winter Service Research Group (NWSRG) which was issued in 2020. The COP reflects many years of operational practice and current issues and problems and is regarded as a benchmark by which local authorities will be assessed by both the public and the courts should disputes occur.

1.06	Flintshire County Council liaises with other North Wales highway authorities and the North and Mid Wales Trunk Road Agency (NMWTRA) to ensure a consistent approach is adopted when reviewing operations and introducing changes or improvements. The council also liaises closely with NMWTRA during the winter service operational period.
1.07	Under the COP, local authorities must have a policy on winter maintenance services, which should be reviewed on a regular basis. In Flintshire, we have committed to reviewing the policy every two years, the previous policy reviewed in 2021.
1.08	The winter operating period starts in October and continues until April each year and is a year-round process with planning and preparations for each season commencing in the preceding Spring/Summer. For this reason, the response to winter weather is linked to the authority's resilience planning and it is important that the performance of the service is reviewed at the end of each season and that any learning is used to improve the delivery of the service in the future.
1.09	<p>Planning and preparation work over the summer period includes the following operations:</p> <ul style="list-style-type: none"> - carrying out maintenance work on salt storage facilities - ensuring that salt stocks are replenished - checking and replacing salt bins where required - reviewing arrangements with snow ploughing contractors - recruiting staff for the delivery of the winter service - arranging and delivering training for all staff involved in the winter service - arranging and delivering training to all driving and loading staff and ensuring that they have achieved the appropriate accreditation before the start of the season - ensuring that all gritters and equipment are serviced and calibrated, including vehicle telematics - liaising with neighbouring local authorities and NMWTRA to identify best practice
1.10	<p>Below is a summary of the winter service operations delivered over the 2022-2023 winter period: -</p> <ul style="list-style-type: none"> - Number of miles/km covered by the gritters: 70,000km / 43,495 miles - Tonnages of salt spread by the gritters: 7,012 tonnes - Tonnages of salt used for salt bins: 510 tonnes - Number of turnouts: 125 (average year is 115 turnouts) - Number of labour hours used in response to the weather: 84,373 hrs
1.11	<p>At the end of each season, a review of the operational service is undertaken by officers from the Streetscene and Transportation portfolio and considers the following key areas:</p> <ol style="list-style-type: none"> 1. Compliance with statutory requirements 2. Any changes to standards that should be incorporated into the new policy 3. Any local concerns or complaints with the service that may require a change to operational working practices 4. Any changes in local circumstances that may require changes to policy

	<p>5. Effectiveness of the current supply chain to support the service</p> <p>6. Adequacy of current salt stocks for delivering the service effectively</p> <p>7. Effectiveness of salting car parks and footways</p> <p>8. Effectiveness of communications during a weather event</p>
1.12	The review has concluded that the current operating model is adequate in responding to the risk presented during periods of adverse weather. The service is effective in the deployment of resource, whilst limiting the impact of disruption to the rest of the operational service and road users.
1.13	<p>The following factors have, however, resulted in increased costs for the service:</p> <ul style="list-style-type: none"> • Developments to the resources and equipment required during the winter maintenance season • Steadily increasing average numbers of callouts and application of preventative salting due to more frequent and more severe winter weather • Price rises in fuel, labour, and materials (gritting salt).
1.14	The conclusion of the review is that no changes are required to the standards set out in the policy. However, we continue work to improve the timing of communications and the channels for communication both internally, through better use of technology, and externally, through increased access to social media. It is important that the public are aware of and understand the council's approach to delivering its winter maintenance service. It is intended that this will be achieved by issuing a pre-season press statement with all relevant information made available on the council's website.
1.15	The review has highlighted that there is an opportunity to reconsider the structure for winter maintenance decision making, as well as the format for the weather forecast, which is currently based on two weather stations located in Hendre and Brynford. Officers have been exploring the use of route-based forecasting or domain-based forecasting instead of the current approach. Work will be undertaken during 2023-2024 with MetDesk, our current weather forecasting providers, to analyse the results collected over the forthcoming winter season, to determine whether this weather forecasting modelling may offer any savings and can be adopted by Flintshire in the future. It is proposed that a further report will be presented to Cabinet in the summer of 2024 once this work has been completed.
1.16	Adverse weather arrangements (i.e., high winds, heavy rain) are planned in advance of the winter season and have now been included within the Winter Maintenance Operational Handbook, which had been revised and will be distributed to all personnel involved annually and updated as a controlled document throughout the season.
1.17	The decision-making process for carrying out winter maintenance action is carried out by nominated Duty Managers. Five Duty Managers will be rostered throughout the winter period to monitor weather forecast information and decide on appropriate preventative action. This decision will be based largely on predicted road surface temperatures (NOT air temperatures), the amount of moisture on the road and/or the amount of residual salt on the network from previous treatments. All Duty Managers are required to have received advanced weather forecast training and to have undertaken at least six months of continuous shadowing before commencing in the role.

1.18	A minimum of 26 operational staff will be rostered to be on-call throughout the season to respond to adverse weather. There are also on-call highways response teams, if necessary, alongside the wider operational teams in times of prolonged adverse weather, such as high winds or heavy rainfall.
1.19	<p>Normally, on receipt of a severe weather warning (high winds, flooding, snow event, etc.) an operational control room will be established in Alltami. It will be operated by staff from Streetscene & Transportation, who will act as a dedicated point of contact for the Contact Centre staff and coordination of the response. The staff within the operational control room have direct contact with Streetscene area coordinators and supervisors, who will be on-site to investigate complaints, inspect the network and mobilise dedicated gritting vehicles and operational teams under their direct control.</p> <p>It also acts as a single point of contact for the senior leadership team and corporate communications, through which communications will be made.</p>
1.20	If high winds are forecasted, the details of the forecast are examined by the Duty Officer and consideration will be given as to whether or not to close the Flintshire Bridge (A548). The process to follow in the event that the bridge needs to be closed is set out within the updated Winter Maintenance Service Policy 2023-2025.
1.21	<p><u>Allocation of Salt Bins/Sandbags</u></p> <p>Salt bins are provided for residents to self-help in salting the adopted highway in their areas (not for private footways and driveways). Requests for additional salt bins across the county are subject to an assessment scoring matrix and must conform to the policy for the purpose of consistency. Requests for community council funded salt bins will be supported with the installation of green bins.</p> <p>At the start of each winter all salt bins will be filled with salt, the cost of which will be borne by the council. In the event of severe weather, further refills will be carried out as time and resources permit.</p>
1.22	The distribution of sandbags in the event of heavy rainfall and flooding will be applied as described in the Sandbag Policy adopted in September 2017.
1.23	In January 2021, a joint portfolio project was set up in response to Storm Christophe between Streetscene & Transportation and Planning, Environment & Economy and the group has been meeting regularly to prioritise investigations and works for managing flood risk on roads and highways within the county. The purpose of the joint project group is to identify assets and responsibilities of those assets and address any infrastructure issues across the county. This has resulted in infrastructure improvements; new maintenance programmes and response plans being developed in each case. The group oversees the developments and progress of each scheme and programme.

2.00	RESOURCE IMPLICATIONS
2.01	The winter maintenance service budget is ringfenced and earmarked reserves are reviewed annually to ensure that adequate funding is available throughout the season. The demand on the budget is subject to weather conditions and every effort will be made to contain expenditure within the overall budget. In recent years, the average number of turnouts per season has increased steadily and the running costs of operations, including labour and fleet costs, have also risen. Consequently, earmarked reserves have regularly been used to meet the shortfall in revenue budget.
2.02	Winter maintenance operations on the highway network are carried out by Streetscene staff and resources are supplemented by local agricultural contractors as necessary.

3.00	IMPACT ASSESSMENT RISK MANAGEMENT
3.01	The winter maintenance service has undertaken various risk assessments on the provision of road surface treatments, which are outlined within the policy.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	<p>Consultation has taken place with:</p> <ul style="list-style-type: none"> • With the Cabinet Member • Operational service teams and stakeholders • Neighbouring local authorities in relation to their Winter Maintenance Operations • North and Mid-Wales Trunk Road Agency (NMWTRA) • Trade Unions

5.00	APPENDICES
5.01	Appendix 1 - Winter Maintenance Policy

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Highways Act 1980.
6.02	Railways and Transport Act 2003
6.03	Traffic Management Act 2004
6.04	Well-managed Highway Infrastructure (2016) (UKRLG)

6.05	Planning For Winter Service Delivery (2020) (NWSRG)
6.06	Quarmby Report – July 2010
6.07	Welsh Government Trunk Road Maintenance Manual
6.08	Welsh Government Advice Documents
6.09	WLGA Advice Documents

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Barry Wilkinson, Highway Network Manager Telephone: 01352 704656 E-mail: barry.wilkinson@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	Financial Year (FY): the period of 12 months commencing on 1 April
8.02	Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
8.03	Winter Maintenance: the particular network management requirements during winter are not 'maintenance' in the traditional sense, but specialist operational services responding to adverse weather events

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Cabinet

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Audit Wales Report - Setting of Well-being Objectives
Cabinet Member	Cabinet Member for Corporate Services
Report Author	Chief Executive
Type of Report	Strategic

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 and 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	Cabinet approves the response to 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 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	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p>An Impact Assessment is not required as this report is summarising the work already completed by Audit Wales when undertaking their audit. Findings from the Audit have been risk managed and considered when providing a response to the three recommendations and will be monitored ongoing.</p> <p>All audits, regulatory and inspection work carried out by Audit Wales, including this report considers the:</p> <ul style="list-style-type: none"> • Sustainable Development Principle and the Well-being Goals as part of the Well-being of Future Generations (Wales) Act 2015

Ways of Working (Sustainable Development) Principles Impact

Long-term	The development of a mid-plan review of the Council Plan (2023-28) will further strengthen and ensure the Council is delivering upon its Well-being objective / priorities and being able to deliver, short, medium and long-term benefits to our citizens and communities.
Prevention	The development of a mid-plan review of the Council Plan (2023-28) which includes consultation with citizens of Flintshire will further enhance the opportunities for the Council to engage and consider the needs of the citizens of Flintshire and undertake preventative measures.
Integration	Consultation of the Council Plan (2023-28), ensures the Council is informed by the views of the diversity of its population to and considers the full views of the local community.
Collaboration	As part of the mid-plan review of the Council Plan (2023-28) the opportunity to work collaboratively (also share data and information), will be undertaken.
Involvement	Consultation of the Council Plan (2023-28), ensures the Council is informed by the views of the diversity of its population to and considers the full views of the local community.

Well-being Goals Impact

Prosperous Wales	The setting of current well-being objectives and priorities have been designed in a way that each of the well-being goals have been considered within the Council Plan (2023-28). Mid-plan review of the Council Plan (2023-28) will undertake a review of the Council's current well-being objectives and priorities.
Resilient Wales	
Healthier Wales	
More equal Wales	Consultation of the Council Plan (2023-28) ensures the Council is informed by the views of the diversity of its population to and considers the full views of the local community.
Cohesive Wales	

	Vibrant Wales	Actions proposed to the recommendations of the audit will support with future improvements to the well-being of the citizens of Flintshire.
	Globally responsible Wales	

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

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	A number of accessible background documents and information is available on Audit Wales' website .

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>

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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 chyfluoedd 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>	

Ydy'r corff wedi datblygu mesurau a threfniadau monitro priodol?	<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.
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?	<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

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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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We welcome correspondence and telephone calls in Welsh and English.
Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

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	Completion date	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>Please set out here relevant commentary on the planned actions in response to the recommendations</p> <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>	Please set out by when the planned actions will be complete 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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CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Flintshire Connects Annual Report 2023-24
Cabinet Member	Cabinet Member for Corporate Services
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

This report provides an overview of the annual performance of Flintshire Connects, the service responsible for providing face-to-face and digital access to Council services during financial year 2023-24.

This report also seeks support from Cabinet to review the Flintshire Connects service in 2024-25.

RECOMMENDATIONS

1	That Cabinet notes Flintshire Connects annual performance 2023-24.
2	That, in light of reducing footfall at Flintshire Connects Centres: <ul style="list-style-type: none"> a) there should be a review of the service, commencing with public consultation on why usage is reducing, and what functions the service could/should provide; and b) the consultation should also explore the potential impact on those with protected characteristics of possibly reducing opening hours to reflect the reduced usage by residents

REPORT DETAILS

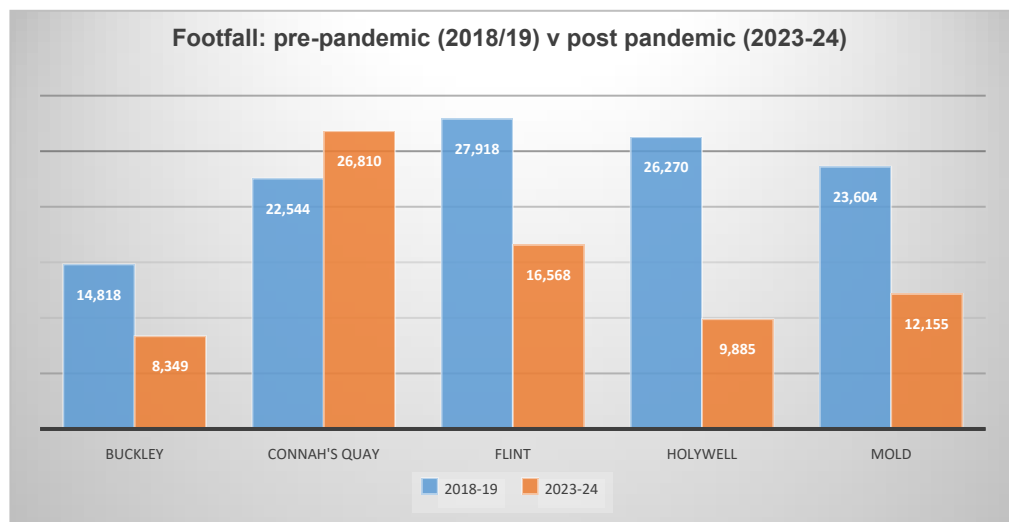
1.00	FLINTSHIRE CONNECTS ANNUAL PERFORMANCE 2023-24
1.01	Background Flintshire Connects provide face-to-face services at “one stop shops” in Buckley, Connah’s Quay, Flint, Holywell, and Mold. The service is also integral to the Council’s Digital Strategy in terms of providing high quality, accessible, responsive, and cost-effective public services. The team provide access to a range of statutory services including Blue Badges, Social Housing, Homelessness, Revenues and Benefits. The team also support digitally excluded customers, helping them to embrace digital technology by providing advice and support to increase their confidence to use digital technology as a way of contacting the Council and third sector organisations.
1.02	Flintshire Connects is proud of its partnership working with Aura, Job Centre Plus and North Wales Police. By co-locating services in this way the team can provide support to the county’s most vulnerable customers as well as those who need support to access services online.
1.03	Flintshire Connects employ 9.90 FTE Customer Service Advisors and one Team Leader to resolve customer enquiries at first point of contact thus reducing duplication, releasing back-office efficiencies, and improving the service for customers. The Connects Centres are open: <ul style="list-style-type: none">• Buckley: Tuesday, Wednesday and Thursday 9am until 4:30pm• Connah’s Quay: Monday to Friday 9am until 4:30pm• Flint: Monday to Friday 9am until 4:30pm• Holywell: Monday to Friday 9am until 4:30pm• Mold: Monday, Wednesday and Friday 9am until 4:30pm
1.04	Over recent years Flintshire Connects has experienced both recruitment and retention difficulties and has needed to make savings to help balance the Council’s budget. In October 2022, Buckley and Mold Connects Centres reduced their opening hours on a temporary basis and this became a permanent arrangement at the start of 2023-24. In this way the service has supported the Governance portfolio to achieve efficiencies of £76,000 through a restructure and revised opening hours. At the end of 2022-23 a further £60,000 efficiency was put forward to help bridge the funding gap for 2023-24.
1.05	As mentioned above, Flintshire Connects faced significant recruitment and retention issues during 2022-23 which led to eight new employees joining the service over last 12 months. Consequently, it has taken time to train new employees to a level where they are able to confidently support customers unaided. The service is currently at full establishment (i.e. all posts in the staffing structure are filled).

1.06 Flintshire Connects 2023-24

1.07 In 2020 the Coronavirus pandemic led to the temporary closures of all Connects Centres. The restrictions imposed by Welsh Government led to Connects Centres closing with little notice to customers and employees were redirected to other duties including telephone support via the Contact Centre. As restrictions were eased by Welsh Government, the Connects Centres reopened albeit with a reduced footfall owing to the advice to travel for essential purposes only. It was anticipated that customers might not immediately return to pre-pandemic levels, and whilst Flintshire Connects has returned to “business as usual”, footfall with the exception of Conna’s Quay Connects has not.

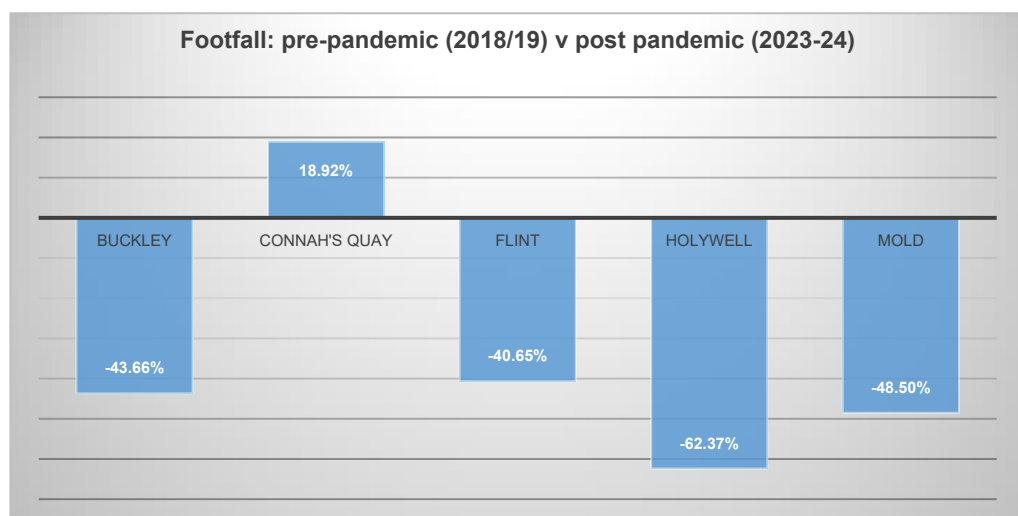
1.08 Table 1 below illustrates footfall pre-pandemic compared to now:

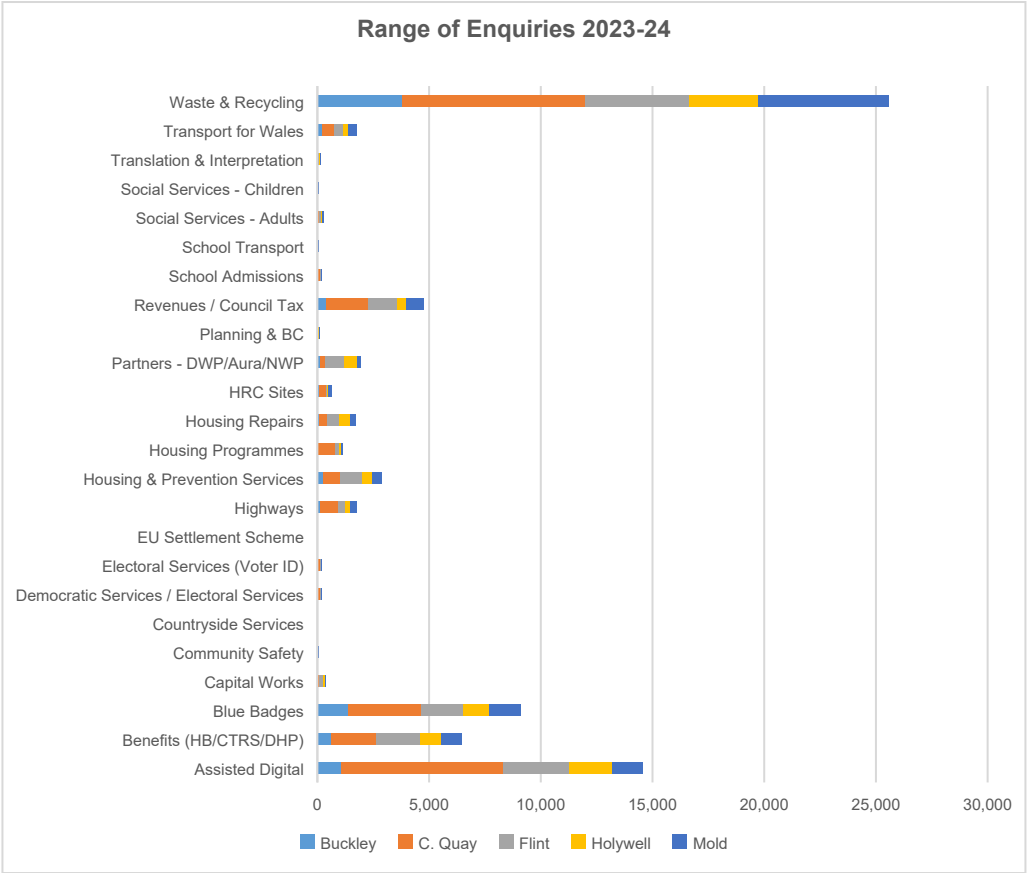
Table 1



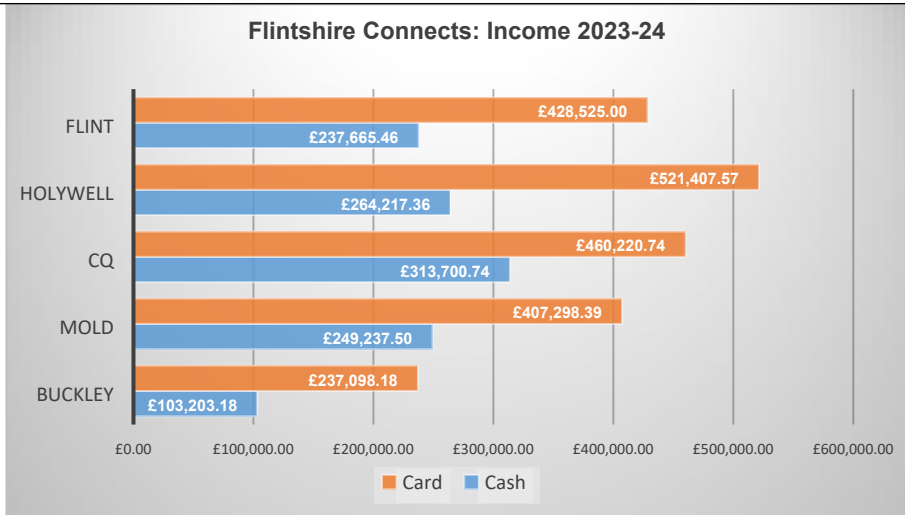
1.09 Table 2 illustrates the impact on demand:

Table 2

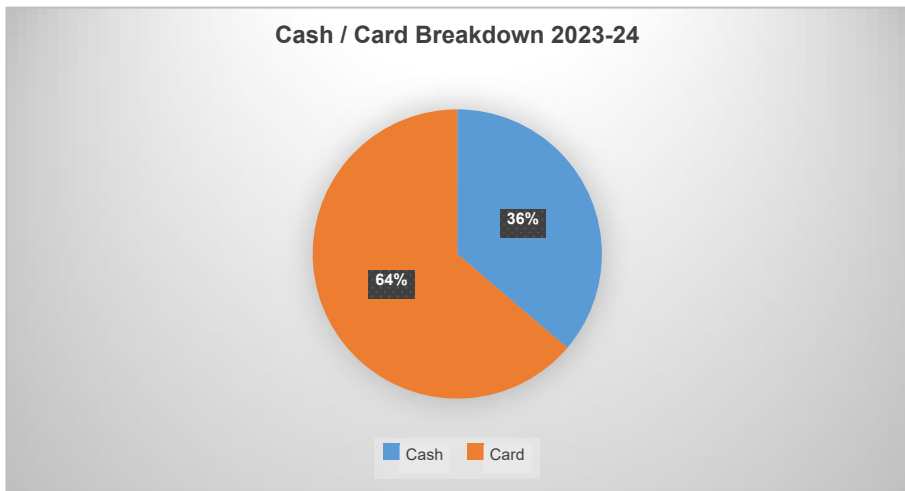


	As noted above the data informs the Council that except for Connah’s Quay, footfall to Connects Centres has not returned to pre-pandemic levels and demand is reducing.
1.10	Prior to the pandemic Flintshire Connects received over 115,000 customers, but this has reduced to 73,767 in the last 12 months. This shift in customer behaviour represents a 41,387 reduction in footfall (35.94%). In the last 12 months alone footfall reduced by over 10,500 (12.51%). In Buckley and Mold where it was anticipated the service would expect to see 60% of usual footfall due to part-time opening hours across three days, the actual footfall is less, Buckley (56%) and Mold (51%).
1.11	The closures during the pandemic accelerated societal shift towards the use of online services. It appears that the shift has not been wholly reversed following the easing of restrictions. The service needs to recognise that reduction in usage and reflect on what functions it should be providing to support residents whilst tailoring its availability to reducing levels of demand.
1.12	<p>Table 3 provides a breakdown of the range of enquiries received by Flintshire Connects:</p> <p>Table 3</p>  <p>The high volume of waste and recycling enquiries relate to the supply of waste and recycling receptacles.</p>
1.13	Key Service Updates 2023-24

	<p>Assisted Digital is a key priority for the Council. Flintshire Connects play a key role in supporting the implementation of digital initiatives for those customers who may be digitally excluded to help them embrace digital technologies. During 2023-24 Customer Service Advisors assisted 14,328 customers which is a small reduction of 1,510 compared to the previous year. Flintshire Connects continue to support customers to access My Account enabling customers to view and track enquiries online and pay for Council services.</p>
1.14	<p>National Databank Flintshire Connects joined forces with Good Things Foundation in 2022-23 to ensure residents on low incomes are digitally enabled by providing them with free SIM cards and data vouchers through the National Databank. Free SIM cards and data vouchers continue to be made available from all Connects Centres to eligible residents, taking a trust-based approach. The free data has been provided by Virgin Media, O2, Vodafone and Three.</p>
1.15	<p>Blue Badges are administered by Flintshire Connects using the Welsh Government's toolkit for assessing eligibility. Flintshire Connects handled 5,458 applications in 2023-24 of which 624 were refused and 2,506 issued; this represents a reduction of 42% in demand compared to the previous year (9,422 applications 2022-23) as more applicants are confident to use the digital platform on gov.uk. The Department for Transport continue to work with its partner Valtech who provide direct support to the Council as the host service for applying for Blue Badges including an online portal via gov.uk; and Allied Publicity Services who manufacture Blue Badges on behalf of the Council.</p>
1.16	<p>Homelessness triages are undertaken at all Connects Centres. During 2023-24 Flintshire Connects supported 2,876 people in respect of their housing needs, a reduction of 27.5% compared to the previous year (3,976 people supported in 2022-23). Initial enquiries are managed by Customer Service Advisors with only urgent cases and those people requiring social housing being referred to Housing Prevention or SARTH thereby releasing capacity in Housing Prevention to focus on complex and urgent cases.</p>
1.17	<p>Revenues and Benefit are busy areas of work with Customer Service Advisors trained to support customers to access benefits such as cost of living payments, uniform grants, and free school meals. Customer Service Advisors are trained to deal with enquiries at first point of contact which has improved the customer experience and first-time resolution which enables back-office services to focus on more specialist and complex cases.</p>
1.18	<p>Payments are taken at all Connects Centres which supports the Council's Revenue and Debt Recovery services. During 2023-24 Flintshire Connects received a consistent level of income compared to the previous year - £3,222,574.12 across the five Connects Centres, broken down as follows:</p>



Interestingly, the highest number of transactions relate to card payments despite options to pay online or set-up direct debits for example.



1.19 The above data clearly highlights customer demand in Flintshire Connects is reducing and customer behaviour is changing:

- Footfall reduced by 35.94% post pandemic;
- Assisted digital support reduced as more people become digitally enabled and can self-serve (1.12);
- Blue Badge face-to-face support reduced as more people apply online (1.14);
- Reduced demand for low level homeless triages (1.15);
- Reduction in cash (1.17).

In contrast, digital services and telephone remain popular channels to access council services. Overall, this data highlights the need to review Flintshire Connects considering the declining customer demand.

1.20 **2024-25 Priorities**

Flintshire Connects plays a critical role in the delivery of the Council's Digital Strategy. Customer Service Advisors are skilled personnel who can support the Council Plan Digital Poverty theme by:

	<ul style="list-style-type: none"> • Supporting people to use digital technology. • Providing free of charge public access to the internet and devices. <p>The service also supports the Digital Strategy by providing all our customers with the ability to find out information and access our services in a convenient and accessible way.</p>
1.21	Whilst it is acknowledged Flintshire Connects is a highly valued service, the data within this report highlights the need to review service provision and with this in mind, Flintshire Connects is committed to a review of customer demand, resources, and opening times in 2024-25.

2.00	RESOURCE IMPLICATIONS
2.01	A review of Flintshire Connects will establish the best use of resource in the future based on customer demand and feedback.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Flintshire Connects support a wide demography and assist customers with the characteristics that are protected by the Equality Act 2010. As such, as part of a review of the service, an impact assessment will be undertaken to assess the impact any future changes may have on customers and solutions to mitigate risks.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Currently, the service does not undertake consultation with customers on their satisfaction with the service. Given the short nature of many transactions it is not appropriate to undertake such consultation at the point of delivery. However, the national residents survey does/will in future include a question about satisfaction with the Flintshire Connects service.
4.02	Given the demography of customers, and noting that many have protected characteristics, a public consultation should be at the heart of the review of the service. It is suggested that we should begin the review by consulting residents on what they value about the service, whether/how it might be improved within budget constraints, why usage has reduced and how we might mitigate the impact of reduced opening hours as a consequence of reductions in footfall.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Rebecca Jones, Customer Contact Service Manager Telephone: 01352 702413 E-mail: rebecca.jones@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Digital Services - the electronic delivery of information including data and content across multiple platforms and devices such as a website or mobile phone.</p>



CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Social Value Progress Update
Cabinet Member	Cabinet Member for Finance and Social Value
Report Author	Corporate Manager - Capital Programme and Assets
Type of Report	Operational

EXECUTIVE SUMMARY

Generating social value from the Council's commissioning and procurement activities is a significant contributor to increasing social value and delivering added value, it therefore remains a key area of focus for the Council.

This report outlines performance data for the last six months of the financial year 2023/24.

RECOMMENDATIONS

1	Cabinet notes the positive performance achieved in generating social value for quarters three and four of the financial year 2023/24 and confirms its ongoing support.
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REPORT DETAILS

1.00	EXPLAINING THE LATEST PERFORMANCE FOR SOCIAL VALUE								
1.01	<p>Generating increased social value is a priority for the Council.</p> <p>The primary emphasis continues to be on increasing the social value derived from the Council's commissioning and procurement processes.</p>								
1.02	<p>This report covers quarters three and four of 2023/24 financial year. During these reporting periods the Council's social value achievements have remained high.</p> <p>Performance data for quarters one and two of 2023/24 financial year was reported to Corporate Resources Overview and Scrutiny Committee and Cabinet in March 2024. However, to allow oversight of a full financial year's performance, quarter one and two data for 2023/24 has been provided again in this report under 1.04 and 5.01.</p>								
1.03	<p>Tables 1 and 2 below illustrate the social value generated from awarded contracts calculated in the 2023/24 financial year.</p> <p>The Council currently uses the National Themes, Outcomes, and Measures (TOMs) to measure social value. The following calculations are derived from the information provided by contractors, within the specific quarter, to demonstrate how they have achieved social value outcomes. A monetary value is then applied to the activity to determine the quantitative value.</p>								
1.04	<p>Table 1 below shows the performance achieved in quarters one and two of 2023/24 financial year.</p> <p>Table 1 – Social Value Performance for Q1 and Q2 2023/24 NB: financial values have been rounded up/down to the nearest whole pound.</p> <table border="1"> <thead> <tr> <th></th> <th>Quarter 1 Apr-Jun 2023</th> <th>Quarter 2 Jul-Sep 2023</th> <th>Total Quarters 1 and 2 2023/24</th> </tr> </thead> <tbody> <tr> <td>£s of social value generated</td> <td>£2,382,218</td> <td>£248,384</td> <td>£2,630,602</td> </tr> </tbody> </table>		Quarter 1 Apr-Jun 2023	Quarter 2 Jul-Sep 2023	Total Quarters 1 and 2 2023/24	£s of social value generated	£2,382,218	£248,384	£2,630,602
	Quarter 1 Apr-Jun 2023	Quarter 2 Jul-Sep 2023	Total Quarters 1 and 2 2023/24						
£s of social value generated	£2,382,218	£248,384	£2,630,602						
1.05	<p>Table 2 below shows the performance achieved in quarters three and four of 2023/2024 financial year.</p> <p>Table 2 – Social Value Performance for Q3 and Q4 2023/2024 NB: financial values have been rounded up/down to the nearest whole pound.</p> <table border="1"> <thead> <tr> <th></th> <th>Quarter 3 Oct-Dec 2023</th> <th>Quarter 4 Jan-Mar 2024</th> <th>Total Quarters 3 and 4 2023/24</th> </tr> </thead> <tbody> <tr> <td>£s of social value generated</td> <td>£2,756,669</td> <td>£3,067,076</td> <td>£5,823,745</td> </tr> </tbody> </table> <p>In quarters one and two of 2023/24 (April 2023 to September 2023 inclusive), £2,630,602 of social value was generated. Combining this with the performance data above provides a total of £8,454,347 of social value generated in the financial year 2023/24.</p>		Quarter 3 Oct-Dec 2023	Quarter 4 Jan-Mar 2024	Total Quarters 3 and 4 2023/24	£s of social value generated	£2,756,669	£3,067,076	£5,823,745
	Quarter 3 Oct-Dec 2023	Quarter 4 Jan-Mar 2024	Total Quarters 3 and 4 2023/24						
£s of social value generated	£2,756,669	£3,067,076	£5,823,745						

1.06	<p>In addition to the above social value performance reporting, the Council's Procurement Services also capture information on procurement activities.</p> <p>In quarters one and two of 2023/24 financial year, twenty-seven contracts were awarded over £25k, of which six (22%) were supported to include social value and 21 (78%) were not supported to include social value. Further details can be found at appendix 5.01.</p>
1.07	<p>In quarters three and four of 2023/24 financial year, thirty-one contracts were awarded over £25k, of which 16 (52%) were supported to include social value and 15 (48%) were not supported to include social value. Further details can be found at appendix 5.02.</p>
1.08	<p>For a period during quarter one and quarter two of 2023/24, the Social Value Development Officer post was temporarily vacant, during which time interim arrangements were in place.</p> <p>This in part accounts for why there is a drop in the number of contracts supported to include social value during this time.</p>
1.09	<p>Below are illustrations of the community-driven social value results that have contributed to the overall social value realised in the financial year 2023/2024, encompassing all quarters:</p> <ul style="list-style-type: none"> • £6,177,651 of local spend through contract. • 100% of staff on contracts paid the real living wage. • £987 donated to support people in fuel poverty. • £57,382 with local partnerships to implement circular economy solutions (value of the goods and services donated). • 269 hours invested to support educational initiatives with local schools and colleges. • 44 Volunteering hours to support local community projects. • £1,334 value (including staff time) to support health and wellbeing initiatives in Flintshire. • 4,725 pupil interactions. School engagements via school assemblies or individual lessons. • 163,042 total kWh energy saved through low carbon sustainable energy interventions (e.g. solar PV.). • 252 hours of expert business advice to local Voluntary, Community and Social Enterprises (VCSE) and Micro, Small and Medium Enterprises (MSME) • £3,125 donated to support local community projects. • 76 local people employed full time equivalent. • 139,574 car miles saved by contractors.
1.10	<p>Future Performance Reporting</p> <p>As reported and endorsed in March 2024, for improved alignment with the financial year, there will be an adjustment in the reporting schedule. Henceforth, the annual report detailing social value performance will be presented in June each year.</p>

2.00	RESOURCE IMPLICATIONS
2.01	There are no resource implications to report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	An impact assessment is not required as this is a report on operational progress and performance.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	This report was considered by the Corporate Resources Overview and Scrutiny Committee on 12 th September 2024.

5.00	APPENDICES																
5.01	<p>Table 3 – Procurement Performance data for quarters one and two 2023/2024 financial year.</p> <table border="1"> <thead> <tr> <th></th> <th>Quarter 1 Apr-Jun 2023</th> <th>Quarter 2 Jul-Sep 2023</th> <th>Total for Q1 and Q2 2023/24</th> </tr> </thead> <tbody> <tr> <td>Total No. contracts awarded over £25k</td> <td>14</td> <td>13</td> <td>27</td> </tr> <tr> <td>Proportion of contracts awarded over £25k which were supported to include social value</td> <td>4 (29%)</td> <td>2 (15%)</td> <td>6 (22%)</td> </tr> <tr> <td>Proportion of contracts awarded over £25k which were not supported to include social value</td> <td>10 (71%)</td> <td>11 (85%)</td> <td>21 (78%)</td> </tr> </tbody> </table>		Quarter 1 Apr-Jun 2023	Quarter 2 Jul-Sep 2023	Total for Q1 and Q2 2023/24	Total No. contracts awarded over £25k	14	13	27	Proportion of contracts awarded over £25k which were supported to include social value	4 (29%)	2 (15%)	6 (22%)	Proportion of contracts awarded over £25k which were not supported to include social value	10 (71%)	11 (85%)	21 (78%)
	Quarter 1 Apr-Jun 2023	Quarter 2 Jul-Sep 2023	Total for Q1 and Q2 2023/24														
Total No. contracts awarded over £25k	14	13	27														
Proportion of contracts awarded over £25k which were supported to include social value	4 (29%)	2 (15%)	6 (22%)														
Proportion of contracts awarded over £25k which were not supported to include social value	10 (71%)	11 (85%)	21 (78%)														

5.02	Table 4 – Procurement Performance data for quarters three and four 2023/24 financial year.			
		Quarter 3 Oct-Dec 2023	Quarter 4 Jan-Mar 2024	Total for Q3 and Q4 2023/24
	Total No. contracts awarded over £25k	12	19	31
	Proportion of contracts awarded over £25k which were supported to include social value	6 (50%)	10 (52%)	16 (51%)
	Proportion of contracts awarded over £25k which were not supported to include social value	6 (50%)	9 (48%)	15 (49%)

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>The Social Value Strategy was part of the Social Value report to Cabinet in March 2019.</p> <p>https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&MId=4250&Ver=4&LLL=0</p>
6.02	<p>The previous Social Value Progress Report was presented to the Corporate Resources Overview and Scrutiny Committee on 7th March 2024 and is available online:</p> <p>https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=141&MId=5566&Ver=4&LLL=0</p>
6.03	<p>The previous Social Value Progress report was presented to Cabinet on 12th March 2024 and is available online:</p> <p>https://committeemeetings.flintshire.gov.uk/mgConvert2PDF.aspx?ID=80308</p>

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Dianne Hunt – Social Value Development Officer</p> <p>Telephone: 01352 702140 Cymraeg/Welsh: 01267 224923</p> <p>E-mail: Dianne.Hunt@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>Social Value - A broad term used to describe, the social, economic, environmental, and cultural impact of our collective decision making and business operations.</p> <p>Flintshire County Council define social value as: <i>A way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract when procuring and looking at what the collective benefit to community is when a public body chooses to award a contract. Every time we spend £1 on the delivery of services, we will consider whether we can achieve additional collective well-being benefits from that £1 to the wider community.</i></p> <p>Themes Outputs Measures (TOMs) – The Welsh Government National TOMs framework is a specifically designed framework that allows organisations to measure and maximise their social value return by placing a monetary value on activities undertaken. The framework reflects the priorities of The Well-being of Future Generations (Wales) Act 2015.</p>



CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Workforce Survey 2023
Cabinet Member	Cabinet Member for Corporate Services
Report Author	Corporate Manager - People and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

As part of the Council's commitment to employee engagement, a survey of the workforce has been undertaken every year since 2020.

During 2020 and 2021 the focus was on health and wellbeing, the purpose of which was to understand the emotional, social and physical wellbeing of our employees during the pandemic and as we emerged from it.

The last survey was conducted between 8th and 21st June 2023 and 5th to 27th October 2023 when it was re-opened specifically to increase the response rate of remote employees in Housing and Communities, Social Services and Streetscene and Transportation

Split into five sections, feedback was invited on the five topic areas below:

- Engagement
- Performance
- Mental health and well-being
- Communication
- Hybrid working
- Visions and Values

The feedback provided will be used to identify areas where things are working well, along with areas for improvement.

RECOMMENDATIONS

1	That Cabinet note the results of the 2023 Workforce Survey.
2	That Cabinet endorses the progress made on addressing issues raised in the survey.
3	That Cabinet supports the adoption of the new set of proposed Core Values.

REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE SURVEY 2023
1.01	<p>As part of the Council's commitment to employee engagement, a survey of the workforce has been undertaken annually since 2020.</p> <p>The 2020 survey sought to understand views and experiences of working for the Council. Despite the challenges of working through the pandemic, overall the results of the survey were very positive and demonstrated that the Council benefited from a dedicated and committed workforce who understood how their work contributes to the delivery of the organisations priorities.</p> <p>The last survey was conducted between 8th and 21st June 2023 and 5th to 27th October 2023 when it was reopened to specifically increase the response rate of remote employees in Housing and Communities, Social Services and Streetscene and Transportation.</p> <p>Split into six sections, employee feedback was invited on the following areas:</p> <ul style="list-style-type: none">• Engagement• Priorities• Mental Health and well-being• Communication• Hybrid working• Vision and Values <p>The consultation was open to all employees, except for those based in schools.</p> <p>Accessible to office based and remote employees the survey was conducted online with a paper option for those that could not access the questionnaire online.</p> <p>A total of 783 responses were received with the majority being submitted electronically (722) and 61 via paper copy.</p>

The response rate by portfolio is as follows:

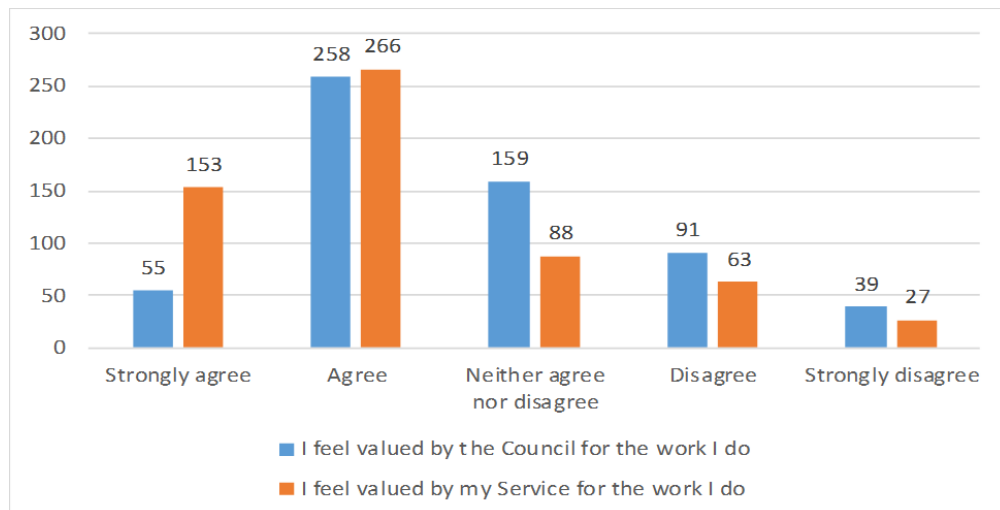
Overall responses by Portfolio	Response Percent	Response Total
Corporate Services	16.7%	131
Education and Youth	7.5%	59
Governance	13.4%	105
Housing and Communities	19.0%	149
Planning, Environment and Economy	12.1%	95
Social Services	24.3%	190
Streetscene and Transportation	6.9%	54

The full survey results are appended to this report. Overall, the findings are positive, but with a small number of areas requiring further investigation.

The headline results from the key sections of the survey are set out below. For each of the questions posed, respondents could choose to 'strongly agree', 'agree', 'neither agree nor disagree', 'disagree' or 'strongly disagree'.

Engagement (1)

- Employees were asked to identify to what extent they agreed or disagreed with the following statements:
- I feel valued by the *Council* for the work I do.
- I feel valued by my *Service* for the work I do.

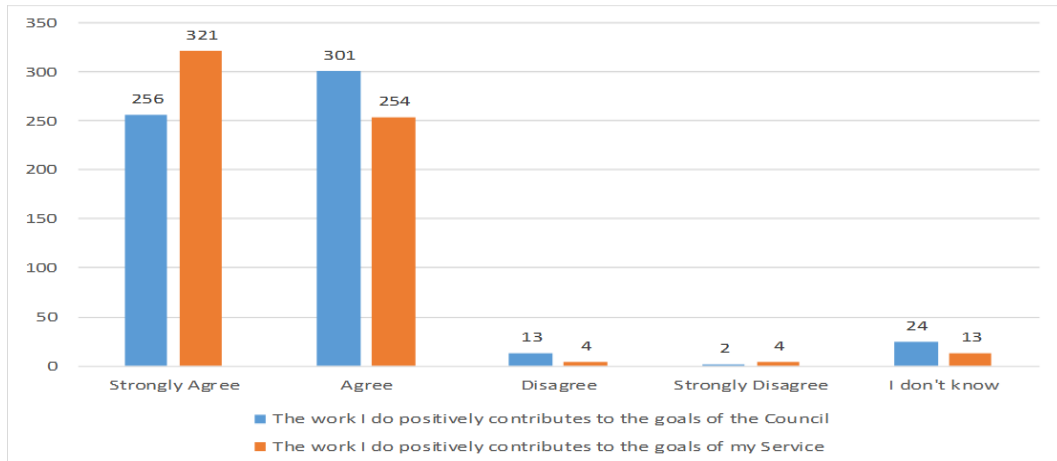


Engagement (2)

Employees were asked to identify to what extent they agreed or disagreed with the following statements:

- The work I do positively contributes to the goals of the *Council*.

- The work I do positively contributes to the goals of the *Service*



Priorities

Employees were presented with several statements regarding the Council's priorities against which they were asked to indicate the extent of their agreement or disagreement. Of those who agreed/strongly agreed:

- 88% are clear about the priorities of their Service,
- 87% understand how their service priorities contribute to the priorities of the Council,
- 77% feel their Service has the right policies in place to support the delivery of its priorities,
- 77% feel their Service consistently applies appropriate policies and strategies to deliver on its priorities.

Communication

Employees were asked to what extent they agreed or disagreed with the following statements:

- I am kept updated on Council news.
- I receive regular information on things that impact the work I do.
- My manager/supervisor keeps me informed.
- My manager/supervisor keeps in regular contact with me.

Of those responding 84% *agreed/strongly agreed* that they are kept updated on Council news, 76% received regular information on things that impact their work, 87% are kept informed by their manager/supervisor and 89% reported that their manager/supervisor keeps in regular contact. 15% of employees responding did not feel they receive regular information on things that impact the work they do.

Of those who responded 82% were either satisfied/very satisfied with the frequency of communication from their line manager/supervisor 63% from their service manager. 55% were satisfied/very satisfied with the frequency of Council communications and 41% from their Chief Officer.

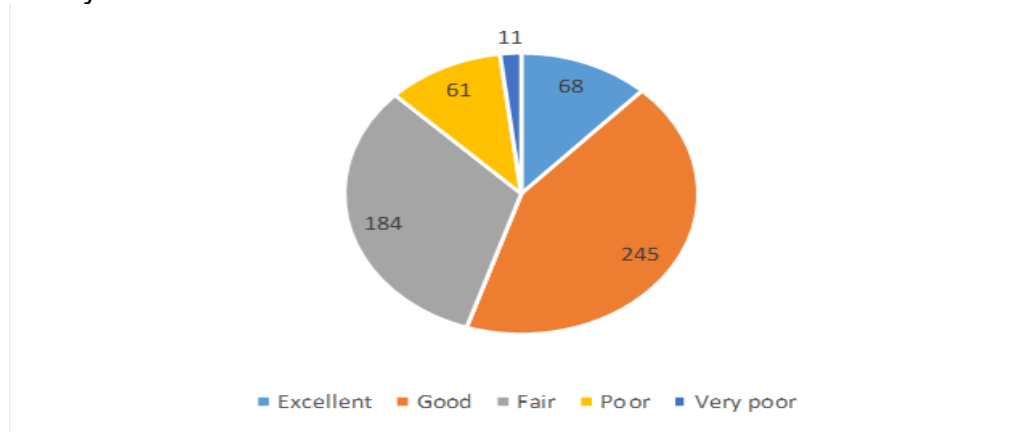
However, of those that had no opinion, 45% were neither satisfied nor dissatisfied with the frequency of communication from their Chief Officer, 36% from the Council, 25% from their service manager and 13% from their line manager/supervisor.

Mental Health and Well-being

When asked how they would rate their current state of mental health and well-being, 55% reported excellent and good, 32% fair and 13% poor or very poor.

When asked how supported they feel, of those responding, 71% feel supported/fully supported by Council, 85% by their manager and 92% by their team.

29% feel do not feel supported by the Council, 15% by their manager and 8% by their team.



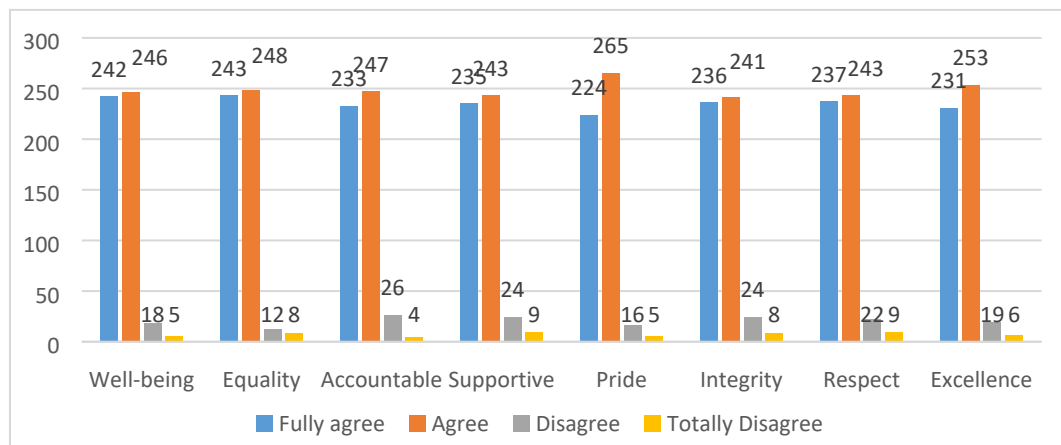
Hybrid working and its impact on mental health.

When asked if their job allowed for hybrid (flexible) working, 90% of those responding to the question responded yes with 94% finding it had either positively or very positively impacted their mental health.

Our Values

In the final section of the survey employees were asked for their views and opinions on a new set of proposed Core Values 'WeAspire' to sit at the heart of everything we do.

Over 94% of all employees who responded agreed with each of the eight themes of 'WeAspire'.



- Over 96% of employees responding to each of the eight themes agree or strongly agree that embedding these core values into everything we do will add value to our everyday work.

When asked where employees would expect to see the Values embedded the general overall feeling was that this was about behaviour and should

	<p>be demonstrated at all levels of the Council, everywhere and in everything we do. From the way employees treat each other, customers, and residents, to planning budgets and pay awards.</p> <p>When considering the extent to which employees always or sometimes see these core Values demonstrated in the workplace all behaviours scored 86% and above. Equality (91%), Respect (90%), Excellence (89%), Integrity (88%), Pride (88%), Supportive (88%), Well-being (87%) and Accountability (86%).</p> <p>Other comments put forward were less supportive of some of the themes feeling some had been proposed more to fit the acronym rather than reflecting the needs of the Council.</p> <p>Taking into account the feedback from the survey and in consideration of how the values translate into Welsh, we have introduced 'One Council' as the overarching thread tying together the values which collectively, underpin the concept of One Council, one team.</p> <p>Having a clear set of organisational values will make it easier for us to work together by forming a culture and a vision that we can all share, enabling us to become the organisation we need to be. Our One Council values supported by our workforce, must be at the heart of all we do. Once adopted, the values will be incorporated into everything we do, starting with recruitment, performance management and employment policies.</p> <p>Our values are for living, and we want everyone to adopt them in their work, demonstrating to colleagues, residents, and partners that these are not just good intentions but good actions.</p> <p>Responding to the employee survey</p> <p>Each Chief Officer has received the results for their own portfolio in full and we be expected to identify service specific actions to address concerns. Human Resources and Organisational Development colleagues will support portfolios to include these actions in refreshed service level workforce plans.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	None directly arising from this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	None directly arising from this report.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None required.

5.00	APPENDICES
5.01	Appendix A – Workforce Survey Report December 2023 Appendix B – Summary of our Values and their meaning

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Sharon Carney, Corporate Manager, People and Organisational Development Telephone: 01352 702139 E-mail Sharon.carney@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	None.

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Flintshire County Council

Workforce Survey June 2023

The purpose of the consultation:

Split into five sections, employee feedback was invited on the five topic areas below:

- Engagement
- Performance
- Mental health and well-being
- Communication
- Hybrid working
- Visions and Values

The feedback provided will be used to identify areas where things are working well, along with areas for improvement and will feed into a range of corporate strategies and frameworks.

The period of consultation

The consultation was open between 8th and 21st June 2023.

It reopened 5th to 27th October specifically to boost the response rate of remote employees in Housing and Communities, Social Services and Streetscene.

Who took part

The consultation was open to all employees, with the exception of those based in schools.

Accessible to office based and remote employees the survey was conducted online with the option of paper copies upon request.

When asked to describe their position in the organisation the following responses were received:

	Response Percent	Response Total
Chief Officer	0.4%	3
Senior Manager	6.4%	48
Team Leader	15.4%	115
Supervisor	7.4%	55
Team Member	70.4%	525
<i>skipped question</i>		37

Numbers taking part

A total of 783 employees took part.

Responses by portfolio

Overall responses by Portfolio	Response Percent	Response Total
Corporate Services	16.7%	131
Education and Youth	7.5%	59
Governance	13.4%	105
Housing and Communities	19.0%	149
Planning, Environment and Economy	12.1%	95
Social Services	24.3%	190
Streetscene and Transportation	6.9%	54

Responses by service

Portfolio: Chief Executives	Response Percent	Response Total
Service:		
Capital Programme and Assets	12.5%	16
Chief Executives	5.5%	7
Clwyd Pension Fund	19.5%	25
Corporate Finance	34.4%	44
Executive Support	0.8%	1
Human Resources and Organisational Development	25%	32
Regional Emergency Planning Service	2.3%	3

Portfolio: Education and Youth	Response Percent	Response Total
Service:		
Archives Service	10.3%	6
Business and Support Services	8.6%	5
Inclusion and Progression	37.9%	22
Integrated Youth Provision	13.8%	8
School Improvement	8.6%	5
School Place Planning and Provision	8.6%	5
Youth Justice Service and Flintshire Sorted	12.1%	7

Portfolio: Governance	Response Percent	Response Total
Service:		
Customer Contact	21.6%	22
Democratic Services	7.8%	8
Internal Audit, Performance and Risk Management	14.7%	15
IT Business Services	24.5%	25
IT Infrastructure Services	9.8%	10
Legal Services	5.9%	6
Revenues	15.7%	16

Portfolio: Housing and Communities	Response Percent	Response Total
Service:		
Business Performance Management	4.2%	6
Housing & Prevention Services	12.5%	18
Housing and Asset Management	54.9%	79
Housing Management, Benefit Service including Disabled Facilities Grants	23.6%	34
Housing Programmes	4.9%	7

Portfolio: Planning, Environment and Economy	Response Percent	Response Total
Service:		
Business Support and Performance	5.6%	5
Climate Change and Carbon Reduction	4.5%	4
Community and Business Protection	34.8%	31
Countryside Access and Natural Environment	12.4%	11
Enterprise and Regeneration	18.0%	16
Planning Development Management	16.9%	15
Planning Strategy	1.1%	1
Regional Minerals and Waste Planning	6.7%	6

Portfolio: Social Services	Response Percent	Response Total
Service:		
Children's Services	35.3%	66
Integrated Services and Lead Adults	48.1%	90
Safeguarding and Commissioning	16.6%	31

Portfolio: Streetscene and Transportation	Response Percent	Response Total
Service:		
Highway Network	24.5%	12
Regulatory Services	26.5%	13
Streetscene Service Manager	14.3%	7
Transportation	34.7%	17

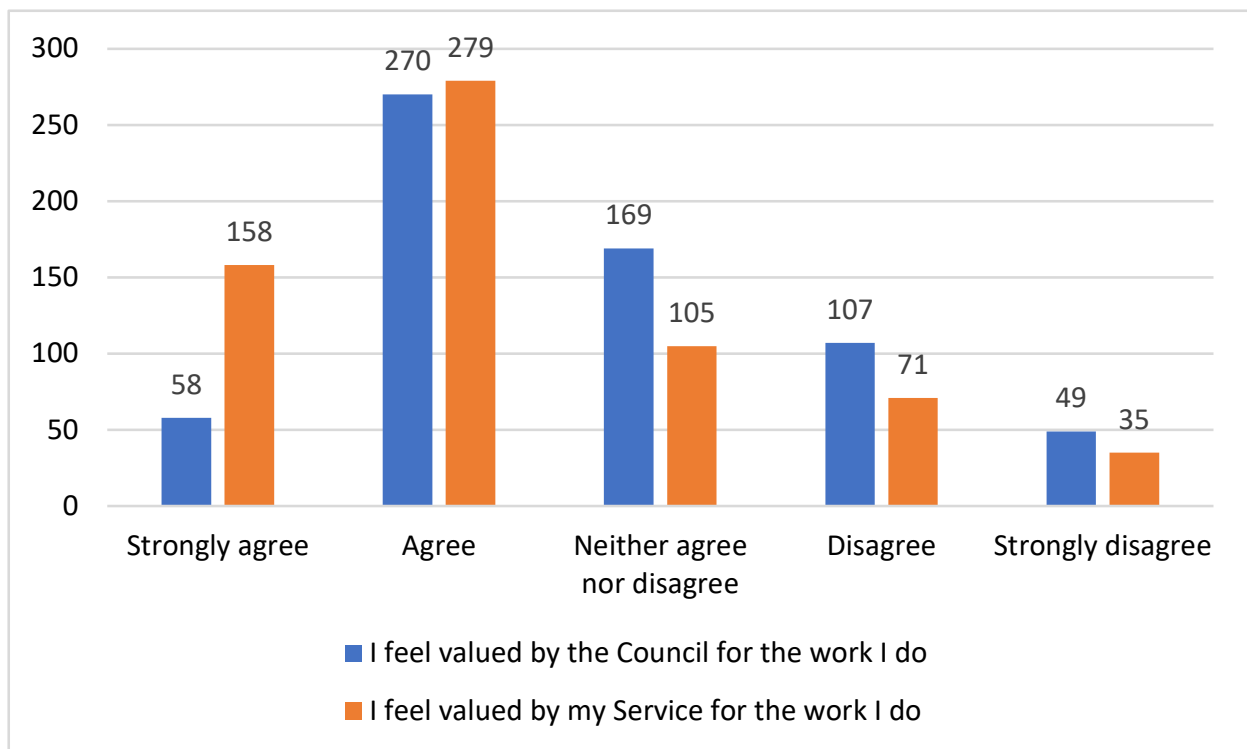
Section 1 – Engagement

Employees were asked to identify to what extent they agreed or disagreed with the following statements:

- I feel valued by the *Council* for the work I do
- I feel valued by my *Service* for the work I do

Of those who responded to this question 50% agreed/strongly agreed that they felt valued by the Council and 67% felt valued by their service.

Chart 1 – Sense of Value – overall responses Council and Service level



24% disagreed/strongly disagreed that they felt valued at Council level and 16% at Service level.

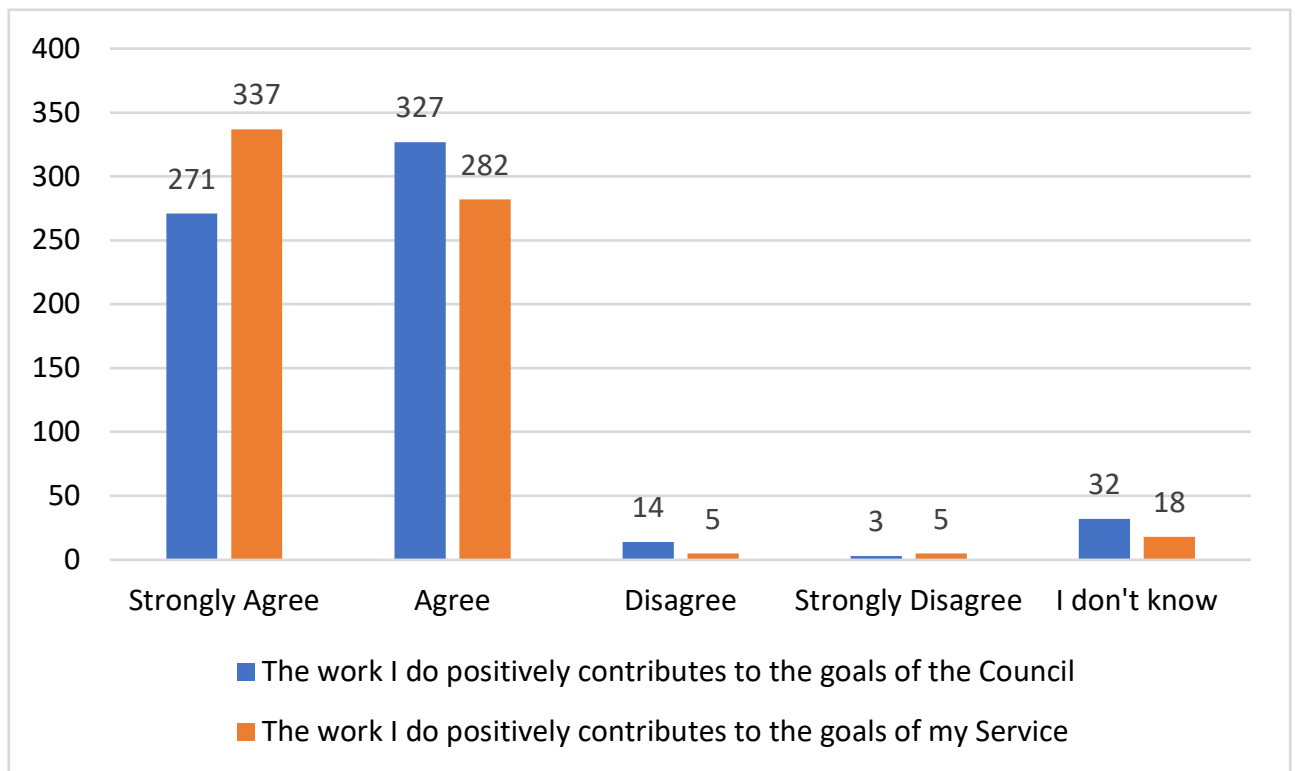
26% neither agreed nor disagreed that they felt valued by the Council and 16% by their service.

Employees were asked to what extent they agreed with the following statements:

- The work I do positively contributes to the goals of the *Council*
- The work I do positively contributes to the goals of the *Service*

Of those employees who responded to this question there was overwhelming agreement that the work they do positively contributes to the goals of the Council (92%) and their service (96%)

Chart 2 – Positive Contribution – overall responses – Council and Service level



A significantly smaller percentage of employees responding disagreed with these statements – 3% at Council level and 2% at Service level.

However, 5% of employees responding to this question didn't know whether their work contributed positively to the goals of the Council and 3% were unaware at Service level.

In the final statements in this section, of those employees who responded:

- 90% feel a sense of achievement for the work they do,
- 86% feel they are treated with dignity and respect,
- 76% feel empowered to be the best they can be, and
- 78% feel empowered to positively contribute to service improvements.

Employees were invited to leave further comment and a summary of their feedback is listed below:

Employees feel supported and valued at team level, both by colleagues and managers. Feeling valued however is not always experienced outside the immediate team or by the public.

Transparent and consistent application of processes across all services and portfolios is important to avoid employees feeling devalued, disrespected and demoralised.

There would appear to be inconsistencies in access to professional development with some employees being empowered and encouraged to undertake continuous professional development, whilst others experiencing little to no development opportunities.

With ongoing resource challenges (financial and people), employees are feeling overwhelmed, whilst there are expectations to deliver the same or better standards of service. Public perception of poor service delivery is having a detrimental effect on well-being and morale, compounded by a lack of support/respect from councillors.

Reward and recognition for the work people do was considered to be lacking and there was also a feeling that contracted workers were more favourably treated in terms of job satisfaction than Council employees.

There was a mixed response to employee engagement and feelings of value and empowerment. Some responses are very positive about the support received by managers and employees ability to be heard and make a difference. Others however report no visible communication and engagement between chief/senior managers and teams, leading to confusion around key decisions.

More consistent, ongoing communications around key challenges, such as the budget, would be appreciated.

Consistency in application of hybrid working opportunities would be welcomed in order to ensure those who remain the office have equal access to work life balance opportunities.

Often the successful completion of tasks/projects is reliant upon contributions by other colleagues/services, ongoing resource restrictions are impacting the ability to bring tasks/projects to completion in the time, and to the quality, needed.

Pride in the Council and the services it delivers compared with neighbouring authorities.

It was considered that pay and progression opportunities are contributing factors in the loss of experienced professionals which also impacts on the Council's ability to attract quality candidates to vacant posts.

Section 2: Priorities

Employees were presented with a number of statements against which they were asked to indicate the extent of their agreement or disagreement. Of those who agreed/strongly agreed:

- 88% are clear about the priorities of their Service,
- 87% understand how their service priorities contribute to the priorities of the Council,
- 77% feel their Service has the right policies in place to support the delivery of its priorities,
- 77% feel their Service consistently applies appropriate policies and strategies to deliver on its priorities.

Chart 3 – I am clear about the priorities of my service

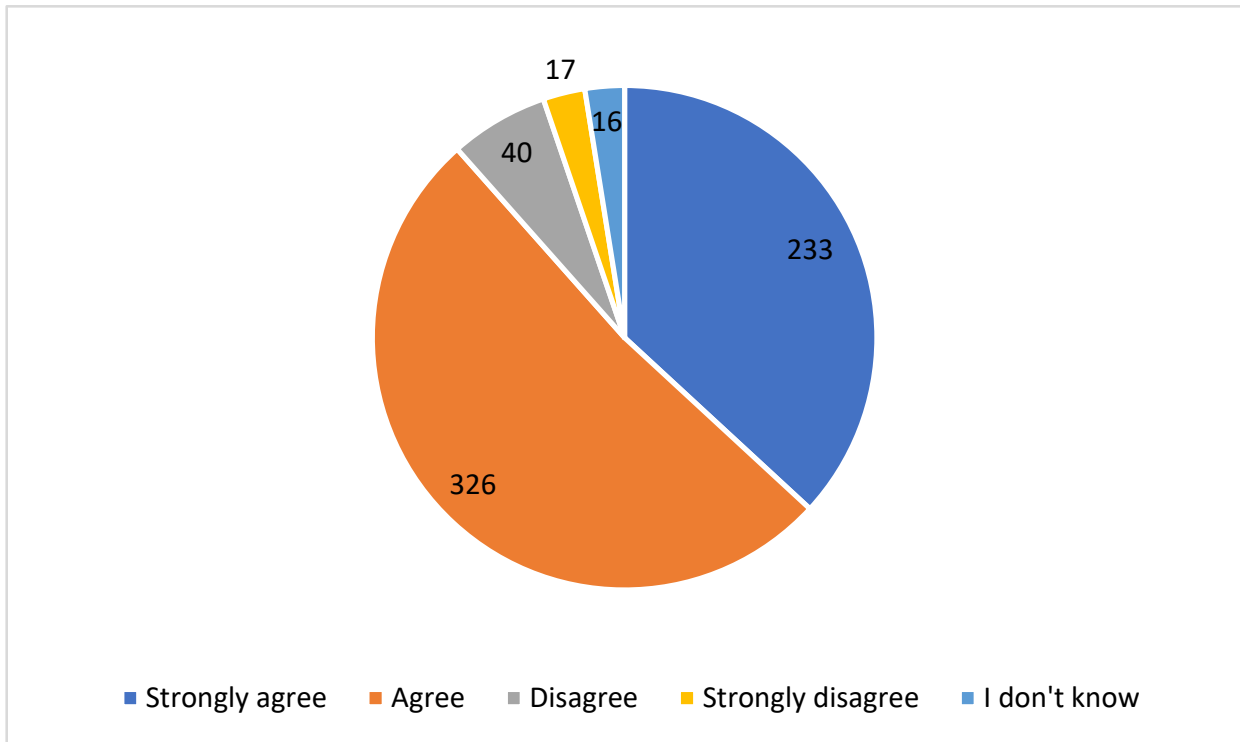


Chart 4 – I understand how my service priorities contribute to the priorities of the Council

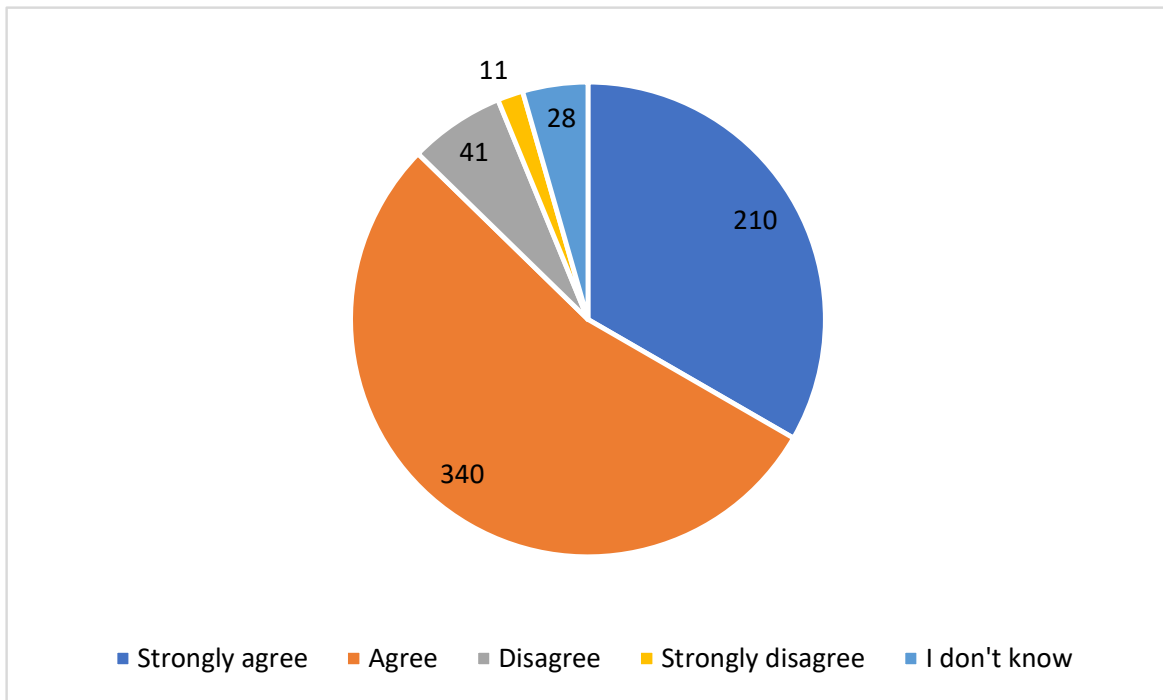


Chart 5 – My service has the right policies and strategies in place to support the delivery of its priorities.

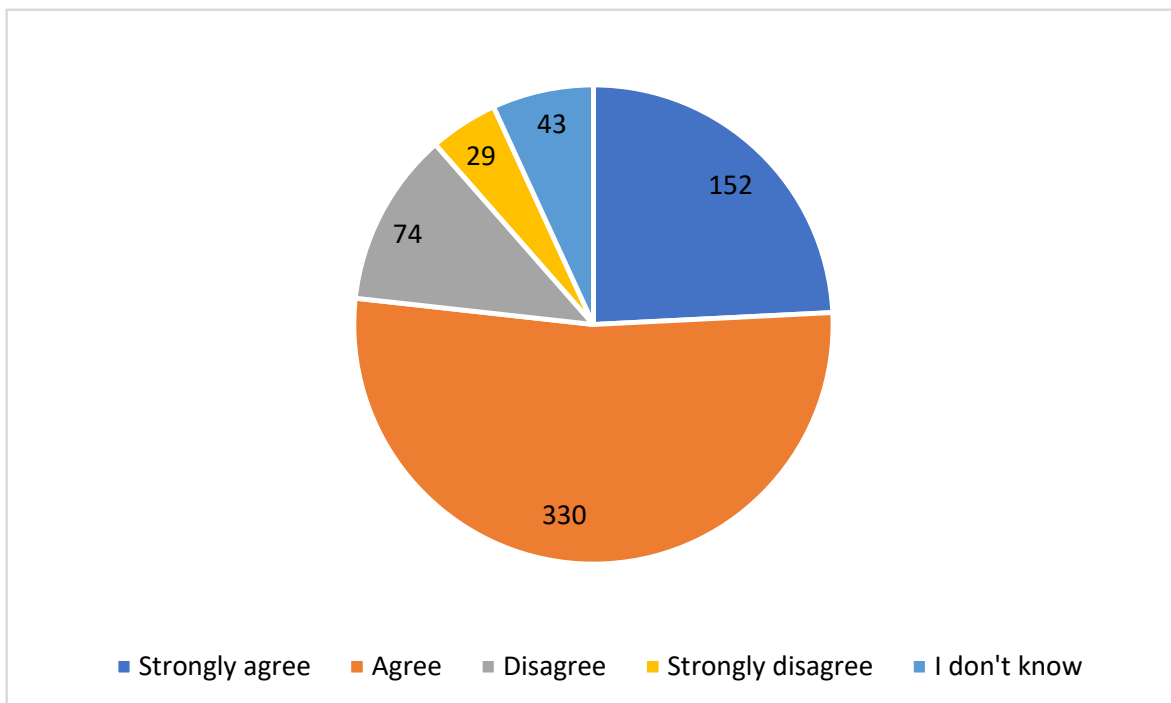
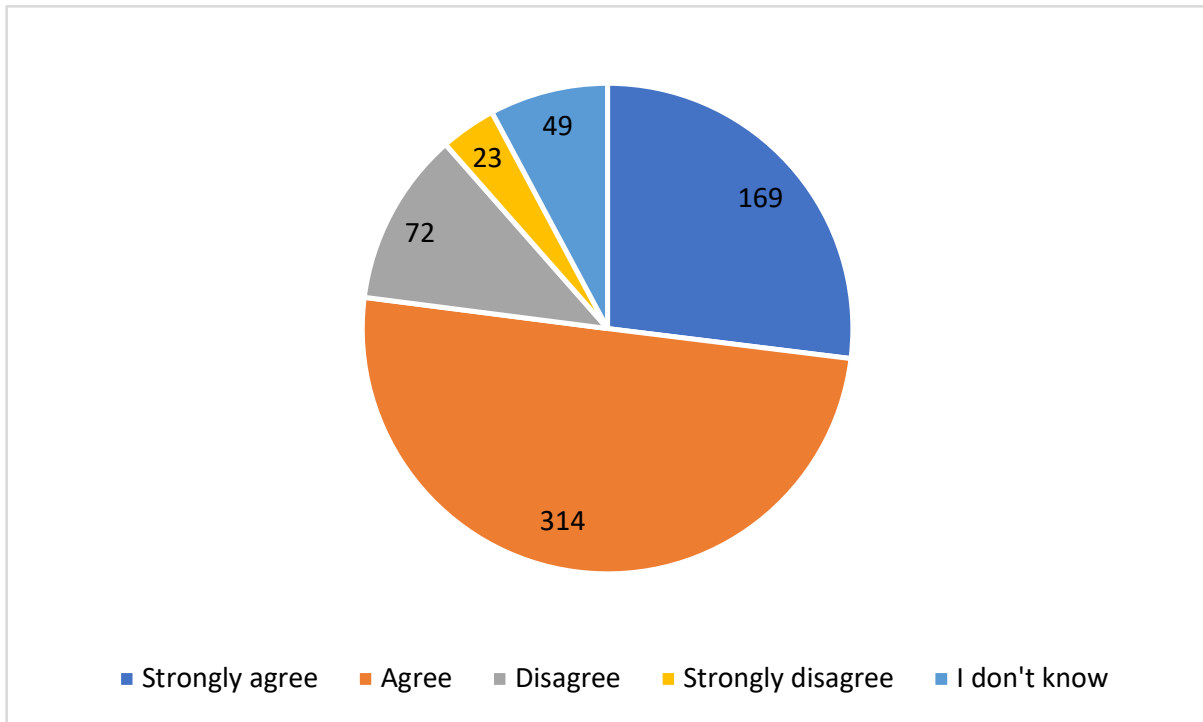


Chart 6 – My service consistently applies the appropriate policies and strategies to deliver its priorities



Invited to leave more information in support of the answers provided in this section, a summary of comments received can be found below:

More work is needed communicating the priorities of the Council to the workforce, along with improving their understanding of how service priorities align.

Involving employees in the setting of priorities could be improved.

Greater/improved alignment of Council/Service priority timescales would be beneficial.

Improved policies and procedures are needed to provide better/up to date guidance around what needs to be done.

Aligning professional/legal obligations to Council/Service priorities is sometimes problematic.

Aligning systems to better integrate with the delivery of service would be beneficial, including development of web-based end to end services.

Improved visibility and communication around existing, updated and new policy, strategies and procedures would be welcomed.

The time taken for policies and strategies to be implemented by services is lengthy.

Changes to policy, strategy, processes, without detailed communication, causes confusion and adds pressure.

Lack of resources (financial and people) to deliver on set priorities is of concern and is impacting upon consistent delivery of core tasks.

Multiple vacancies with an expectation for existing employees to cover duties and maintain existing standards of service is of real concern.

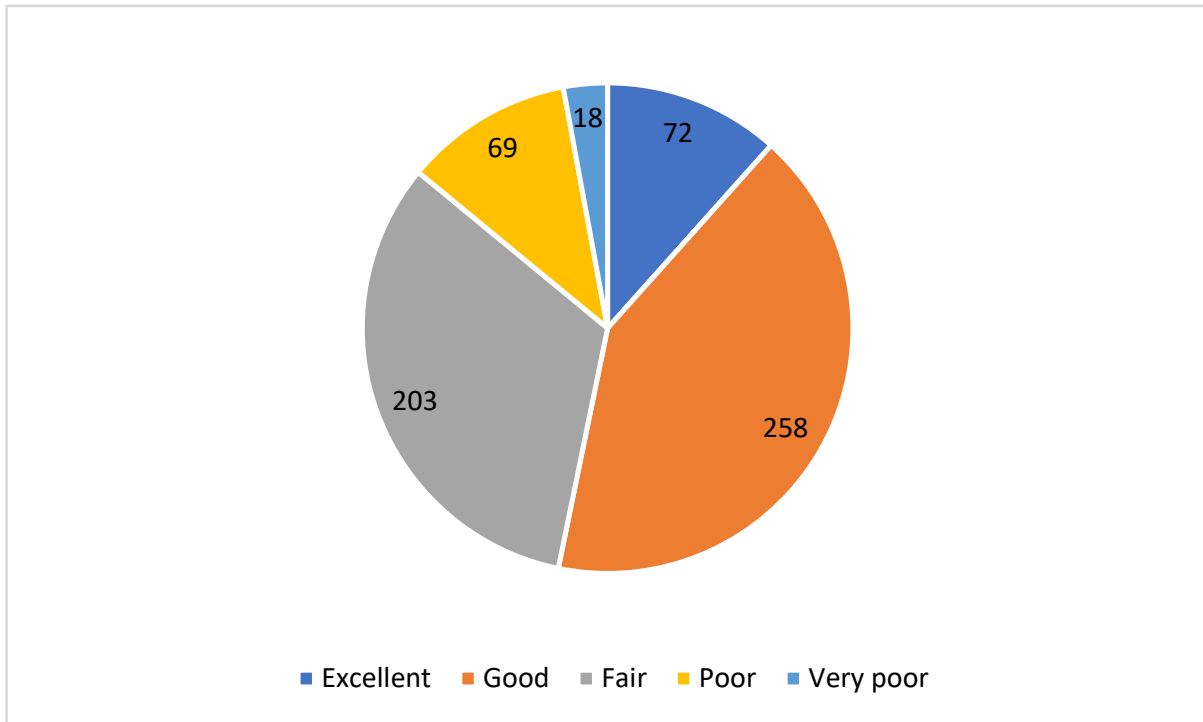
Managing the expectations of the public and elected members could be better achieved through updating existing policies and procedures, including easy read versions of key points.

Other suggested areas for improvement covered lone worker support, modernisation of strategies towards minority groups, more training around diversity and a review of policies to provide equity between office and front line employees.

Section 3: Mental Health and Well-being

When asked how they would rate their current state of mental health and well-being, 53% reported excellent and good, 33% fair and 14% poor or very poor.

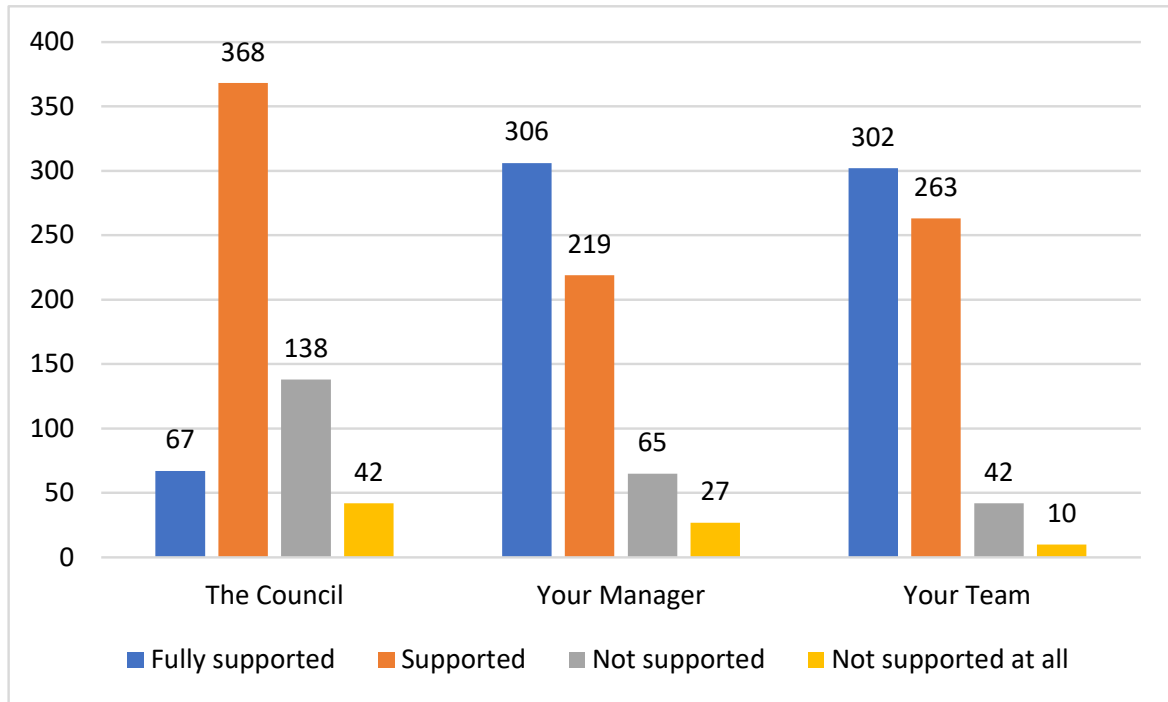
Chart 7 – Current state of mental health and well-being



When asked how supported they feel, of those responding, 71% feel supported/fully supported by Council, 85% by their manager and 92% by their team.

29% feel do not feel supported by the Council, 15% by their manager and 8% by their team.

Chart 8 – How supported do you feel by the Council, your manager, your team?



Employees were asked a how often they accessed the Care First, Mental Health and Wellbeing or Occupational health pages on Infonet.

The majority who responded (84%) have never visited any of the pages listed.

Of those that do access the pages, 14% reported doing so once a month, with frequency reducing to 1% at once a week. Those who use the pages were then asked how helpful they find them. However the data collected to this question must be treated with caution as more people responded to how helpful the pages are than reported using the pages.

Chart 9 – How often do you access the Care First, Mental Health and Wellbeing, or Occupational Health pages on Infonet?

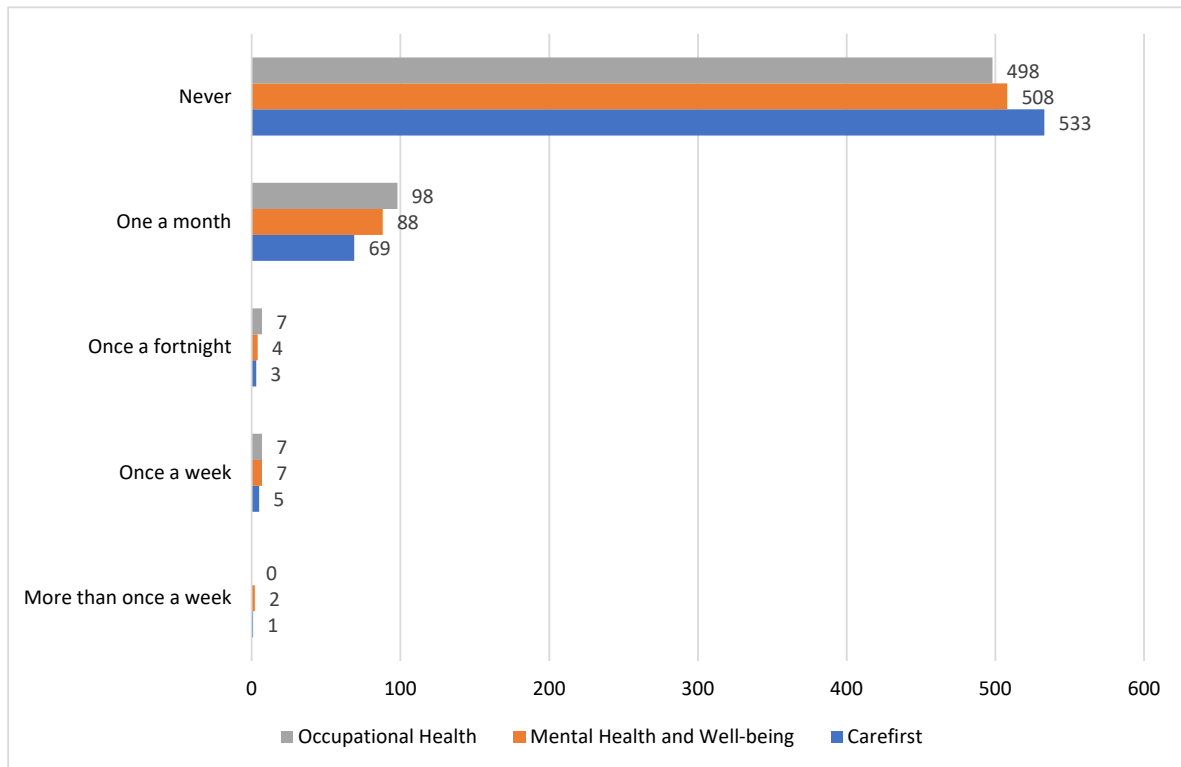
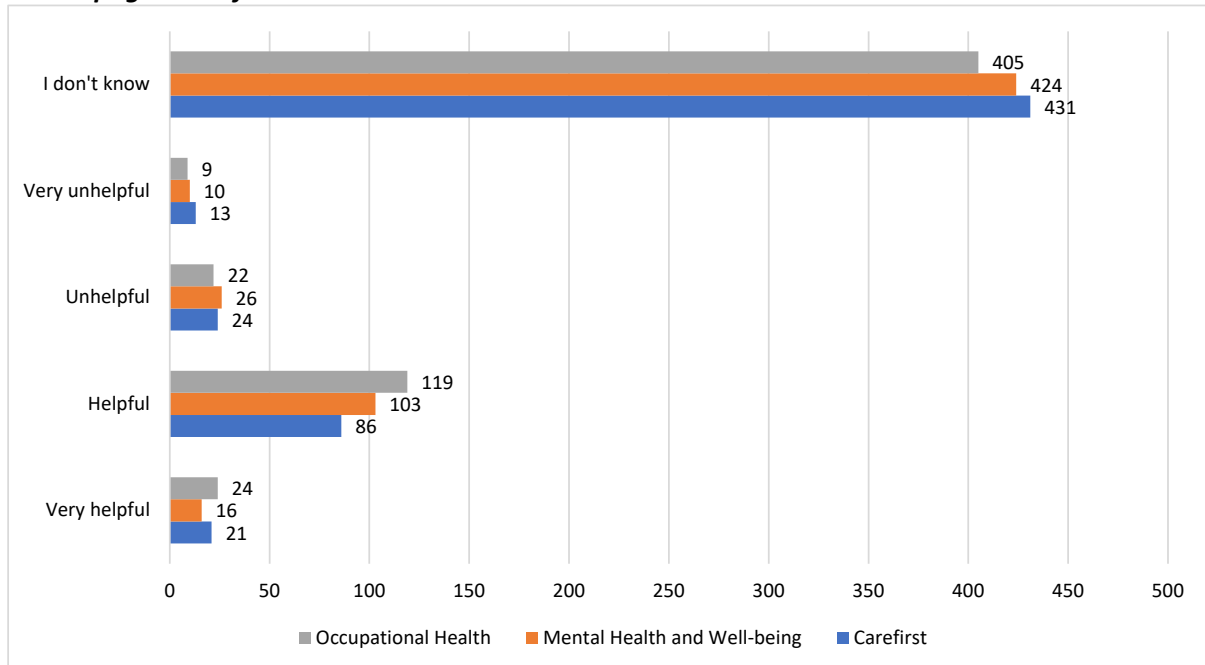


Chart 10 – How helpful do you find the Care First, Mental Health and Wellbeing or Occupational Health pages on Infonet?



Employees who never use the well-being pages on Infonet were asked to tell us why and a summary of comments can be found below.

Unaware of the services on offer.

No need to access the services on offer.

Too busy to access the services on offer.

More training needed for managers to understand certain conditions.

The services provided are impersonal.

Found the services to be unhelpful in the past.

Participate in out of work well-being activities/therapies

A crisis line is needed supported by mental health resources including Counselling.

Access to Infonet and internal IT systems can be a barrier.

Employees are often prevented from accessing Care First being told they contravene the Council's internet usage or Information security policies.

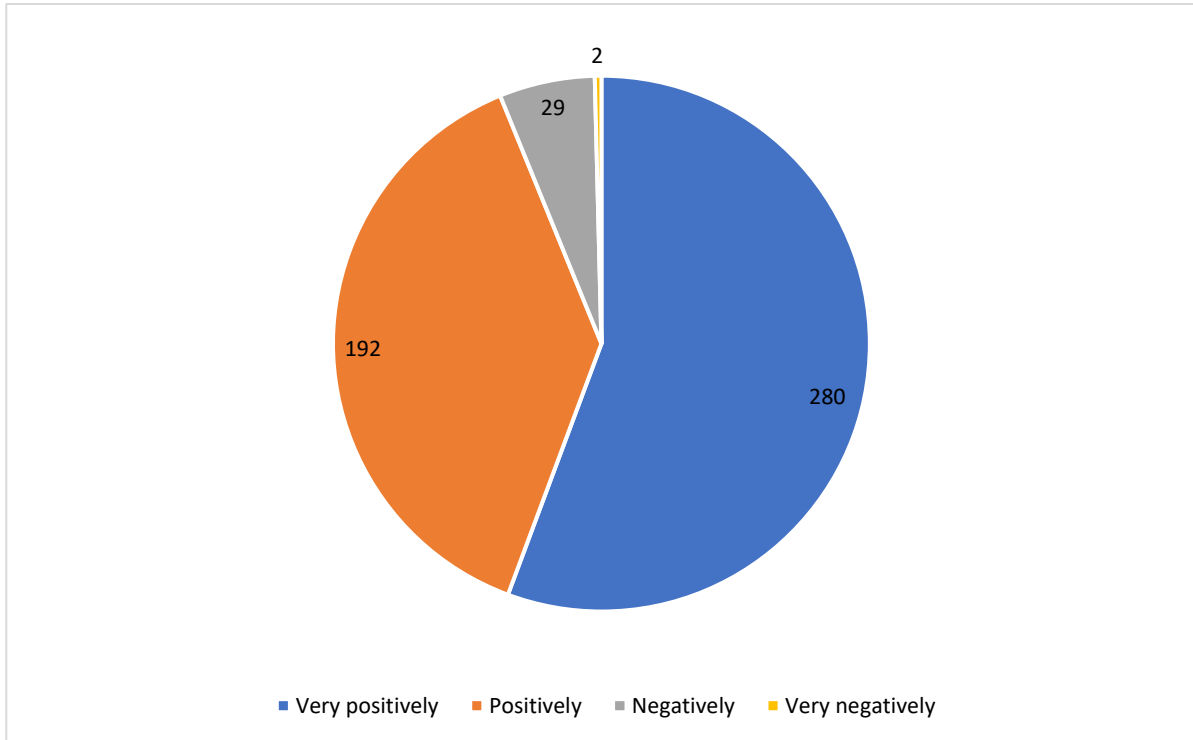
The information provided for mental health services is often too generic and lacks specific solutions or suggestions.

Unaware that the services offered cover personal as well as work circumstances.

Hybrid working and its impact on mental health

When asked if their job allowed for hybrid (flexible) working, 83% of those responding to the question responded yes with 94% finding it had either positively or very positively impacted their mental health.

Chart 11 – To what extent has hybrid (flexible) working impacted either positively or negatively on your mental health?



When comparing the responses from those who answered ‘yes’ their job does allow for hybrid working, against the question asked earlier in the survey ‘How would you rate your mental well-being right now?’ – 89% of those whose job allows hybrid working report their health as being fair to excellent, compared to 72% whose job does not allow hybrid working.

Employees were given the opportunity to supply more information about mental health and well-being and a summary of comments can be found below.

Generally it is felt that hybrid working has positively impacted health and well-being, whilst improving the organisation of work priorities and productivity.

Having the flexibility to take time away during the working day to decompress has a positive impact on mental health.

Reduced commute times to work, and journeys to and from meetings, is helping to provide more quality personal time, reducing stress and improving mental well-being, whilst also saving money, improving productivity and reducing carbon footprints.

Flexible working options help support employees with caring responsibilities.

The ability to work flexibly from home and in the office supports employees in the management of medical conditions both minor infections and in managing long term health conditions.

Management and team support is integral to the success of hybrid working, particularly when things are becoming pressured, or are going wrong, which can feel worse if alone. More regular checks on staff by supervisors/managers would be beneficial.

Communications and support for employees returning to the office following extended time away could be improved.

The loss of interaction achieved when in the office with other colleagues has the potential lead to a loss in knowledge and experience.

Equity in the application of policy decisions needs to be considered from both management and employee perspective – with the mental well-being of both being given equal status.

Health and Well-being support services on Infonet need to be more accessible to all employees across the Council including more communications about what's on offer and how to access it.

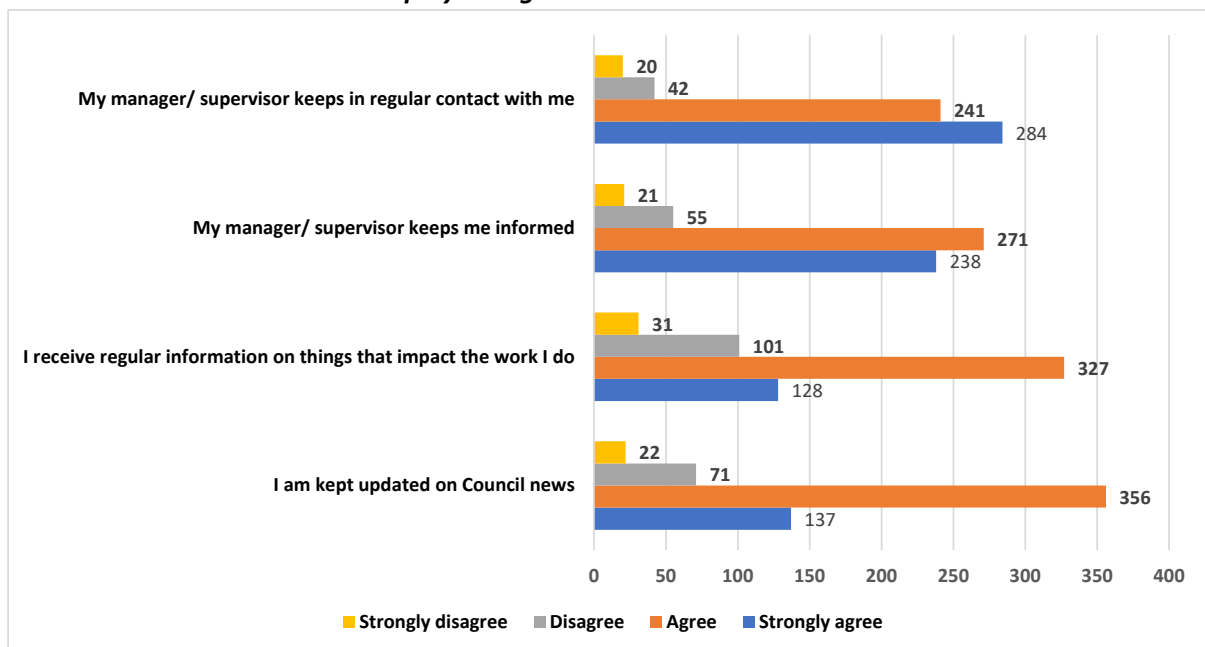
Section 4: Communication

Employees were asked to what extent they agreed or disagreed with the following statements:

- I am kept updated on Council news
- I receive regular information on things that impact the work I do
- My manager/supervisor keeps me informed
- My manager/supervisor keeps in regular contact with me

Of those responding 84% *agreed/strongly agreed* that they are kept updated on Council news, 76% received regular information on things that impact their work, 87% are kept informed by their manager/supervisor and 89% reported that their manager/supervisor keeps in regular contact.

Chart 12: the extent to which employees agreed with the statements below

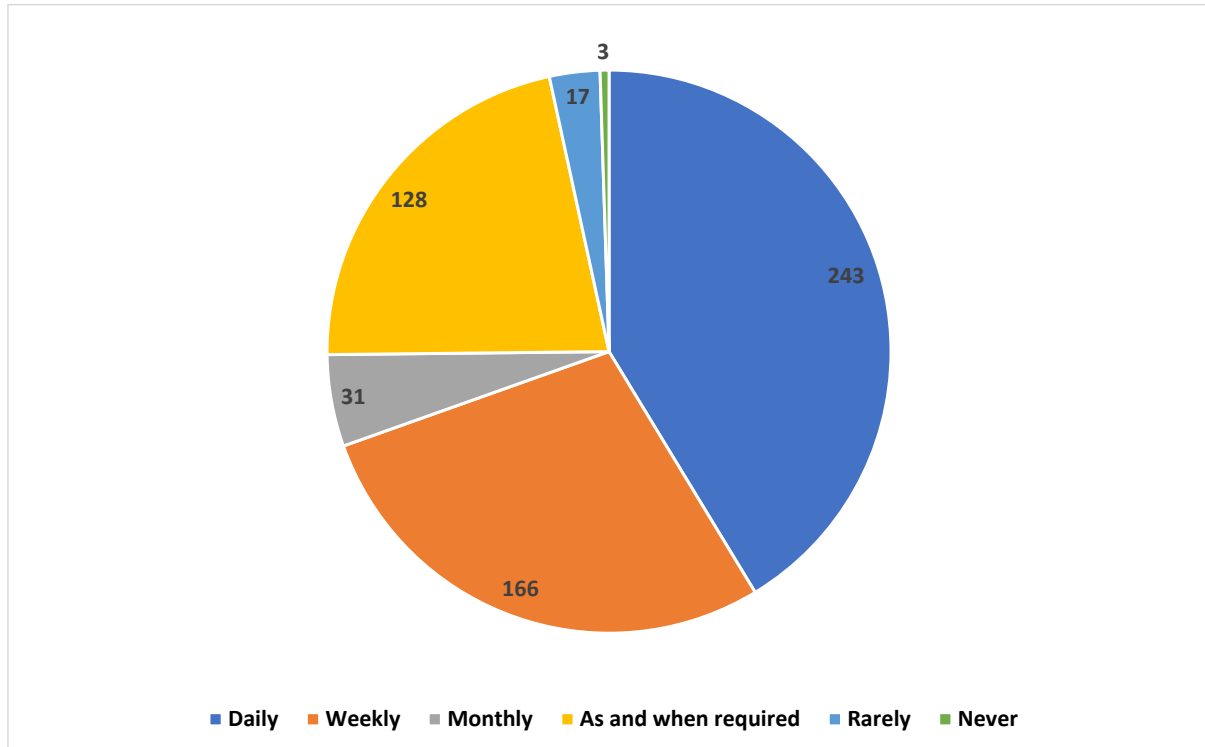


15% of employees responding did not feel they receive regular information on things that impact the work they do.

Frequency of manager/supervisor contact

Of those employees who responded to this question 41% are in touch with their manager/supervisor on a daily basis, 28% on a weekly basis and 22% as and when required.

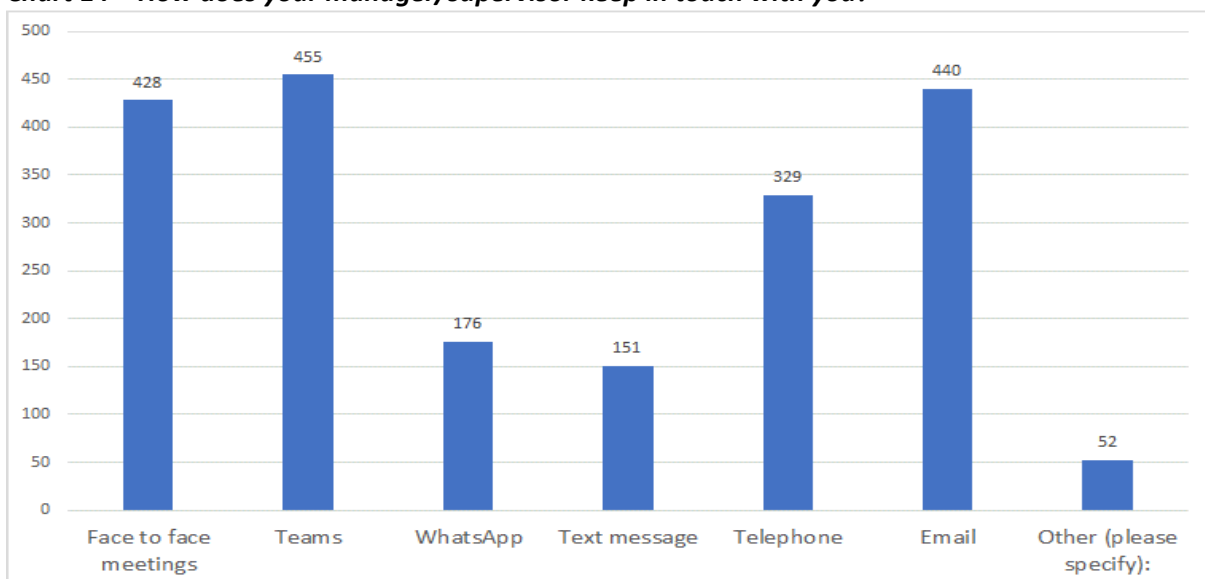
Chart 13 – How often does your manager/supervisor keep in contact with you?



How contact is made

Employees were asked to identify the channels by which managers/supervisors keep in touch.

Chart 14 – How does your manager/supervisor keep in touch with you?

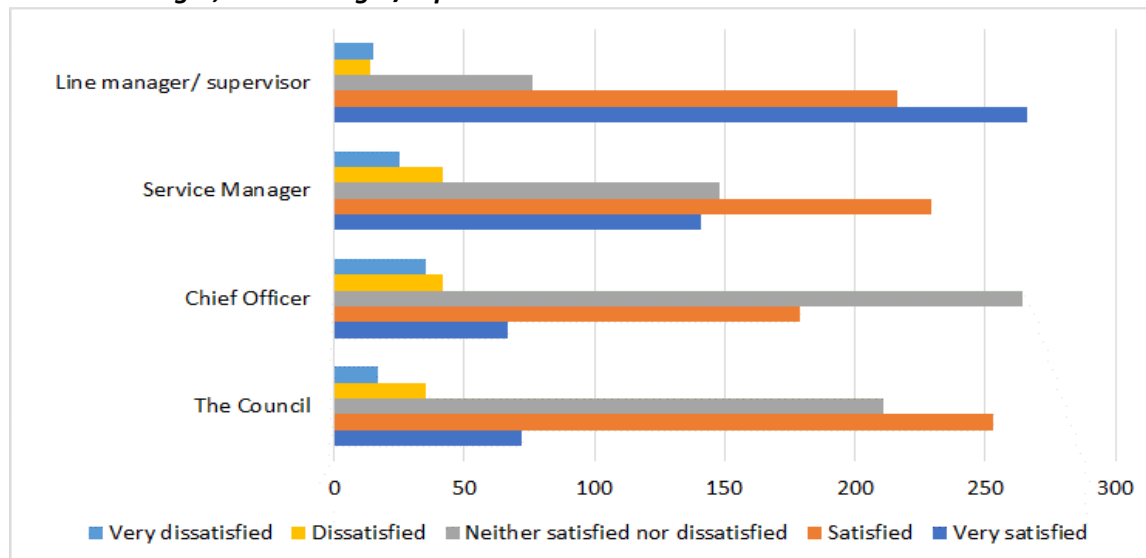


Skype was also identified as another channel.

Of those who responded 82% were either satisfied/very satisfied with the frequency of communication from their line manager/supervisor 63% from their service manager. 55% were satisfied/very satisfied with the frequency of Council communications and 41% from their Chief Officer.

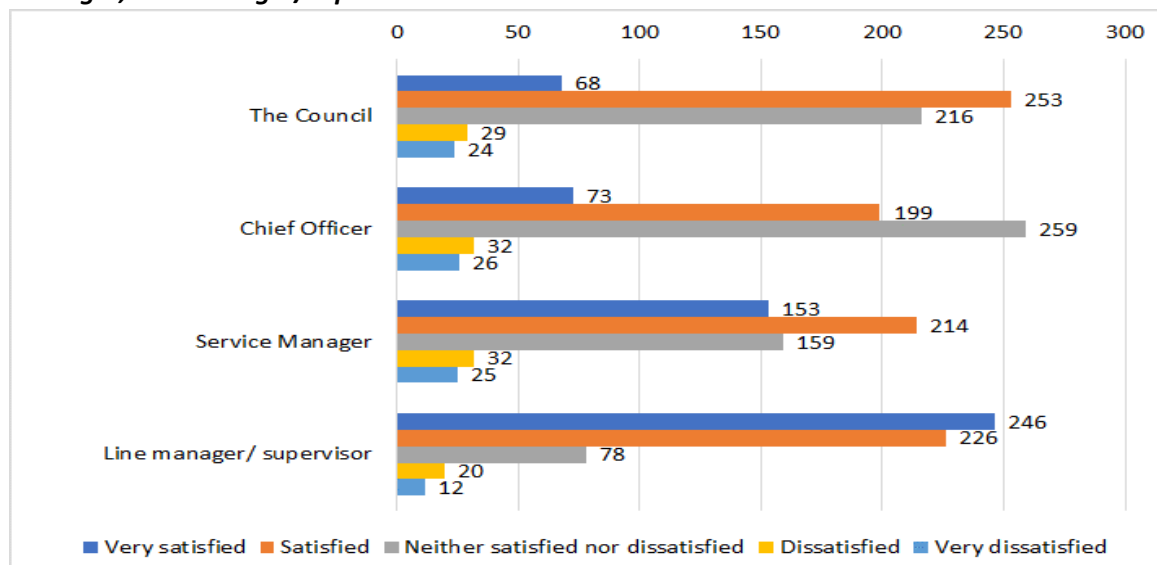
However, of those that had no opinion, 45% were neither satisfied nor dissatisfied with the frequency of communication from their Chief Officer, 36% from the Council, 25% from their service manager and 13% from their line manager/supervisor.

Chart 15 – Satisfaction with the frequency of communication from the Council, Chief Officer, Service Manager, Line manager/supervisor



There is consistency in responses when comparing this with the quality of communications received. Of those who responded 81% were satisfied/very satisfied with the quality of information received from their line manager, 63% from their service manager, 54% from the Council and 46% from their Chief Officer.

Chart 16 – Satisfaction with quality of communications from the Council, chief officer, service manager, line manager/supervisor

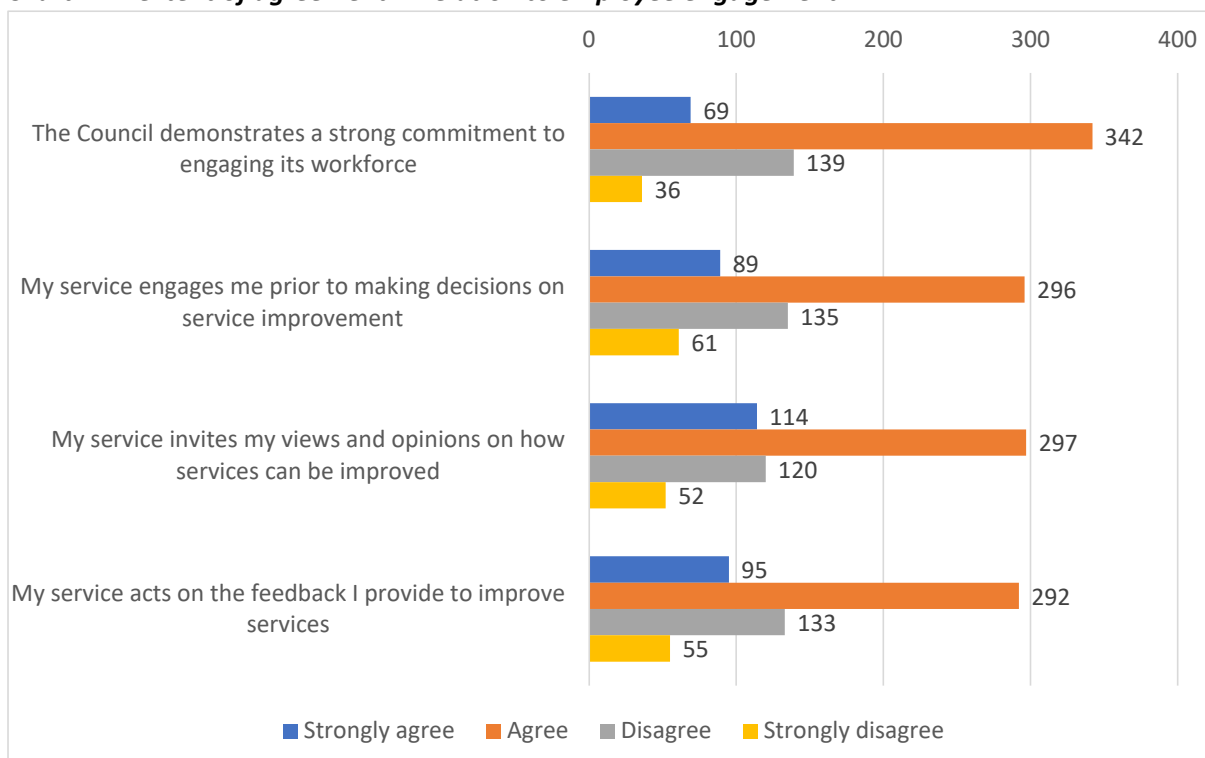


Employee engagement

Employees were asked to indicate their level of agreement against a number of statements and of those responding who either agreed or strongly agreed:

- 70% indicate the Council demonstrates a strong commitment to engaging its workforce.
- 66% indicate their service engaging them prior to making decisions on service improvements
- 70% indicate their service invites their views and opinions on how services can be improved
- 67% indicate their service acts on the feedback they provide to improve services

Chart 17 – extent of agreement in relation to employee engagement



Employees were given the opportunity to supply more information about communication and a summary of comments can be found below.

Timely communications can sometimes be lacking, particularly on things that directly impact people's jobs.

Decisions are taken by managers/officers higher up in the organisation without consultation/engagement with team members.

Cross organisational communications need to be improved – often services are reliant on information from other services to be able to complete tasks / develop solutions - which is often late coming through or not at all.

Improving the quality and timeliness of cross organisational communications would also help to support the development of forward work programmes. With reduced resources in all services this would help to prioritise workloads and reduce the need for urgent unscheduled work.

There is little opportunity for the council to engage the workforce on suggested improvements as services are becoming more and more financially restrained.

Improving transparency of decisions taken and the rationale behind.

Improved communications at service/team level would be welcomed particularly around leavers, new starters and issues that can impact directly on daily work priorities.

Team meetings should facilitate two-way conversation and suggestions/ideas should be acted upon with feedback being provided on the outcomes.

Improved use of social media with the public would help to improve public perception of services.

Good dissemination of Council wide information.

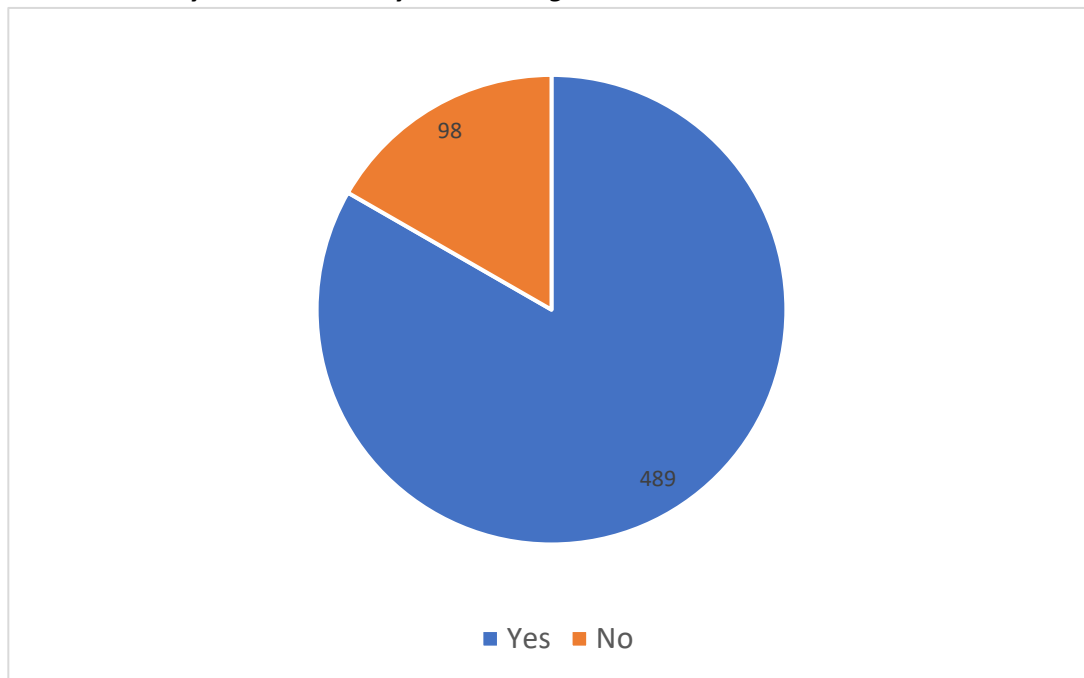
More direct communications from Chief Officers/Senior Managers would be welcomed, including areas of positive news.

The introduction of an employee staff suggestion scheme.

Section 5: Hybrid Working

Beginning by asking if roles allowed for hybrid working, this question returned a slightly lower response rate than when the question was asked earlier in the survey. However, of those responding 83% of roles allowed for hybrid working.

Chart 18: Does your role allow hybrid working?

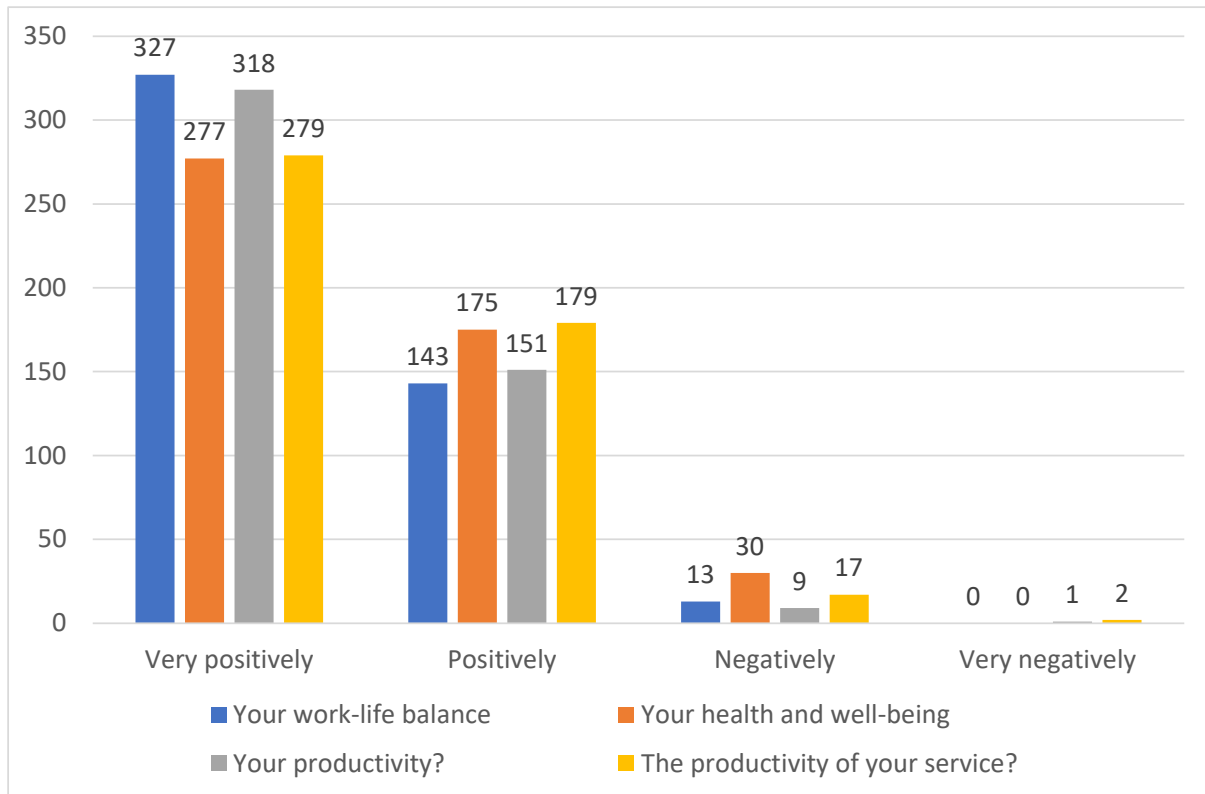


95% of employees responding advised that they had the equipment they need to work effectively in a hybrid (flexible) way.

Of the 5% who felt they didn't have the equipment they needed, employees who responded referred to lack of appropriate furniture, printers, scanners and mobile phones. It was also reported that there is limited availability of hot desking facilities and equipment at offices in Ewloe and Flint. Long delays in the provision of specialist/adaptive equipment following assessments were also reported.

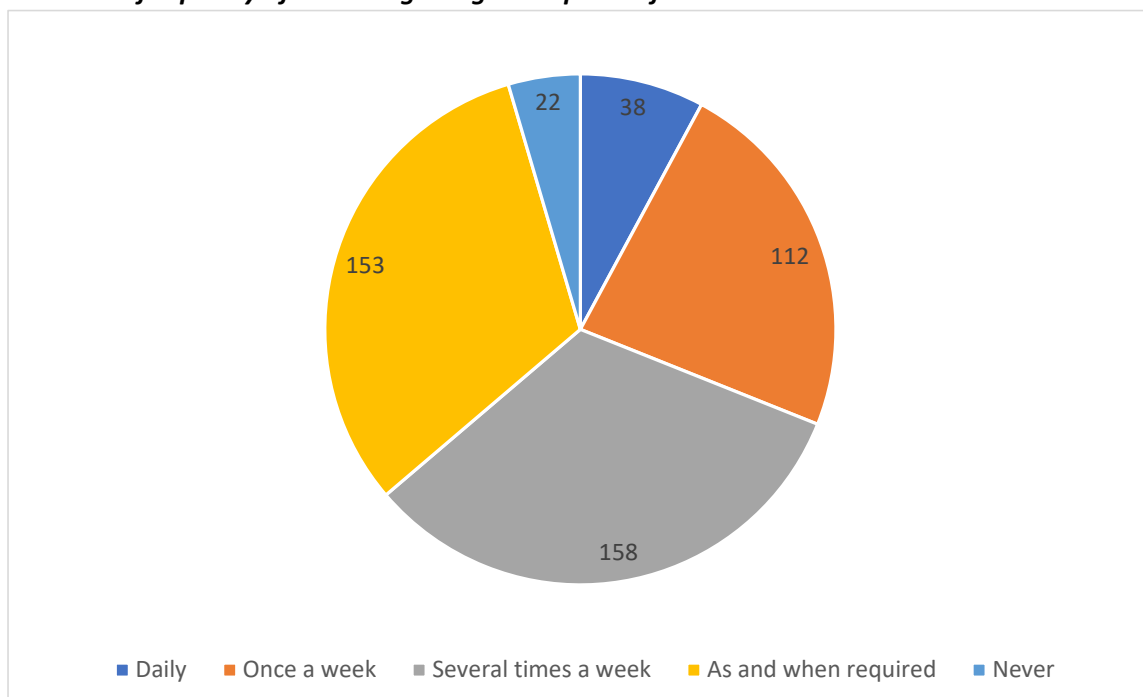
Of those responding, employees indicated that hybrid working had positively or very positively impacted their work-life balance (97%), their health and well-being (94%), their productivity (98%) and the productivity of their service (96%).

Chart 19 – the extent to which hybrid working has affected employees and productivity



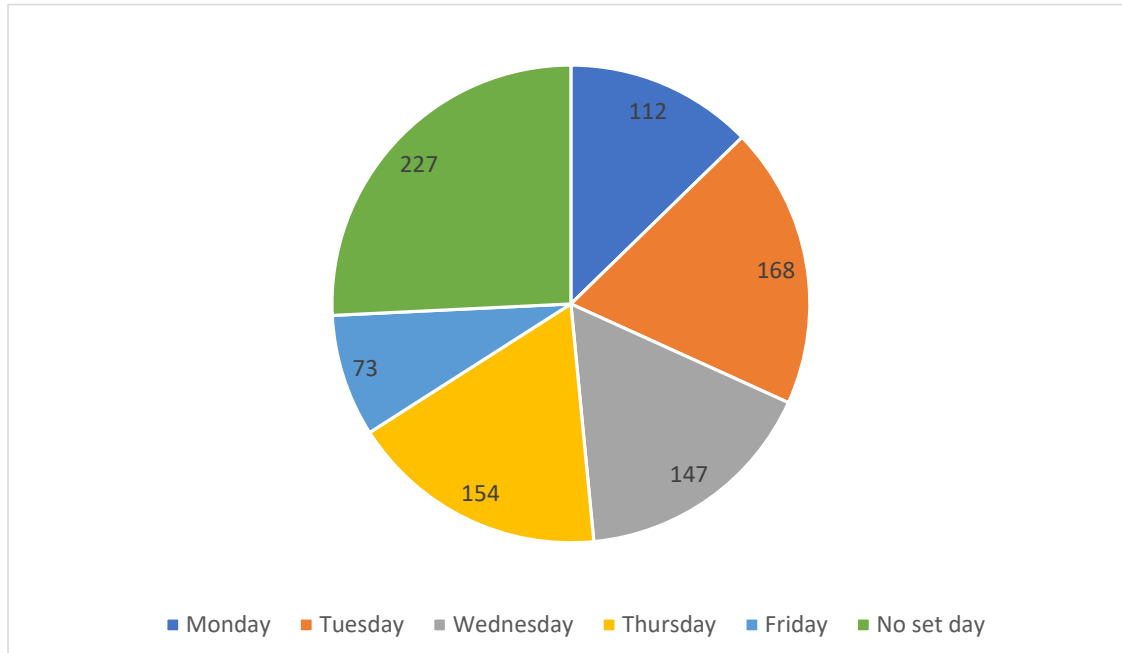
33% of employees whose role allows hybrid (flexible) working attend their designated place of work several times a week, with 23% attending once a week. 32% attend as and when required.

Chart 20 – frequency of attending designated place of work



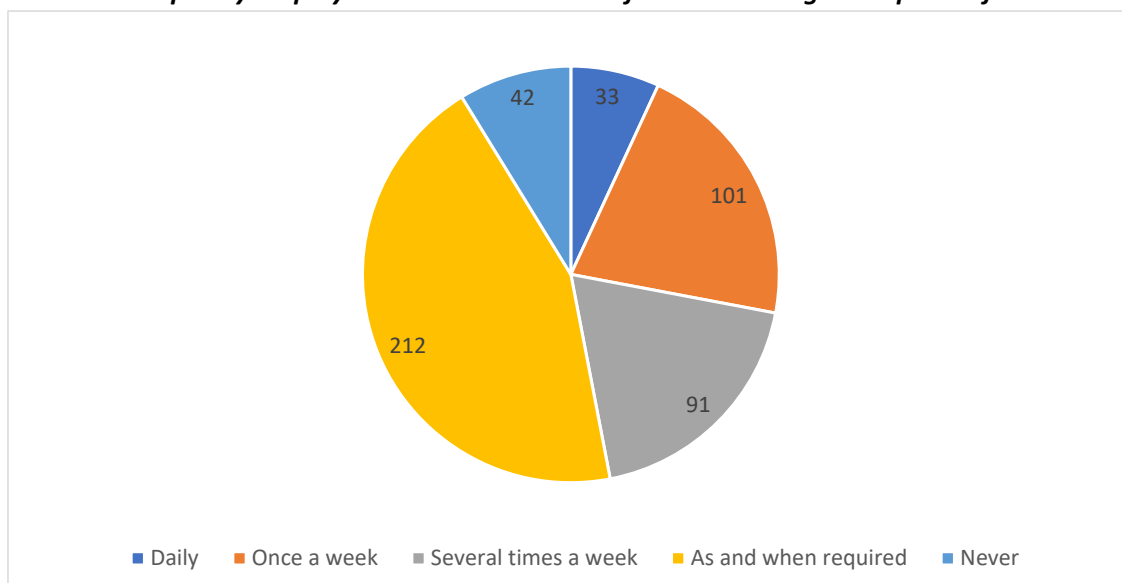
48% of employees who responded do not have a set day on which they work from their designated place of work with 24% attending on Mondays, 35% Tuesdays, 31% Wednesdays, 32% Thursdays and 15% on Fridays.

Chart 21 – Days of the week regularly worked from designated places of work



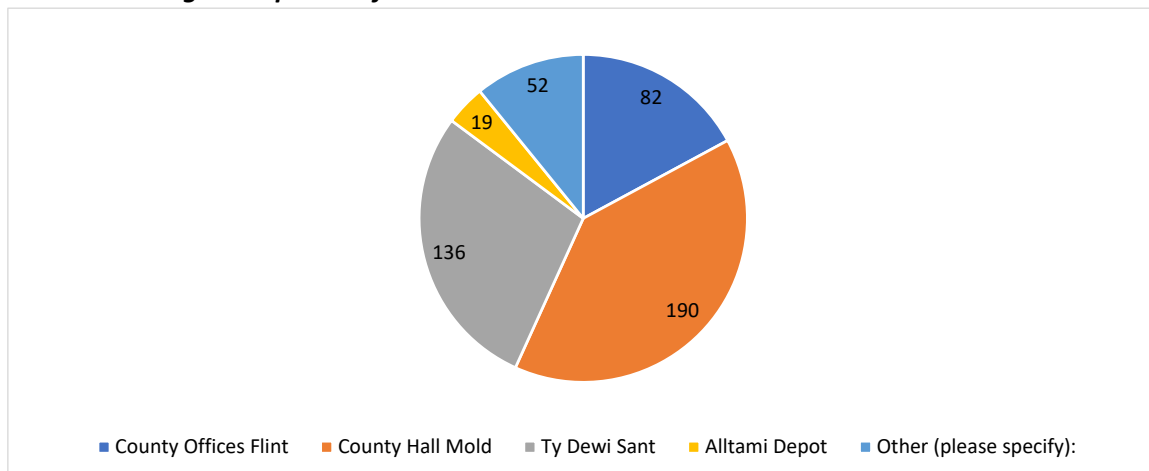
When asked how often they would like to work from their designated place of work, 44% of those who responded would like to work as and when required, 21% would like to attend once a week, 19% several times a week and 7% daily. 9% of respondents would not like to attend their designated place of work at all.

Chart 22: Frequency employees would like to work from their designated place of work



Of those responding to the question 40% of employees were designated to work at County Hall, 28% at Ty Dewi Sant, 17% at County Offices Flint, 4% at Alltami Depot.

Chart 23: Designated places of work



Other locations listed were: Westwood Centre, Aston Centre, Business Parks/Enterprise Centre, Ty Nyth, Flying Start Connah’s Quay, Northop College, Connects, Wepre Park and Greenfield Valley, Llwynegrin Hall, Holywell Community Hospital, schools, playgroups and nurseries across the county.

Employees were given the opportunity to supply more information about hybrid working.

Much of the feedback received in this area has already been covered in the Health and Well-being feedback section, however a summary of further comments can be found below:

One size doesn’t fit all and the application of hybrid working and the frequency of time in the office should be considered around the needs of the service.

For the productivity of the service and to promote healthy working relationships employees should be expected to attend the office at least one day a week.

Hybrid working is an extremely attractive proposition, both for the retention of existing employees and the recruitment of new.

Quiet working spaces, with less interruptions promotes greater productivity.

Regularly touching base with the team improves morale and knowledge sharing.

Positive impacts on health and well-being.

Hybrid working better facilitates working from multiple locations.

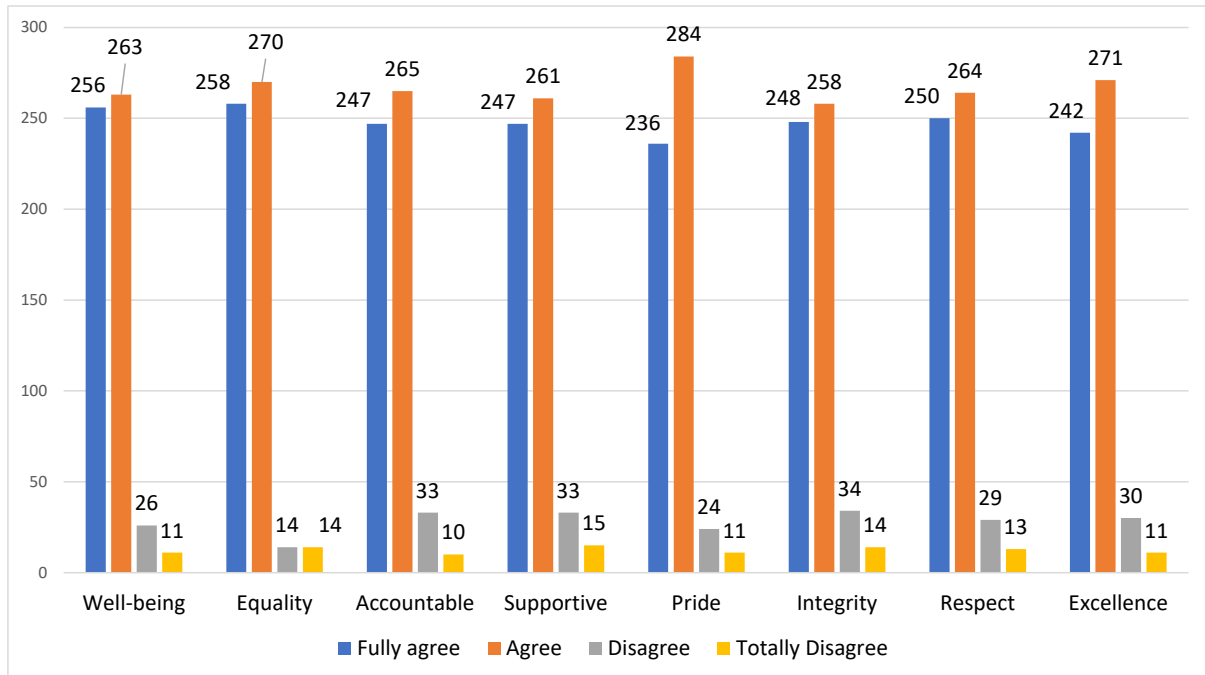
Steps are now needed to embed hybrid working into the Council’s spatial/structural culture. The office needs to become a hub for collaborative meeting spaces with more rooms provided to facilitate Teams calls.

Section 6: Our Values

In the final section of the survey employees were asked for their views and opinions on a new set of proposed Core Values ‘WeAspire’ to sit at the heart of everything we do.

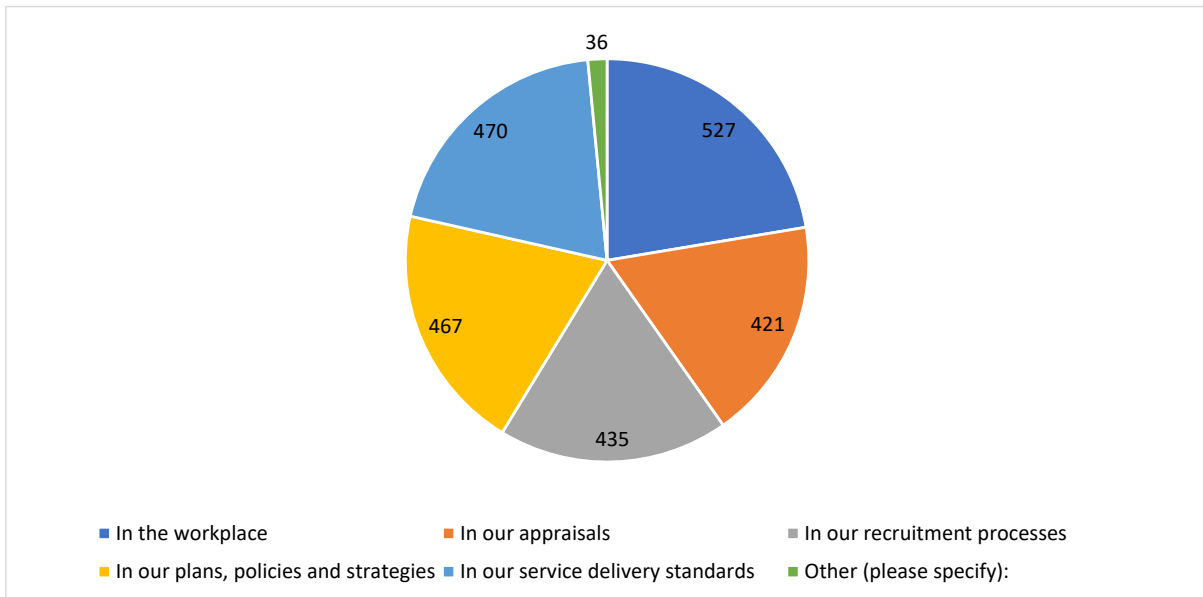
93% of all employees who responded agreed with each of the eight themes of ‘WeAspire’.

Chart 24: Extent of agreement with the core value themes



When asked where employees would expect to see the core values embedded 95% identified the workplace, 85% in our service delivery standards, 84% in our plans policies and strategies, 79% in our recruitment processes, 76% in appraisals.

Chart 25: Where employees expect to see these core Values embedded

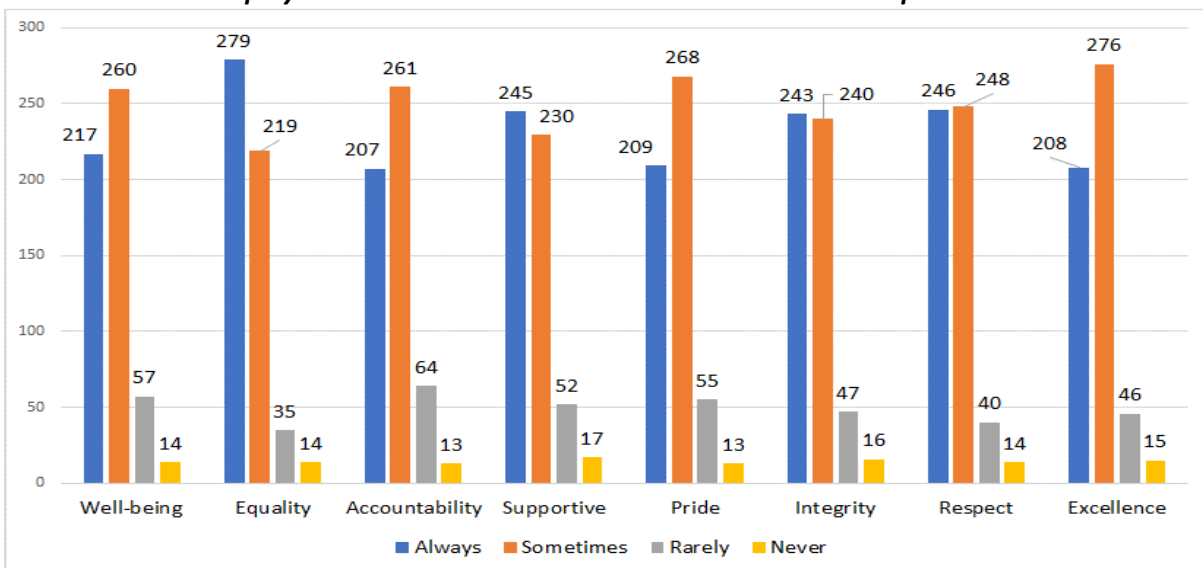


When asked where else employees would expect to see the Values embedded the general overall feeling was that this is about behaviour and should be demonstrated at all levels of the Council, everywhere and in everything we do. From the way employees treat one another, customers and residents to planning budgets and pay awards.

Other comments put forward were less supportive of some of the themes feeling some had been proposed more to fit the acronym than reflecting the needs of the Council.

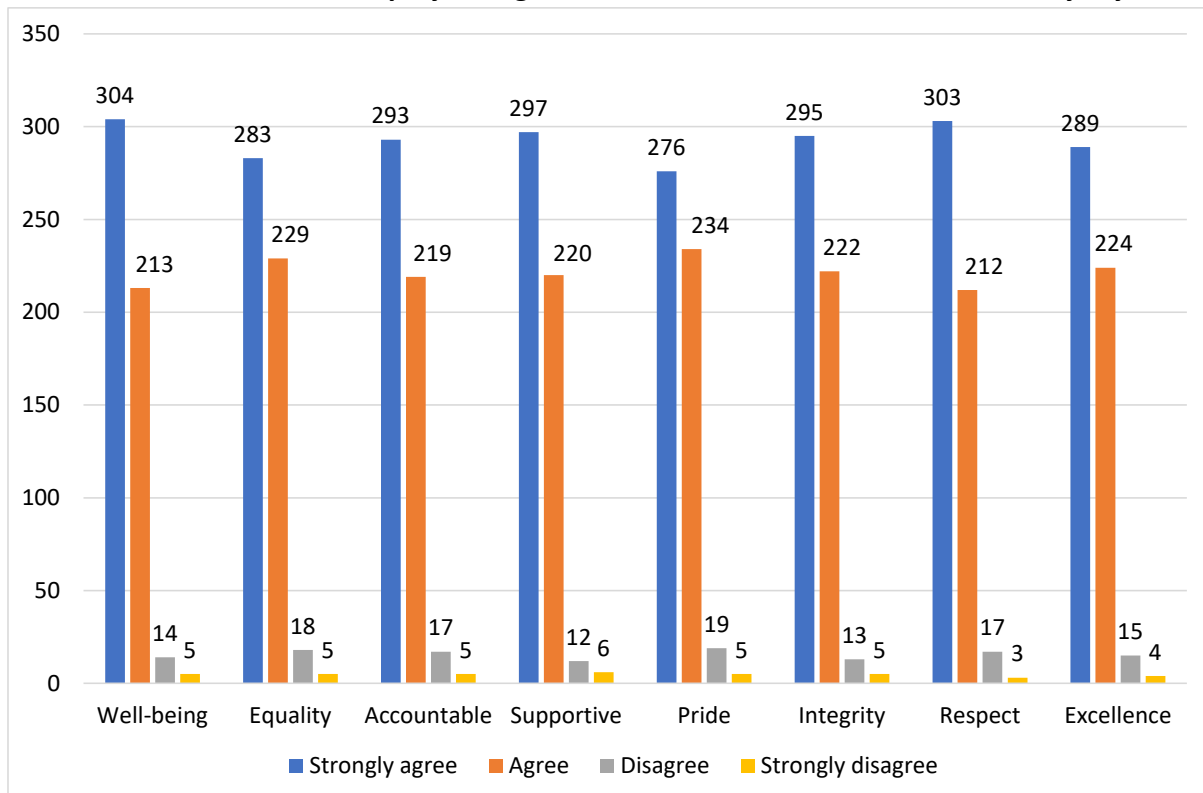
When considering the extent to which employees always or sometimes see these core Values demonstrated in the workplace all behaviours scored 86% and above. Equality (91%), Respect (90%), Excellence (89%), Integrity (88%), Pride (88%), Supportive (88%), Well-being (87%) and Accountability (86%).

Chart 26: Extent employees see the core Values demonstrated in the workplace



96% of employees responding to each of the eight themes agree or strongly agree that embedding these core values into everything we do will add value to our everyday work.

Chart 27: extent to which employees agree the Values will add value to our everyday work



When asked what if anything was missing from the core Values a summary of the feedback can be found below:

- Job satisfaction.
- More employee engagement to demonstrate how service suggestions actually result in positive change.
- Equality and Integrity suggest the same behaviours perhaps combine them.
- Employee reward and recognition.
- Visibility of services out in the community, moving away from a 'contact us' approach.
- Excellence - needs to state 'within the resources we have available' to manage expectations.
- Excellence - widen the theme to include internal continuous improvement.
- Excellence – should reflect performance and innovation.
- Emphasis on the Council 'trust' for employees to do their job.
- Nurture and Care – especially for children's services.
- Communication.
- Transparency.
- Honesty.
- Openness.

- Innovative.
- Creative.
- Community.
- Value / Value for Money.
- Transparency internally and externally, we should not be aspiring to do more than we have the resources to deliver.
- Reliability.
- Replace accountable with responsible
- A whole team Flintshire approach needs to be embedded, removing silos and competition.
- Individuality – employees circumstances are all different and should be supported.
- Development, learning and training.
- Replace We Aspire with something more recognisable and memorable “Flintshire County Council – For People, By People”.
- Connected – working together understanding each areas priorities.
- Resilient.
- Resourceful.
- Change.
- Consistency of approach.

Employees were given the opportunity to further comment on the proposed core Values, a summary of feedback received can be found below.

Embedding the values consistently across the organisation will be a challenge, yet an opportunity.

Concerns that maybe there are too many, and four key, concise, memorable words/sentences may be more beneficial.

Reward and recognition for the work employees do is also an important factor alongside engaging and involving them in decisions being taken.

It was considered that elected members do not always adhere to these Values in their dealings with employees.

A move away from ‘we’ to ‘I’ may be more powerful and promote individual accountability.

Positive, people or place may work better than Pride.

The development of a clear strategy for embedding the Values consistently across all Portfolios, adopting a ‘Team Flintshire’ approach will be important to success, along with the development of clear consequences for those who fail to meet the Values.

There is need for clear visible leadership the implementation of the Values with buy in at all levels of the organisation and across all Portfolios.

It is important the Values support and underpin the work we do, but not to the extent that it becomes a tick box exercise with an on proving compliance e.g. appraisals.

Being professional, behaving with integrity, recognising good work, rewarding a good work ethic - and ensuring a happy workforce and caring for others is integral to an effective organisation.

Capacity and resource needs to be carefully considered when pledging commitment to these Values, frustration can negatively impact our interactions as services struggle with their own pressures and financial uncertainties.

Flintshire already operates to high standards, going above and beyond what is required of it for its customers and communities.

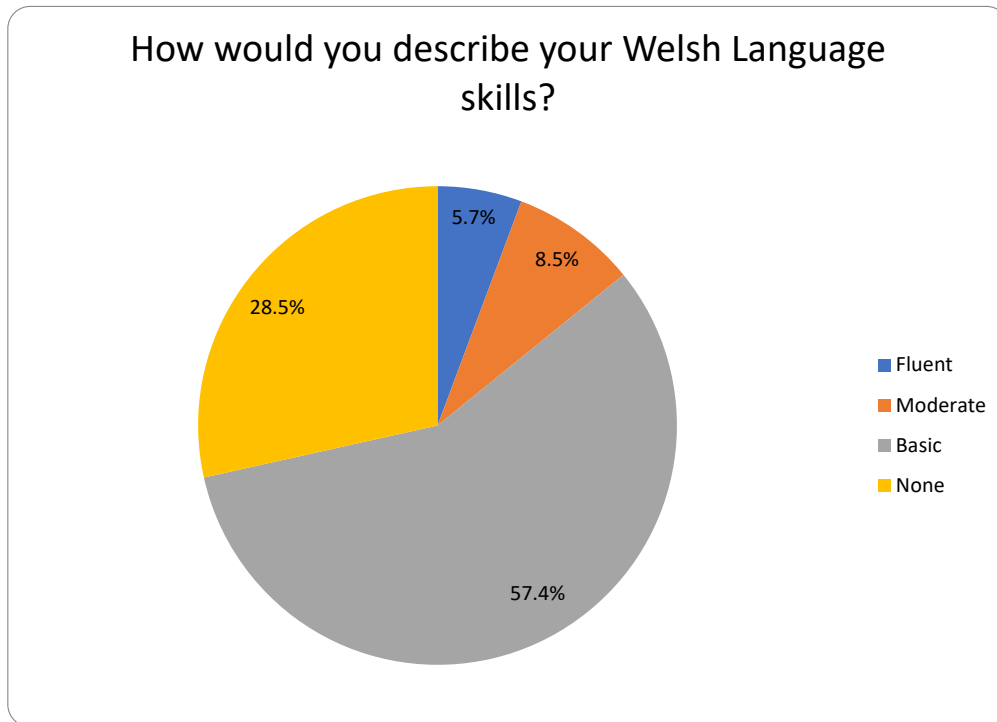
Transforming minds and attitudes can be a very slow process, but Flintshire is on the right track.

Perhaps the term 'We look after ourselves' has the potential to be misinterpreted and taken out of context.

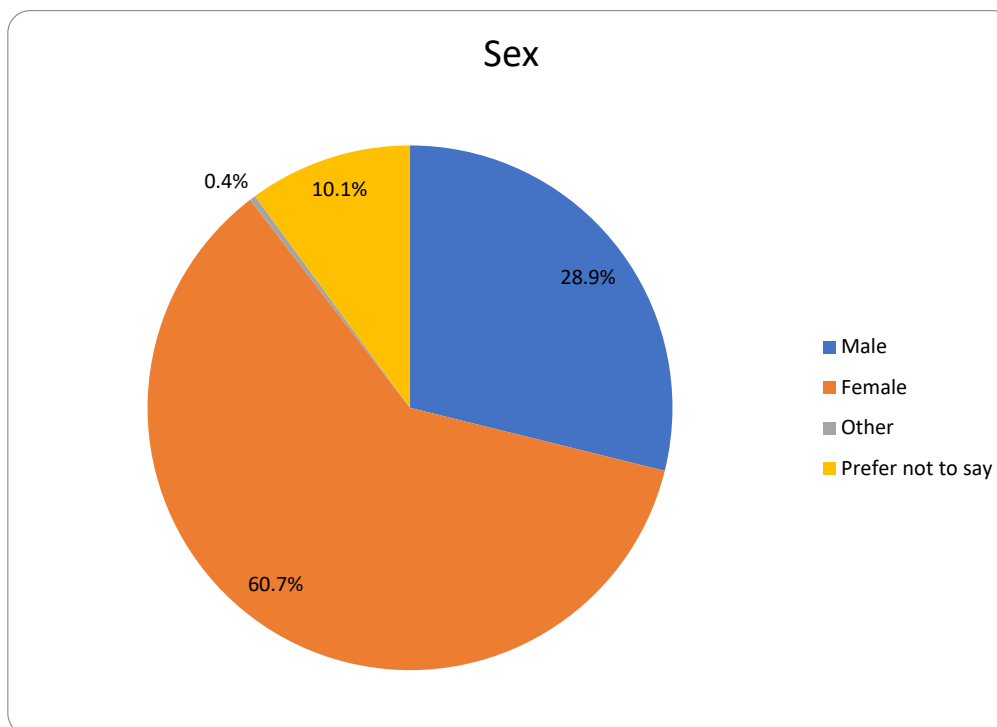
Commitment to lead the implementation and embed the core Values across the whole organisation.

Equality Monitoring

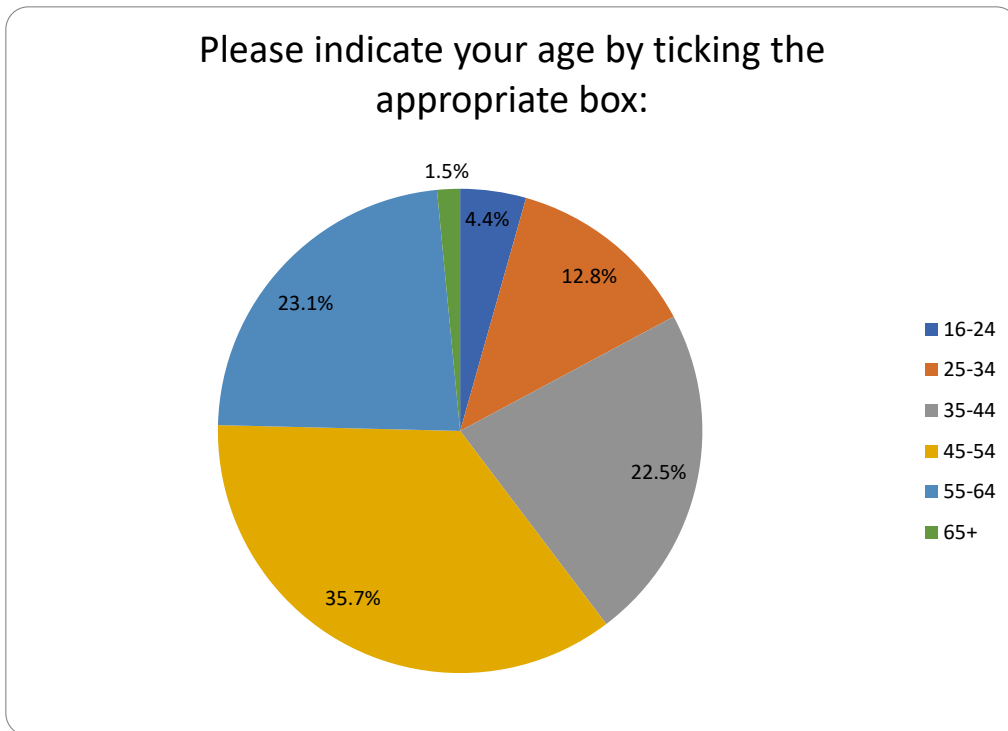
Responses received 544



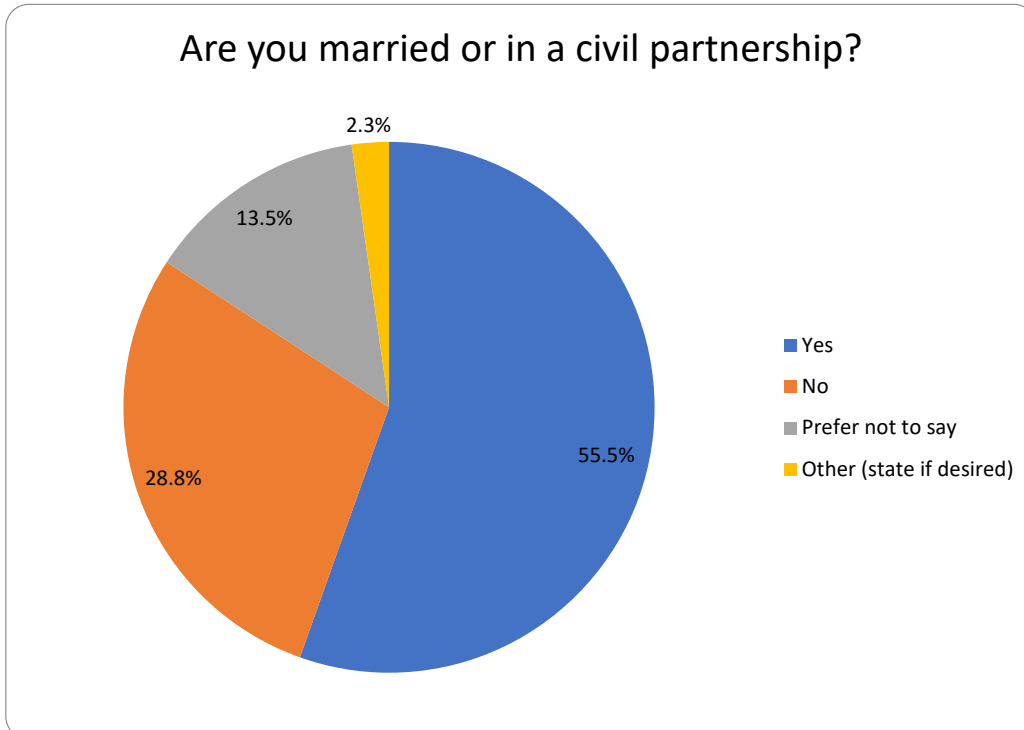
Responses received 537



Responses received 524

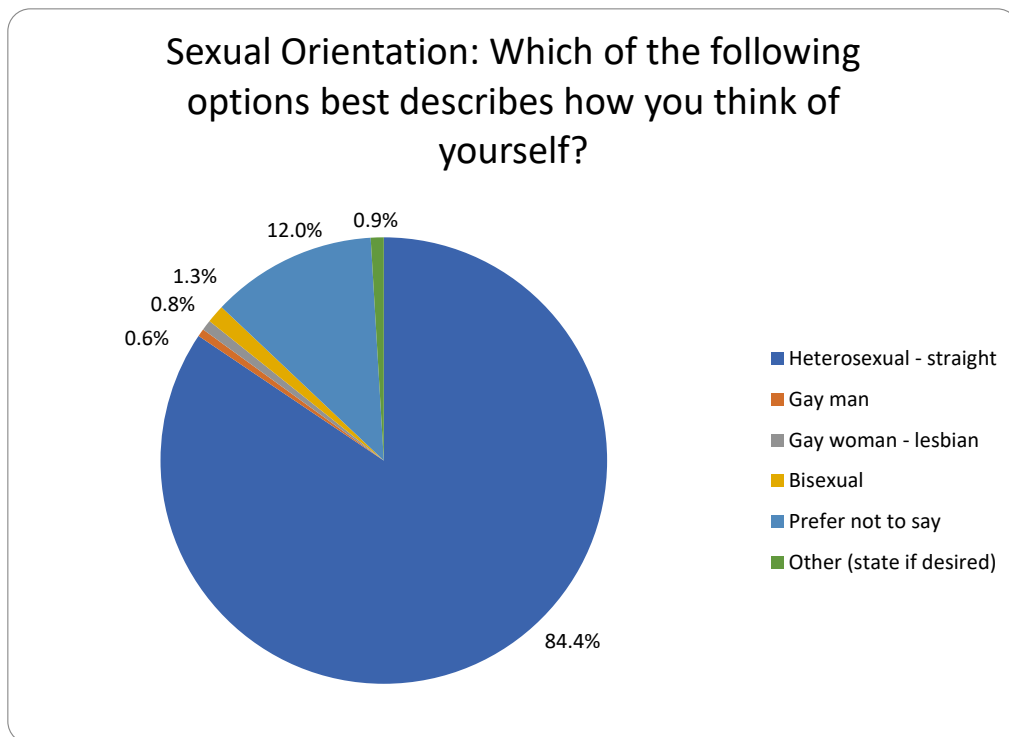


Responses received 532

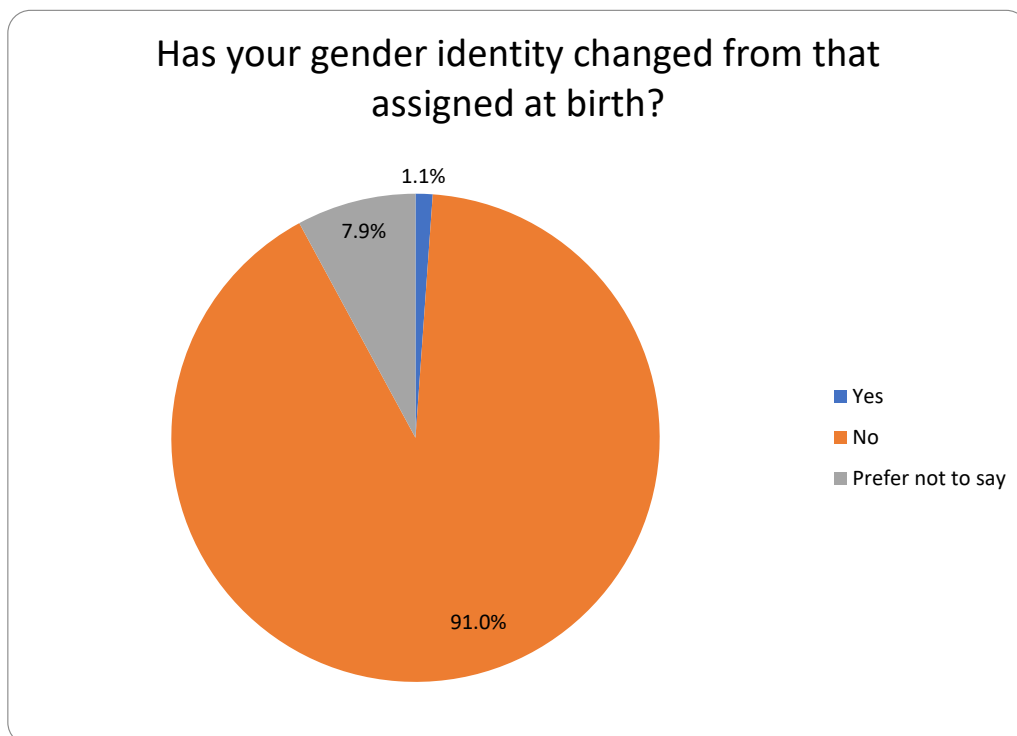


Other (specified): Cohabiting, relationship, living with partner, separated.

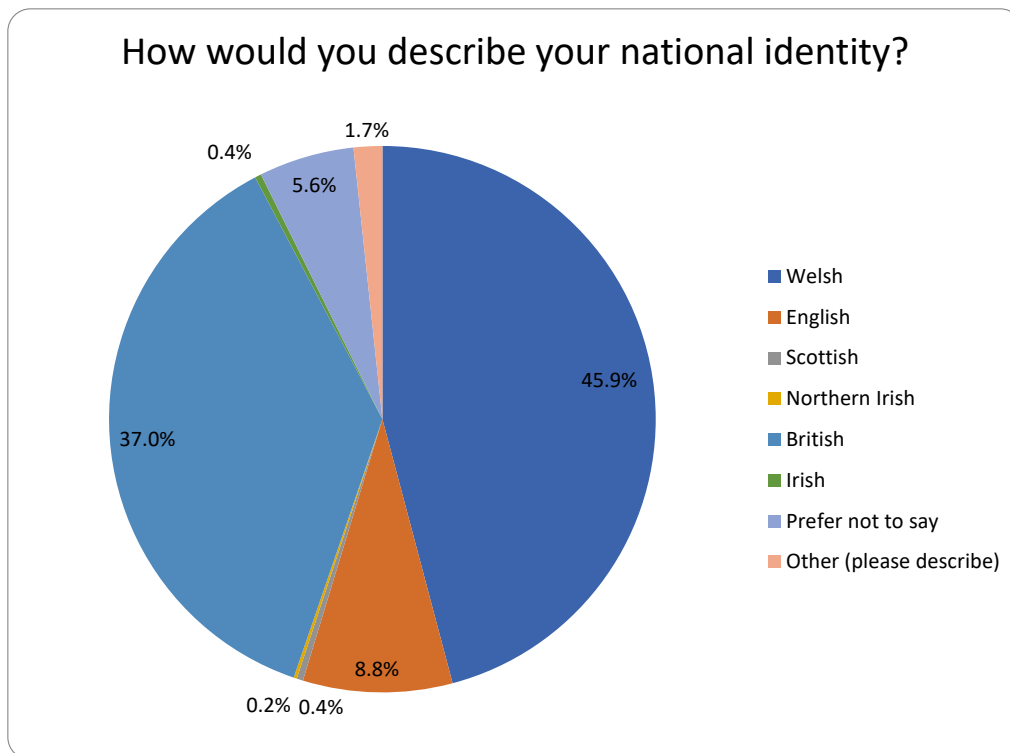
Responses received 533



Responses received 532



Reponses received 532



Other (specified): Welsh and Scottish, European, British/Irish, British Welsh, Dutch.

Responses received 533

	Response Percent
White	91.2%
Gypsy or Irish Traveller	0.0%
Mixed – White / Black Caribbean	0.0%
Mixed - White / Asian	0.2%
Mixed - any other background	0.2%
Black - Caribbean	0.0%
Black - African	0.0%
Black - any other background	0.0%
Asian - Indian	0.2%
Asian -Bangladeshi	0.0%
Asian - Pakistani	0.0%
Asian – Chinese	0.2%
Asian – other	0.0%
Any other ethnicity	0.0%
Prefer not to say	8.1%
Other (please describe)	0.0%

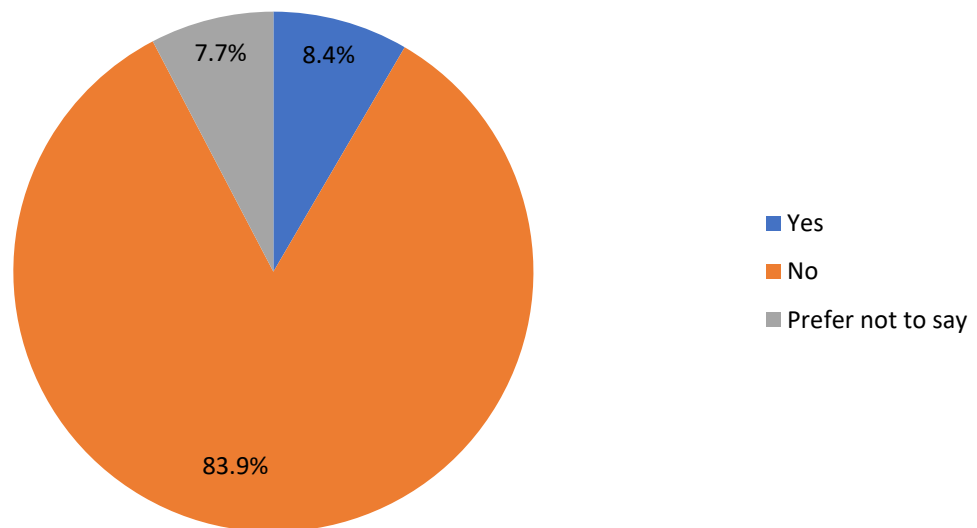
Responses received 532

	Response Percent
Christian (all denominations)	48.1%
Buddhist	0.2%
Muslim	0.2%
Jewish	0.0%
Hindu	0.0%
Sikh	0.0%
Aethist	4.7%
No religion	32.7%
Prefer not to say	13.3%
Other (state)	0.8%

Responses received 534

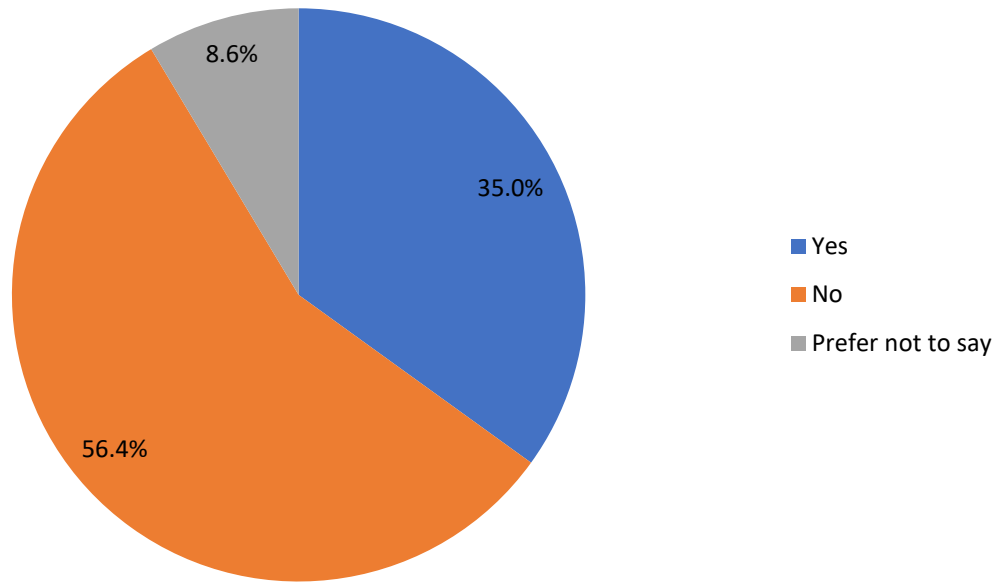
Section 6(1) of the Equality Act 2010 states that a person has a disability if:

- (a) That person has a physical or mental impairment, and
- (b) The impairment has a substantial and long-term adverse effect on that person's ability to carry out normal day-to



Responses received 535

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



One Council, Un Cyngor

Flintshire County Council prides itself on being a Council which performs highly for its local communities, and one which is guided and motivated by a set of strong social values.



A set of organisational values have been developed to make it easier for us to work together by forming a culture and a vision that we can all share. They define what we do and how we do it. The ethos of One Council underpins the Chief Executives vision of one Council, one team.

These core values sit at the heart of everything we do – they underpin the way we operate as an organisation. They influence our choices and our behaviours - they are the thread running through everything we do.

WELLBEING – We look after ourselves, each other, and the environment.

EQUALITY – We are committed to creating a workplace that is fair and inclusive, which welcomes diversity and recognises the contribution and potential of every individual.

ACCOUNTABLE -We work together with our communities and our partners to make things happen and do what we say we will do.

SUPPORTIVE - We work as one team to create an environment which enables our employees to work safely, maintain good health and well-being, feel valued, and part of one organisation.

PRIDE - We are passionate about making a positive difference to the people and place of Flintshire.

INTEGRITY - We act consistently, and fairly and build trust through responsible actions and honest relationships.

RESPECT - We value everyone and treat people with dignity and professionalism.

EXCELLENCE - We will develop sustainable ways of delivering services which meet our needs now and into the future and we will act promptly if we think we can do things better for the residents of Flintshire.



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CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Call-in report - Council's Transition to a Restricted Capacity Residual Waste Collection Model
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Streetscene & Transportation
Report Author	Democratic Services Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

A decision of the Cabinet - Record No 4236 the *Council's Transition to a Restricted Capacity Residual Waste Collection Model* was called in.

The call-in meeting of the Environment & Economy Overview & Scrutiny Committee was held on 30th July 2024 at 2pm.

Having considered the decision, the committee chose Option 2: to resolve that 'the explanation be accepted but not endorsed by the Overview & Scrutiny Committee'.

This meant that the decision made at Cabinet on 23rd July 2024 could be implemented.

RECOMMENDATIONS

1	That the cabinet notes the decision of the Environment & Economy Overview & Scrutiny Committee call-in meeting with regard to Record No 4236 the Council's Transition to a Restricted Capacity Residual Waste Collection Model.
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REPORT DETAILS

1.00	EXPLAINING THE CALL IN
1.01	<p>At the meeting of the Cabinet which was held on 23rd July 2024, the Council's Transition to a Restricted Capacity Residual Waste Collection Model report was considered.</p> <p>The recommendations of that report, were as follows:</p> <ul style="list-style-type: none">a) That Cabinet acknowledges and notes the outcomes of the modelling work undertaken on restricting the capacity of residual waste collections; andb) That Cabinet supports a transition to the most effective service delivery model of retaining a comprehensive weekly recycling collection service and reducing residual waste collections to once every four weeks while retaining the 180L black wheeled bin to realise maximum recycling performance increase, greenhouse gas emission reduction and cost reduction.
1.02	<p>The decision of the Cabinet, which was published as Record No 4236 is as follows:</p> <ul style="list-style-type: none">a) That Cabinet acknowledges and notes the outcomes of the modelling work undertaken on restricting the capacity of residual waste collections; andb) That Cabinet supports a transition to the most effective service delivery model of retaining a comprehensive weekly recycling collection service and reducing residual waste collections to once every three weeks while retaining the 180L black wheeled bin to realise maximum recycling performance increase, greenhouse gas emission reduction and cost reduction.
1.03	<p>That decision was called in by two different sets of Councillors.</p> <p>Set 1 consisted of Cllrs. Alasdair Ibbotson, Carolyn Preece, Dan Rose, Sam Swash, and Gillian Brockley on the following grounds:</p> <ul style="list-style-type: none">1. <i>We believe the financial figures for the saving are not reliable;</i>2. <i>We believe that it is not possible to recover the amount of additional recycling projected through moving to a three weekly model;</i>3. <i>We believe that the cabinet has not carried out the necessary consultation in line with Audit Wales' recent report into the council on incorporating service user feedback.</i> <p>Set 2 consisted of Cllrs. Bill Crease, Andy Hughes, Carol Ellis, Richard Jones, Helen Brown, Dale Selvester and Ant Turton on the following grounds:</p>

	<ol style="list-style-type: none"> 1. <i>During E&EOSC meeting on 16th July a unanimous vote rejecting the recommendation for a transition to 4 weekly cycle for black bin collection;</i> 2. <i>The cost savings being sought could be achieved through a 'best practice approach to the handling of waste set out for kerbside recycling & HRC operations;</i> 3. <i>Figures quoted are outdated & are no longer applicable.</i> <p>Although there were 2 call-ins, because they related to the same decision and were similar in reasoning, both were heard under one single item.</p>
1.04	<p>The call in was heard by the Environment & Economy Overview & Scrutiny Committee on Tuesday 30th July 2024 at 2pm.</p> <p>The decision of the Environment & Economy Overview & Scrutiny Committee was option 2, that 'the explanation be accepted but not endorsed by the Overview & Scrutiny Committee'.</p> <p>In selection option 2 it allows the decision to be implemented following the Overview and Scrutiny meeting.</p> <p>The Cabinet were notified to this effect on 1st August 2024.</p>

2.00	RESOURCE IMPLICATIONS
2.01	As identified in the previous report to the Cabinet on this issue.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	As identified in the previous report to the Cabinet on this issue.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	As identified in the previous report to the Cabinet on this issue.

5.00	APPENDICES
5.01	Appendix 1 – Report of the Chief Officer (Streetscene & Transportation) on the <i>Council's Transition to a Restricted Capacity Residual Waste Collection Model</i> considered at Cabinet on 23 rd July.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Appendix 1 – Report of the Chief Officer (Streetscene & Transportation) on Council’s Transition to a Restricted Capacity Residual Waste Collection Model considered at Cabinet on 23rd July.</p> <p>Flintshire County Council Overview & Scrutiny Call-in Arrangements</p>

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

8.00	GLOSSARY OF TERMS
8.01	<p>Call in: under section 21 (3) of the Local Government Act 2000, an Overview & Scrutiny committee can review a decision which has been made but not implemented. This is known as a ‘call in’.</p>

CABINET

Date of Meeting	Tuesday, 23 rd July 2024
Report Subject	The Council's Transition to a Restricted Capacity Residual Waste Collection Model
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

From 2024/2025, the statutory target for the amount of waste prepared for reuse, recycled and composted has increased to 70%, having previously been set at 64% in the preceding years as part of Welsh Government's "Beyond Recycling" Strategy.

However, as a Council, Flintshire did not manage to achieve the previous statutory target of 64% in any of the preceding four years and, without significant service change, will not meet the 70% target required by 2025. This could lead to further significant financial penalties being imposed by Welsh Government, which are already expected to be in excess of £1million for 2021/22 and 2022/23.

Following the public consultation in early 2024 and the Council's adoption of the Resource and Waste Strategy in March 2024, a recommendation was approved by Cabinet to consider a further report in June 2024 to outline the Council's transition to a restricted capacity residual waste collection model, which was committed to in Priority Two of the Strategy and recognised as an effective method of reducing residual waste and maximising recycling collected.

To support with this, the Council engaged with WRAP Cymru, Local Partnerships and their consultants, WPS and CRS, to undertake a modelling exercise to simulate different residual waste collection methods for the purpose of identifying the optimum model for:

1. maximising recycling potential and improving performance.
2. reducing our impact on the environment by reducing greenhouse gas emissions
3. reducing operational costs

That exercise has now drawn to a close and consideration must now be given to the outcome of the modelling work and the most effective collection model to be utilised. The purpose of this report is to outline the modelling work undertaken and present the proposed collection model to be adopted by the Council in order to achieve the statutory target of 70%.

RECOMMENDATIONS	
1	That Cabinet acknowledges and notes the outcomes of the modelling work undertaken on restricting the capacity of residual waste collections.
2	That Cabinet supports a transition to the most effective service delivery model of retaining a comprehensive weekly recycling collection service and reducing residual waste collections to once every four weeks while retaining the 180L black wheeled bin to realise maximum recycling performance increase, greenhouse gas emission reduction and cost reduction.

REPORT DETAILS

1.00	Outcome of Recycling and Waste Modelling Exercise															
1.01	<p><u>Background and Context</u></p> <p>The recycling rate in Flintshire of 62.77% (2023/24) was again below the level required to achieve the target of 64% (previous target) and well below the level required to achieve the current target of 70%.</p> <p>The table below shows Flintshire’s performance over the last four years, where we have continually missed the target, year after year.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #202020; color: white;"> <th style="text-align: left;">Year</th> <th style="text-align: left;">Target</th> <th style="text-align: left;">Actual Performance</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>64%</td> <td>63.98%</td> </tr> <tr> <td>2021/22</td> <td>64%</td> <td>60.08%</td> </tr> <tr> <td>2022/23</td> <td>64%</td> <td>61.51%</td> </tr> <tr> <td>2023/24</td> <td>64%</td> <td>62.77% (awaiting verification by NRW)</td> </tr> </tbody> </table>	Year	Target	Actual Performance	2020/21	64%	63.98%	2021/22	64%	60.08%	2022/23	64%	61.51%	2023/24	64%	62.77% (awaiting verification by NRW)
Year	Target	Actual Performance														
2020/21	64%	63.98%														
2021/22	64%	60.08%														
2022/23	64%	61.51%														
2023/24	64%	62.77% (awaiting verification by NRW)														
1.02	<p>The Waste (Wales) Measure (2010) made the targets for reuse, recycling and composting statutory from 2012-13. This status allows Welsh Government to levy financial penalties against Councils that fail to achieve them. The statutory targets are weight based and have increased gradually over time.</p> <p>We have continually reported that the Council faces significant fines for not achieving the statutory recycling targets during 2021/22 and 2022/23. The fines for missing the targets over these two financial years equate to more than £1million.</p> <p>Following the 2023/24 end-of-year reporting, it is known that Flintshire has again not achieved the statutory recycling target resulting in the possibility of a further significant financial penalty.</p> <p>From April 2024, the target has now increased to 70% and the Council faces further fines per annum, based on current recycling levels, which could exceed £1million annually.</p>															
1.03	<p><u>Waste Data Analysis</u></p> <p>Compositional analysis for the residual waste stream was undertaken in 2022. This information shows that, despite providing a comprehensive weekly recycling collection service, supported by additional provision at five household recycling centres (HRCs), a number of residents continue to place valuable recyclable</p>															

materials into the residual waste bin where they are then lost from recycling and cost the authority a significant amount of money to dispose of.

Using data from 2022/23, to achieve the 70% recycling target, we need to divert 7,600 tonnes of material from the residual waste stream to the existing kerbside recycling services or HRCs.

The compositional analysis shows that 13,410 tonnes of material in the residual waste bin could have been recycled using the existing services and, of this, 6,940 tonnes was food waste. The following table summarises the materials found in the black bin.

Materials	% of Kerbside Residual	Mass of Materials (t)
Food Waste	30%	6,940
Dry Recycling	13%	3,010
Other Recycling	10%	2,310
Garden Waste	3%	690
Absorbent Hygiene Products (AHP)	2%	460

The remaining 42%, 9,710 tonnes, is non-recyclable waste that was correctly presented in the residual waste bin.

Having analysed the compositional analysis, a separate review was undertaken on the recycling performance of kerbside collected waste alone. This has demonstrated that, over the last six years, the kerbside recycling performance has remained consistent between 49% and 51% (see **Appendix 1**), whilst the overall recycling performance (the recycling performance capturing all the recyclable materials collected by the Council) has fluctuated between 60% and 69%.

The analysis does show variations in tonnages collected, with increased yields being seen in 2020/21 due to the impact of the COVID pandemic, for example, however, the performance is unaffected and remains static.

This indicates that, while the current kerbside collection model remains the same, as it is now, there will not be any significant improvement in the recycling performance and capture of vital resources from the residual waste stream.

1.04 Council Risk and Assurance

Due to the current risk of infraction fines and inability to achieve statutory targets, this has been highlighted as a strategic risk rated RED for the Authority.

As this has been reported as a strategic RED risk, an internal audit was undertaken on the service during 2023-2024 to identify the reasons for the failure to meet recycling targets and provide assurance that the Council is taking effective steps to mitigate the risk.

This audit has an assurance rating of RED with four clear actions identified that the Council will take to mitigate the potential of fines and increase recycling performance. A copy of the internal audit report is presented in **Appendix 2** and will be presented to the Governance and Audit Committee in July 2024.

1.05	<p><u>Welsh Government Position</u></p> <p>The Cabinet Secretary for Climate Change and Rural Affairs has still yet to decide whether to impose any fines for 2021/2022 and 2022/2023 and, as such, is monitoring Flintshire’s performance and actions closely.</p> <p>In arriving at a decision, the Cabinet Secretary has stipulated that the Council must be committed to improving its performance to achieve the statutory minimum targets, which is of fundamental importance, and the plan needs to be credible, in terms of the actions proposed and the commitment from the Authority in place to deliver them.</p> <p>To assist the Council in developing its plan, Welsh Government commissioned the support of its professional advisors, WRAP Cymru and Local Partnerships, who were engaged to support officers in the review of the Council’s strategy and identify any opportunities for operational improvement and efficiency.</p> <p>This work led to the development of a Resource and Waste Strategy (Appendix 3) which was adopted by the Council in March 2024. This Strategy demonstrates a strategic approach to address the performance of the Authority and mitigate against the risk of fines.</p> <p>The Strategy has been developed in line with the waste hierarchy, supporting the principles of waste prevention and minimisation, supporting re-use, recycling and finally residual recovery and landfill for items not suitable for re-use or recycling. The Strategy outlines the global, national, and local context including drivers for change so that our residents are fully informed as to why there is a need to focus on recycling performance, infraction fines and waste compositional analysis.</p> <p>It also considers upcoming legislative and policy change such as the introduction of Extended Producer Responsibility, Deposit Return schemes and the inclusion of Energy from Waste (EfW) being included in the Emissions Trading Scheme (ETS). All of which will impact the materials that we collect, our performance, and ultimately the cost of disposal.</p> <p>As detailed in the Cabinet report of 12th March 2024, a recommendation was approved to bring a further report on the Council’s transition to restricting the capacity of the residual waste collected, as committed to in Priority Two of the Strategy, a fundamental action for achieving the statutory recycling target of 70%.</p> <p>This report now outlines the modelling exercise that has been undertaken on Flintshire’s collection services in order to identify the most efficient collection model.</p>
1.06	<p><u>Recycling and Waste Modelling</u></p> <p>In December 2023, WSP, in conjunction with CRS, were appointed by WRAP Cymru to support Flintshire in the review of options to improve its recycling performance through the assessment of three different collection models.</p> <p>The exercise that took place sought to identify the most efficient and effective model focusing on three aspects:</p> <ol style="list-style-type: none"> 1. maximising recycling potential and improving performance. 2. reducing our impact on the environment by reducing greenhouse gas emissions 3. reducing operational costs

The options put forward for modelling were based around the restriction of residual waste, as evidenced data demonstrates that this method increases the capture rate of dry recycling and food waste at the kerbside.

As we intended to change the existing operational shift patterns and remove Saturday collections in the future, the modelling options have factored in a change from a six-day working week to a five-day working week, Monday to Friday.

The table below sets out the 'baseline' position, based on Flintshire's current collection methodology (fortnightly collection with a 180L black wheeled bin on a six-day collection), and an 'enhanced baseline' (fortnightly collection with a 180L black wheeled bin on a five-day collection) with three modelled options for consideration, 1a, 2a and 3a.

Option	Description
Baseline (existing)	180L Fortnightly - 6 day working week (90L capacity per week)
Enhanced Baseline	180L Fortnightly - 5 day working week (90L capacity per week)
Option 1a	180L black wheeled bin collected 3 weekly - 5 day working week (60L capacity per week)
Option 2a	180L black wheeled bin collected 4 weekly - 5 day working week (45L capacity per week)
Option 3a	120L black wheeled bin collected fortnightly - 5 day working week (60L capacity per week)

1.07 The modelling of options 1a, 2a and 3a has been undertaken on the enhanced baseline position as the service intends to transition to a five-day working week for several operational efficiency reasons, which are namely to: -

- Improve recruitment opportunities.
- Reduce leave requests for the same working day.
- Decrease the impact of sickness absence.
- Reduce reliance on agency staff.
- Improved service delivery
- Reduce operational impact from residents being at home (e.g., access obstruction from parked cars)
- Allow for flexibility to change collection days (Christmas/New Year/adverse weather)
- Allow for vehicle maintenance on non-working days.
- Streetscene contact centre does not operate on the weekend restricting support to customers on a Saturday collection day.

1.08 Modelling Process
 The three options were modelled using WRAP's Kerbside Analysis Tool (KAT). This uses a combination of actual data from our existing collection service, such as vehicle and resourcing levels, unit costs, and material yields, and combines them with evidence-based assumptions drawn from reliable data sets from other local authorities. KAT is an established and widely used tool which has supported many councils to assess and implement changes to waste collections.

Appendix 4 provides further detail on what data was provided for the modelling exercise to take place, how the assumptions were calculated, and the methodology for calculation. Making use of WRAP’s “CarbonWARM” emission factors, the greenhouse gas reductions from each option were also calculated.

1.09 Modelling Outcomes - Recycling Performance

The modelling exercise has identified that Option 2a (180L black wheeled bin collected 4 weekly - 5 day working week (45L capacity per week)) achieves the highest performance increase at 5.9 percentage points, against the Enhanced Baseline.

The greatest restriction on available weekly residual capacity results in the highest diversion of food and dry recycling from the residual stream, while the 4-weekly collection frequency means that capture is maximised.

Option 1a (180L black wheeled bin collected 3 weekly - 5 day working week (60L capacity per week)) and option 3a (120L black wheeled bin collected fortnightly - 5 day working week (60L capacity per week)) exhibit similar performance increases at 4.5 and 4.3 percentage points respectively, with Option 3a expected to be slightly lower due to the more frequent residual waste collection, resulting in less uptake of weekly food waste recycling services.

The following table sets out the change in recycling yields, overall waste arisings and performance that the modelling has calculated:

Option	Mass Reused & Recycled (t)	Mass Composted (t)	Total Municipal Arisings (t)	Re-use, Recycling & Composting Rate %	Change relative to Baseline - % Points
Baseline	27,314	16,689	71,542	61.5%	
Enhanced Baseline	27,314	16,689	71,542	61.5%	0.0%
Option 1a – 180L 3 weekly	28,347	18,769	71,350	66.0%	4.5%
Option 2a – 180L 4 weekly	28,580	19,417	71,217	67.4%	5.9%
Option 3a – 120L fortnightly	28,345	18,623	71,370	65.8%	4.3%

The potential increase in recycling performance is based on 2022/23 data when the recycling rate was 61.51%. Applying the potential increase on to 2023/24 performance, we could realise an improvement in performance of up to 68.67% (based on option 2a).

While Option 2a has identified the largest performance increase, this collection model does not fully achieve the statutory target of 70% on its own. This is why it is just one of several actions identified in the Resource and Waste Strategy aimed at achieving the target and meeting our strategic objectives.

Some actions from the strategy have already been implemented, some are at planning and proposal stage (such as this), and others will require investment and industry solutions to implement. The service will continue to work towards implementing those identified action throughout the six-year life cycle of the Strategy.

1.10 The table below provides further details of the individual waste stream yield increase or decrease for each option. This identifies higher yields of dry recycling (paper, card, tins, plastics, glass) and food waste, with significant decreases in residual waste.

Material Stream	Baseline	Enhanced Baseline	Option 1a	Option 2a	Option 3a
	Mass (t)	Mass (t)	Mass (t)	Mass (t)	Mass (t)
Kerbside Dry recycling	12,682	12,682	13,974 +1292	14,249 +1567	13,974 +1292
Food waste	4,480	4,480	7,146 +2666	7,976 +3496	6,958 +2478
Residual waste	22,855	22,855	18,898 -3957	17,792 -5063	19,085 -3770

1.11 Modelling Outcomes - Carbon Reduction

With respect to greenhouse gas (GHG) emissions, Option 2a sees the largest emission reduction of -2,045 tonnes Co2e, compared to -1,575 tonnes Co2e for Option 1a and -1,491 tonnes Co2e for Option 3a. This is predominantly due to the increased amount of recycling and food capture combined with the greatest reduction in residual waste sent to Energy from Waste (EfW).

Material	Enhanced Baseline	Option 1a 180L 3-weekly	Option 2a 180L 4-weekly	Option 3a 120L fortnightly
GHG Emission relative to EfW - Tonnes CO2e	-7,868	-9,372	-9,823	-9,364
Emissions from fuel - Tonnes CO2e	873	803	784	878
Total - Tonnes CO2e	-6,994	-8,569	-9,040	-8,486
Difference to Enhanced Baseline (t CO2e)	0	-1,575	-2,045	-1,491

1.12 Modelling Outcomes - Cost Reduction

The table below sets out the whole system costs for the three options against the baseline and enhanced baseline.

Activity	Baseline (£)	Enhanced Baseline (£)	Option 1a 180L 3-weekly (£)	Option 2a 180L 4-weekly (£)	Option 3a 120L fortnightly (£)
Collection	7,061,552	7,088,551	6,766,737	6,734,054	7,216,173
Containers	308,085	308,085	308,085	308,085	453,005
Treatment	3,367,624	3,367,624	3,008,880	2,921,497	3,019,882
Garden Waste Income	-1,077,000	-1,077,000	-1,077,000	-1,077,000	-1,077,000
Total	9,660,261	9,687,260	9,006,702	8,886,636	9,612,060
Difference		+26,999	-653,559	-773,625	-48,201

1.13	<p>The key findings of the modelling were that:</p> <ul style="list-style-type: none"> • Collection costs are lower for options with less frequent residual waste collections (Options 1a and 2a) due to reduced labour/resource costs. • Annualised container costs are higher for Option 3a where 120L bins would need to be purchased and provided to all households (additional capital written down over a 10-year period). • All options exhibit higher recycling incomes than the Baseline and Enhanced Baseline options due to increased diversion of recyclate from the residual waste stream. • Food waste treatment cost increases for the options and sensitivities with greater residual restriction as the increase in yields causes more to be diverted. <p>Residual treatment costs reduce commensurately with the degree of residual restriction. Option 2a, which has the greatest residual restriction, sees treatment costs £440,000 lower than the Baseline.</p>
1.14	<p>Conclusion</p> <p>As can be seen from the modelling, Option 2a (180L bin collected every four weeks) achieves both the highest performance increase at 5.9 percentage points, as well as the largest projected financial saving at c.£770,000 per annum against the Baseline and c.£800,000 per annum against the Enhanced Baseline.</p> <p>The greatest restriction in available weekly residual capacity (45L capacity per week) results in higher diversion of food and dry recyclate from the residual stream, while the four weekly collection frequency means that capture is maximised. Reduced vehicle and staff numbers combined with increased material income and reduced processing costs results in the net annualised saving.</p> <p>Option 1a and 3a exhibit similar performance increases (between 4.3 and 4.5 percentage points), but option 1a (180L bin three weekly) does so at a considerably reduced cost, around £650,000 lower than the Enhanced Baseline and £600,000 lower than option 3a (120L bin fortnightly).</p> <p>With four weekly residual collections reducing costs and diverting more material from the residual waste stream, means that Option 2a therefore exhibits the lowest costs and best performance of all the three options.</p> <p>With respect to greenhouse gas emissions, Option 2a sees the largest emission reduction of -2,045 tonnes Co₂e, compared to -1,575 tonnes Co₂e for Option 1a and -1,491 tonnes Co₂e for Option 3a. This is predominantly due to the reduction of waste sent to Energy from Waste (EfW).</p> <p>In order to achieve the objectives set out in the Resource and Waste Strategy that was adopted by County Council in March 2024, it is recommended that Option 2a is progressed and the Council transitions to a restricted capacity residual waste collection model, which was committed to in Priority Two of the Strategy and recognised as an effective method of reducing residual waste and maximising recycling collected.</p>
1.15	<p>If Option 2a is approved for adoption and transition, then a further report will be provided to the Committee to outline the details of how the service change will be delivered, along with an implementation plan and communications plan. This will be accompanied by a revised Household Waste Collection and Household Recycling Centre Operations Policy.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The work is being supported by Local Partnerships and Waste Resources Action Programme (WRAP) Cymru.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT										
3.01	<p>A full Integrated Impact Assessment has been undertaken on the Resources and Waste Strategy and has assisted in informing the following:</p> <p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td>The proposals will drive improvements to recycling performance and achieving a Circular Economy. Through proactive engagement and education, we will drive behavioural change. Reducing the Council’s carbon emissions to support the climate change agenda for future generations. Working towards Net Zero 2030 targets and long term financial savings for the authority.</td> </tr> <tr> <td>Prevention</td> <td>The proposals will help prevent the increasing amounts of waste generated and therefore reduce the Council carbon footprint. Wastes that are odour or perceived as unhygienic in nature will be collected most frequently to minimise impact on our residents.</td> </tr> <tr> <td>Integration</td> <td>Through the provision of positive engagement in multi languages we ensure inclusion of all within our communities with our services. Reviewing and updating our assisted waste process will ensure everyone in our community can engage with the services we provide. Reviewing services at flats and houses of multiple occupancy we will include all of Flintshire’s residents to partake in the service.</td> </tr> <tr> <td>Collaboration</td> <td>The proposal requires further work with Welsh Government, and partners, to find sustainable solutions for nonrecyclable materials. Working collaboratively with businesses, third sector, schools and charities to deliver objectives. Working collaboratively, we will ensure preparedness for new and changing legislations.</td> </tr> <tr> <td>Involvement</td> <td>Improved engagement with Flintshire residents, businesses, schools, third sector and charities to ensure they understand their responsibilities and ensure waste minimisation, reuse and recycling before disposal. Through the provision of positive engagement in multi languages we ensure inclusion of all within our communities with our services. Reviewing and updating our assisted waste process will ensure everyone in our community can engage with the services we provide.</td> </tr> </table>	Long-term	The proposals will drive improvements to recycling performance and achieving a Circular Economy. Through proactive engagement and education, we will drive behavioural change. Reducing the Council’s carbon emissions to support the climate change agenda for future generations. Working towards Net Zero 2030 targets and long term financial savings for the authority.	Prevention	The proposals will help prevent the increasing amounts of waste generated and therefore reduce the Council carbon footprint. Wastes that are odour or perceived as unhygienic in nature will be collected most frequently to minimise impact on our residents.	Integration	Through the provision of positive engagement in multi languages we ensure inclusion of all within our communities with our services. Reviewing and updating our assisted waste process will ensure everyone in our community can engage with the services we provide. Reviewing services at flats and houses of multiple occupancy we will include all of Flintshire’s residents to partake in the service.	Collaboration	The proposal requires further work with Welsh Government, and partners, to find sustainable solutions for nonrecyclable materials. Working collaboratively with businesses, third sector, schools and charities to deliver objectives. Working collaboratively, we will ensure preparedness for new and changing legislations.	Involvement	Improved engagement with Flintshire residents, businesses, schools, third sector and charities to ensure they understand their responsibilities and ensure waste minimisation, reuse and recycling before disposal. Through the provision of positive engagement in multi languages we ensure inclusion of all within our communities with our services. Reviewing and updating our assisted waste process will ensure everyone in our community can engage with the services we provide.
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	<p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td>Positive – improving waste minimisation, reuse and recycling of recycling materials resulting in world leaders in recycling performance</td> </tr> <tr> <td>Resilient Wales</td> <td>Positive – Less demand for raw materials, promoting Circular Economy and greener spaces. Decarbonising our infrastructure and providing county-based disposal solutions.</td> </tr> <tr> <td>Healthier Wales</td> <td>Positive – reducing vehicle movements and emissions and allowing for the responsible management and disposal of controlled waste</td> </tr> <tr> <td>More equal Wales</td> <td>No impact</td> </tr> <tr> <td>Cohesive Wales</td> <td>Positive – building community engagement with residents, businesses, third sector, schools and charities to deliver objectives.</td> </tr> <tr> <td>Vibrant Wales</td> <td>Positive – improving waste minimisation, reuse and recycling of recycling materials and working towards carbon reduction</td> </tr> <tr> <td>Globally responsible Wales</td> <td>Positive - reducing the reliance on the extraction of raw materials and destruction of natural habitats and ecosystems by the reprocessing of recyclable materials. By eliminating, minimising, reusing or recycling waste materials we will reduce carbon emissions.</td> </tr> </table>	Prosperous Wales	Positive – improving waste minimisation, reuse and recycling of recycling materials resulting in world leaders in recycling performance	Resilient Wales	Positive – Less demand for raw materials, promoting Circular Economy and greener spaces. Decarbonising our infrastructure and providing county-based disposal solutions.	Healthier Wales	Positive – reducing vehicle movements and emissions and allowing for the responsible management and disposal of controlled waste	More equal Wales	No impact	Cohesive Wales	Positive – building community engagement with residents, businesses, third sector, schools and charities to deliver objectives.	Vibrant Wales	Positive – improving waste minimisation, reuse and recycling of recycling materials and working towards carbon reduction	Globally responsible Wales	Positive - reducing the reliance on the extraction of raw materials and destruction of natural habitats and ecosystems by the reprocessing of recyclable materials. By eliminating, minimising, reusing or recycling waste materials we will reduce carbon emissions.
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3.02	We are highly unlikely to achieve the statutory recycling targets without making significant changes to services in order to improve recycling performance and reduce the amount of waste being presented in the residual waste bin.														
3.03	The risk of not achieving the statutory recycling targets could result in a significant financial penalty for the Council (£200 for every tonne not recycled) if Welsh Government were to choose to levy the infraction fines. This equates to more than £1million for failing to achieve the targets in 2021/2022 and 2022/2023, and potentially additional significant financial penalties in excess of this figure for 2023/24 and from 2024/25, for which there is no available budget. This would equate to a 1% rise in council tax per annum.														
3.04	The disposal of residual waste costs the Council £3.4m a year, as well as increasing the previously mentioned risk of an infraction fine. If the Council stopped disposing of enough residual waste to meet the 70% target (7,600 tonnes), this would reduce the Council’s spend on residual waste disposal.														
3.05	An indifference to improving recycling performance and implement changes could result in the loss of the Sustainable Waste Management Grant from Welsh Government to invest in Flintshire. The value of this grant to Flintshire is currently £0.742m per annum.														
3.06	Negative public impression of the service will be managed through positive and proactive engagement, which is a key theme through each of the priorities within the strategy.														

3.07	<p>An increase in fly tipping is not anticipated following a transition to a reduced capacity collection model. This is based on evidence from other local authorities in Wales that have introduced a restricted residual waste capacity policy.</p> <p>By using the weekly food and recycling collections along with the fortnightly garden collections, there is enough room in the black bin for residual waste. The typical fly-tipped waste (i.e. bulky items such as mattresses, tyres, white goods, chairs and sofas) are most often items that would not typically fit in a wheeled bin. Bulky waste can be taken to the HRCs or collected through our bulky waste collection service and our residents are already in receipt of the solution to their waste disposal needs by way of a comprehensive weekly recycling collection service. By placing their recycling into the appropriate container, which will be collected from their property weekly, there would be no reason for them to take the decision to commit an illegal activity to manage their domestic waste. Following a similar service change in another regional local authority, this was evidenced with no increase in fly tipping observed.</p> <p>Nevertheless, a piece of work would be undertaken prior to a service change to ensure that residents have the correct recycling containers available to them and a detailed communications plan will be developed and presented to the Committee in advance of any approved changes.</p> <p>Should a fly tipping event take place then the Council's in-house civil parking and environmental enforcement team would undertake the necessary investigation to identify potential offenders. The householder's 'duty of care' responsibilities will also be shared through the communications plan so that residents are aware of their personal responsibilities for waste.</p>
3.08	<p>Households of 6 or more people can request a larger 240L wheeled bin as long as they can demonstrate that they are recycling all that they can. All households can request extra recycling bags or containers and it is easy to recycle more.</p>

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Deputy Leader of the Council and Cabinet Member for Streetscene and Regional Transport Strategy has taken place.
4.02	Flintshire residents were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.
4.03	Elected members were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.
4.04	Town and Community Councils were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.
4.05	Members of the Senedd were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.
4.06	Members of Parliament were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.

4.07	Flintshire County Council officers and employees were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.
4.08	Groups with protected characteristics were consulted on the Resources & Waste Strategy and a communications plan will be developed if the proposals are approved.
4.09	Environment & Economy Overview & Scrutiny Committee – to be held on 16 th July 2024

5.00	APPENDICES
5.01	Appendix 1 – Recycling Performance of Kerbside Collected Waste
5.02	Appendix 2 – Internal Audit Report
5.03	Appendix 3 – Resource and Waste Strategy
5.04	Appendix 4 – KAT Modelling Methodology

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Towards Zero Waste Municipal Waste Sector Plan - Collections blueprint Beyond Recycling Strategy Climate Change Strategy Council Plan Cabinet Report - Resource and Waste Strategy WSP Consultants: https://www.wsp.com/en-gb

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Ruth Tulley, Regulatory Services Manager Telephone: 01352 704796 E-mail: ruth.tulley@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Residual Waste Materials that remain following efforts to reduce, reuse, recycle or compost. Commonly known as ‘general waste’ or ‘black bin waste’.</p> <p>Dry Recycling Recyclable items collected such as, cardboard, paper, tin cans, plastic bottles/tubs/trays, glass bottles/jars, waxed cartons, aerosols</p> <p>Kerbside Collections the collection of recycling and waste from residential properties</p>

Household Recycling Centres Waste disposal centres where residents can dispose of domestic waste and recycling items that are not collected at the Kerbside.

Net Zero The balance between the amount of greenhouse gases being produced and the amount that are being removed from the atmosphere.

Circular Economy Extending the life cycle of products by reusing, regenerating, sharing, repairing, and recycling existing materials.

Waste Composition The types and volumes of materials found in a waste stream.

Resources Materials, such as glass, plastic, paper fibres, that can be utilised to produce new items.

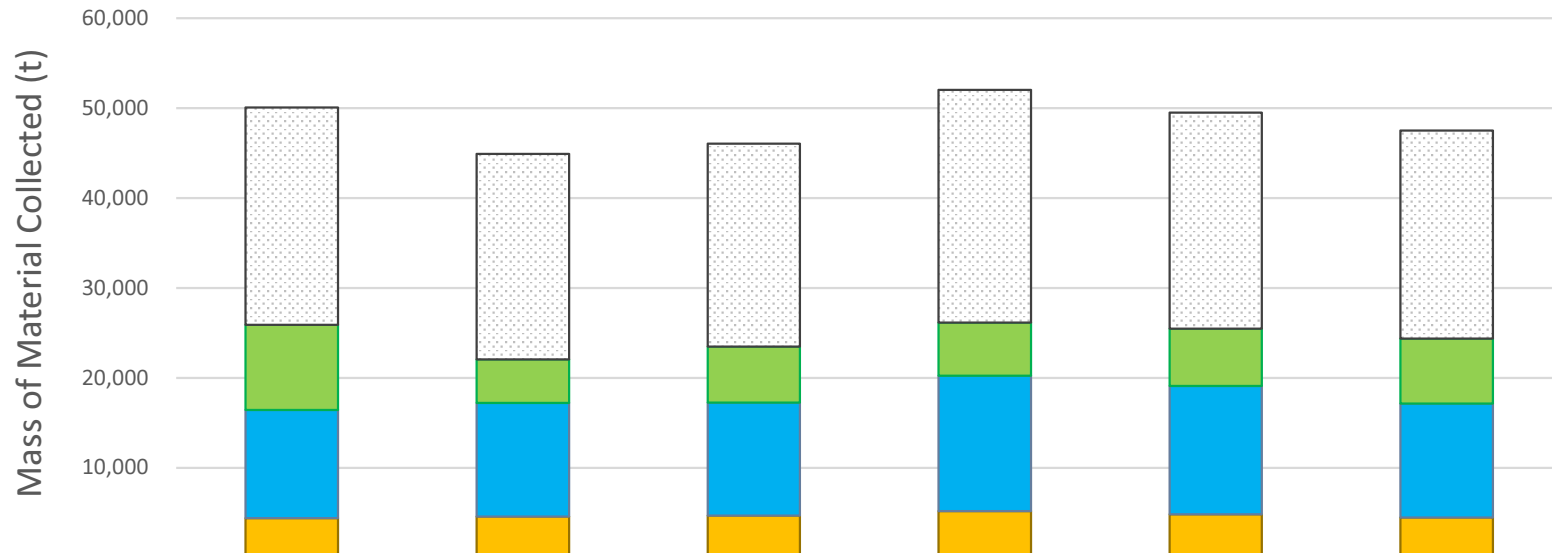
Infraction fine a financial penalty imposed by government for not meeting statutory recycling targets.

Fly tipping the illegal deposit of waste on to land.

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Appendix 1 – Recycling Performance for Kerbside Collected Waste

Kerbside Collected Material



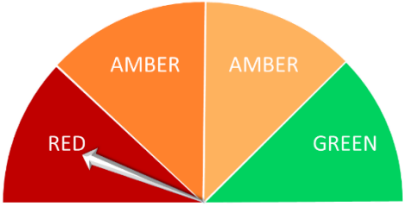
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Residual	24,166	22,856	22,581	25,861	24,017	23,120
Garden	9,457	4,835	6,231	5,918	6,370	7,223
Dry	12,025	12,640	12,552	15,074	14,245	12,682
Food	4,428	4,597	4,701	5,183	4,860	4,480
Kerbside Recycling Rate %	51.7%	49.1%	51.0%	50.3%	51.5%	51.3%

Kerbside recycling rate” shown in this figure is based just on materials eted at the kerbside.

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23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

Final Report – May 2024

Assurance Opinion:	Number of Actions		Risks Reviewed as Identified in Scope
 <p>Urgent system revision required</p> <ul style="list-style-type: none"> • Key controls are absent or rarely applied • Evidence of (or the potential for) significant financial / other losses • 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>	Priority	Number	<p>Risk 1: The service does not achieve the current target potentially resulting in a significant fine to the Council.</p> <p>Risk 2: Current controls in place for managing recycling are not effective.</p> <p>Risk 3: Proposed actions to mitigate the risk of non-achievement of target are insufficient.</p> <p>Risk 4: The recycling data reported to Welsh Government is not accurate.</p>
	High (Red)	2	
	Medium (Amber)	2	
	Low (Green)	0	
	Total	4	

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Audit Background

The Welsh Government (WG) has set statutory recycling targets for local authorities to achieve on an annual basis. Failure to achieve these targets could result in the Council receiving an infraction fine. The fine is based on waste tonnage recycled against total waste tonnage collected. Any shortfall is charged at a rate of £200 per tonne. It is within the remit of WG to levy the fine.

The service is responsible for managing waste collection, including the monitoring and reporting of recycling data. The service met the recycling target for 18/19 and 19/20 but has failed to achieve the ongoing targets since then and indications show that the current years target will also not be met. The target is due to increase in 24/25.

Year	FCC recycling	WG target	Recycling tonnage shortfall	WG Infraction fine	Comment
2018/19	69.16%	64%		-	
2019/20	65.85%	64%		-	
2020/21	63.98%	64%	17	£3,400	Fine not enforced
2021/22	60.08%	64%	3,314	£662,800	Enforcement fine to be determined
2022/23	61.51%	64%	1,784	£356,766	Enforcement fine to be determined
2023/24	Q1 66.59%	64%			66.59% but likely to reduce
2024/25		70%			

23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

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The action taken to mitigate the risks against the achievement of target is shown in a range of ways.

1. Risk register
2. Operational performance monitoring
3. Medium Term Financial Strategy
4. March 2023 action plan to try and increase the Council's recycling levels.

The audit review sought to establish the effectiveness of risk management by the service in achieving the national targets set. Focus was placed on the adequacy of the controls in place / actions proposed to address the gap between current performance and target as well as the robustness of recycling data and operating model.

Areas Managed Well

- Controls are in place for the collection of recycling across the County.

There is a clear process in place for validating recycling data for Welsh Government to ensure data is robust and reliable.

23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

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Findings and Implications	Agreed Action	Who	When
<p>1 (R)</p> <p><u>ACTION PLAN DOES NOT ALIGN WITH RISK MITIGATION</u></p> <p>The Welsh Government Waste Strategy (Beyond Recycling 2021) set statutory targets for all local authorities to achieve a minimum of 70% of all waste to be recycled by 24/25.</p> <p>The outturn performance for Flintshire Council for 21/22 was 60.08% and 61.51% for 22/23. The expected target at this point was to achieve 64% which the Council failed to meet. The Minister is still yet to determine if a fine (total £1M) will be levied against the Council for a failure to meet these targets.</p> <p>In January 2023, a Waste Strategy review report was presented to Cabinet and a decision was taken to run a pilot scheme for 3 weekly collections in one area of the county. This decision was called in by other Members as concerns were raised over costs of the scheme, data integrity and benefits to changing the process. This resulted in the scheme not being conducted.</p> <p>An initial action plan (March 2023) was produced by the service at the request of the Minister in response to failing to achieve the statutory recycling targets in 2021/22. The plan was shared with Welsh Government for approval, however in June 2023, the Minister informed the Council that they could not support the plan as it was felt that the proposed changes would not provide sufficient assurances that performance would be improved to achieve 70% by 24/25.</p> <p>We reviewed the action plan (16 actions) and would highlight the following:</p> <ul style="list-style-type: none"> • The plan contained a number of actions (12) that could potentially increase recycling collection rates and estimates were included for 6 actions (11-16%) with the monitoring of tonnages contributing an expected 7-12% increase. • However, none of these actions have been implemented as the action plan was not approved. • Work had commenced on 3 actions (additional Recycling, Compliance and Data Officers, WRAP support and an Environmental Improvement Co- 	<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 action is fundamental in achieving the statutory recycling target of 70%.</p> <p>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.</p> <p>This Operational Report will be presented to Cabinet in June 2024 for consideration and approval.</p> <p>URN 03582</p>	<p>Regulatory Services Manager</p>	<p>30/06/24</p>

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Findings and Implications	Agreed Action	Who	When
<p>ordinator), however it is unknown what impact these will have on recycling rates.</p> <ul style="list-style-type: none"> The plan included 4 actions which would have no impact on these recycling rates and focussed more on service improvement, for example, the supply of body cameras, handheld devices and RFID tags for garden waste. These actions have been completed. 10 actions required additional funding for 2023/24 totalling in the region of £1.3M investment (£933K WG and £395K FCC). This was based on: <ul style="list-style-type: none"> grant funding (£500K), increased income via improved tonnages (£125K), Cost of 10 additional Engagement Officers (£433K), Cost of 5 Enforcement Officers (£200K), Cost of 1 Improvement Co-ordinator (£50K). To date, funding has been identified for 3 additional Engagement Officers and the Improvement Co-ordinator. No other funding has been obtained. <p>Our review considered that these actions are now unrealistic given the current financial challenges the Council is facing.</p> <p>It should be noted that service is working with Local Partnerships and the Waste and Resources Action Programme (WRAP) to develop the Resource and Waste Strategy with clear and evidenced based actions. This is currently out to public consultation (December 23 – January 24) before a report is presented to Cabinet and the Minister in March 2024 for approval. Considerable reliance has been placed on the actions which WRAP may recommend and that these actions will need to be approved by Cabinet. (see #2).</p> <p>The risk is that this review has not been able to identify any interim risk mitigations which have been put in place to increase recycling collection rates. As a result, the risk of non-achievement of target is likely to materialise and a fine may be levied. This fine could be in the region of £1.2M for 2024/25 if current recycling levels remain constant.</p>			

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Findings and Implications	Agreed Action	Who	When
<p>2 (R)</p> <p><u>APPROVAL & DECISION MAKING DOES NOT ALIGN WITH RISK MITIGATION</u></p> <p>The service is trying to mitigate against non-achievement of a statutory target; however, the Chief Officer cannot make unilateral decisions regarding what actions to take as these are policy decisions which require member approval.</p> <p>Member approval will require clear, accurate and a reliable presentation of information to inform risk management decisions to be taken.</p> <p>The service has provided communication to Cabinet, Council Members, the Welsh Government Minister, Local Partnerships and WRAP including progress on achieving recycling targets.</p> <p>In particular the service has delivered workshops and produced information for the Cabinet ‘Called In’ report in January 2023. A review of this information identified the service has presented a comprehensive range of options, including current tonnage levels and potential financial consequences of the fine. However, none of the options outlined in the Called In report were approved by Cabinet which is reflected in the original action plan, and which has driven service activity thus far.</p> <p>Actions which were approved i.e. education on recycling are actions which will take time to embed. The officers have only recently been recruited and have yet to commence employment in the new roles. There is a risk that the service has insufficient time to see the benefits of these actions reflected in improved tonnages by the end of 23/24.</p> <p>Data is showing that recycling collection tonnages are not improving, and residual waste tonnages are increasing. The service recognises and has highlighted that quarterly figures can mask the overall view due to variations in collection rates at different times of the year i.e. garden waste during summer months.</p> <p>It is unlikely that the service will achieve the 23/24 recycling target of 64%. A revised strategy and action plan is being developed and is being consulted upon. This will require approval from Cabinet prior to obtaining Welsh Government</p>	<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> <p>URN 03601</p>	<p>Regulatory Services Manager</p>	<p>30/06/024</p>

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Findings and Implications	Agreed Action	Who	When
<p>approval. It is likely that the revised plan will contain difficult and challenging actions, some of which may have previously failed to gain approval.</p> <p>Current reporting has provided useful information for consideration when making decisions, however, there remains a risk that decision makers do not specifically identify those changes / actions which are critical to mitigating the risk and those which may be supportive / provide some improvement.</p> <p>There is a risk that Members decisions on whether to approve or not the actions suggested in the new action plan is not seen as fundamental to mitigating the risk of non-compliance with recycling targets. This has a significant bearing on the service’s ability to manage this risk and could result in financial penalties being placed on the Council.</p>			
<p><u>RISK REGISTER DOES NOT ALIGN WITH RISK MITIGATION</u></p> <p>The Corporate Risk Register identifies risks in place in relation to waste recycling.</p> <ul style="list-style-type: none"> ● RST07 - Inability to achieve national recycling targets due to increased residual waste tonnages collected. <ul style="list-style-type: none"> ○ Strategic Red Risk, current score of 12, target score of 2. ○ Our review suggests that it is expected that continued non-compliance will remain into 2024/25 as the service will not achieve expected target. ● RST12 – Lack of responsiveness to industry or market changes e.g. recycling income leading to financial budget pressures <ul style="list-style-type: none"> ○ Operational Green Risk, current risk score 2, target score 2. ○ Our review agrees that recycling income is monitored on a regular basis and data is well controlled. ○ However, the levels of income collected could impact on this risk score. ● RST43 - Inability to influence public behaviours and habits which negatively impacts service delivery and income streams. <ul style="list-style-type: none"> ○ Operational Amber Risk, current risk score 9, target score 4. 	<p>The key strategic risk is RST07 - Inability to achieve national recycling targets due to increased residual waste tonnages collected.</p> <p>We have referred to this risk within the Resource and Waste Strategy Scrutiny and Cabinet reports. The operational report will identify the actions we intend to take to mitigate this risk which is currently out of tolerance.</p> <p>We will highlight that without taking the key mitigating risk action (restricting residual waste capacity), our ability to bring the risk back into tolerance to avoid the infraction fine will be limited.</p> <p>URN 03588</p>	Regulatory Services Manager	30/06/2024

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Findings and Implications	Agreed Action	Who	When
<ul style="list-style-type: none"> ○ This risk has yet to be addressed. Actions have been included within the draft action plan but have yet to be fully delivered. <p>Risk RST07 is a strategic risk and in line with the risk management framework escalation depends on the worsening of risk score which currently is scored at 12. COT have oversight of all strategic risks.</p> <p>This risk is that additional mitigations have not been put in place; significant reliance is being place on the delivery of a new action plan and its subsequent approval as being sufficient for the mitigation of this risk.</p>			
<p>4 (A)</p> <p>Page 663</p> <p><u>MEDIUM TERM FINANCIAL STATEMENT DOES NOT ALIGN WITH RISK MITIGATION</u></p> <p>The MTFs statements produced in advance for 23/24 identified a number of proposed efficiencies which could be achieved by the service. Some of these efficiencies relate to changing the approach to collection of waste and levels of recycling.</p> <p><u>The data below is as was presented within the MTFs statements.</u></p> <ul style="list-style-type: none"> • Charge for assisted waste and recycling collections (+£20K); • Charge for Disposals on waste streams (+£TBC); • Charges for replacement containers (+£20K-£120K); • Compost Charges at HRC's (+£TBC); • Enforcements for recycling in residual waste bins (+£50K); • Food Waste Bags (+£10K); • Greenfield development as a regional waste facility (+£TBC); • Increase Charges, Reduce Collections Frequency for Garden Waste Collection (+£25K); • Introduce 2 Weekly Collections, bin reduction (+£200K); • Introduce 3 Weekly Collections (+£400K-£500K); • Introduce 4 Weekly Collections (+£600K-£800K); • Recycling Collections offer to businesses (+£TBC); • Reduce Frequency for Garden Waste Collection (+£50K); • Review provision on HWRC's (+£TBC); and 	<p>For financial year 2024/25, all portfolios were tasked with finding cost reductions.</p> <p>Restricting residual waste collections were included as a potential cost reduction option; however, following feedback from Overview and Scrutiny meetings held in February this proposal was removed from final budget setting, as detailed in a Cabinet Report of 20th February 2024.</p> <p>Following adoption of the Resource and Waste Strategy, and consideration of the operational report in June, the financial savings from restricting the capacity of residual waste collected will be included in the 2024/25 MTFs (if there are in year savings) if approved.</p> <p>The infraction fine, if imposed, would have to be met from the Corporate Contingency Reserve as a potential fine cannot be classed as a budgeted item in the MTFs.</p> <p>URN 03589</p>	<p>Regulatory Services Manager</p>	<p>30.06.2024</p>

23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

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Findings and Implications	Agreed Action	Who	When
<p>• One budget pressure was also identified relating to Garden Waste Income Grant (-£50K annual).</p> <p>From our review of statements:</p> <ul style="list-style-type: none"> • Whilst the MTFS statements were drafted and submitted by the Chief Officer, the actions have not yet taken place; • Significant amount of efficiencies are dependent on approval which was not received; • The financial context has changed, and this should be reflected in the revised action plan; and • There is nil mention as a pressure of the potential fine which may be levied. <p>The risk is that the MTFS statements and the revised action plan are not aligned.</p>			

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Distribution List	
To be determined	Accountable Officer Responsible for the Implementation of Agreed Actions
Katie Wilby	Chief Officer, Streetscene and Transportation
Ruth Tulley	Regulatory Services Manager, Regulatory Services
Neal Cockerton	Chief Executive, Flintshire County Council

23/24 – Recycling Targets – Streetscene and Transportation- 17-2023/24

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Audit Priority:

Appendix A

Priority of Audit Finding	
Priority	Description
High (Red)	Action is imperative to ensure that the objectives of the area under review are met
Medium (Amber)	Requires action to avoid exposure to significant risks in achieving the objectives of the area
Low (Green)	Action encouraged to enhance control or improve operational efficiency

Audit Opinion:

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 **Some** or **Limited** assurance audits will be reported to the Audit Committee.

Assurance	Explanation
Green - Substantial	<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>
Amber Green – Reasonable	<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>
Amber Red – Some	<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>
Red – Limited	<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>

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Flintshire Resource and Waste Strategy

2024 - 2030

Cymraeg

Mae'r ddogfen hon hefyd ar gael yn Gymraeg.
Gweler y dudalen Gymraeg ar ein gwefan.



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Glossary

Carbon footprint A carbon footprint is a measure of the total amount of greenhouse gases, specifically carbon dioxide (CO₂) and other equivalents like methane (CH₄) and nitrous oxide (N₂O), emitted directly or indirectly by human activities.

Circular economy Extending the life cycle of products by reusing, regenerating, sharing, repairing, and recycling existing materials.

Composting The natural process of recycling organic matter, such as leaves and food scraps, into a valuable soil conditioner for soil and plants.

Decarbonisation The reduction or elimination of carbon emissions using low carbon sources.

Food Waste Food that is not consumed and discarded or by humans e.g. leftovers, peelings, expired products, inedible products.

Household Recycling Centres (HRCs) Waste disposal centres where residents can dispose of domestic waste and recycling items that are not collected at the Kerbside.

Infrastructure Structures and facilities needed for the operation of a service e.g., Waste transfer stations, depots.

Net Zero The balance between the amount of greenhouse gases being produced and the amount that are being removed from the atmosphere.

NGO Non-profit organisation that operates independently of a government.

Parc Adfer – Energy from waste facility set up by the North Wales residual waste treatment project to manage the residual waste generated by populations from five local authorities, Flintshire, Conwy, Denbighshire, Anglesey, and Gwynedd. Diverts waste from landfill and generates renewable energy.

Recycling The process of converting waste items into new products to prevent disposal, reduce the need for raw materials, reduce carbon emissions and decrease pollution.

Repair Fixing or restoring items that are damaged, faulty, broken to extend their life and avoid the need to recycle or dispose.

Residual Waste Materials that remain following efforts to reduce. Reuse, recycle or compost. Commonly known as 'general waste' or 'black bin waste'.

Residual Waste Bin Black bin provided for non-recyclable and non-compostable waste.

Resources Materials, such as glass, plastic, paper fibres, that can be utilised to produce new items.

Reuse Using items again for the same use instead of discarding them.

Single Use Items that are only used once before being recycled or thrown away.

Third Sector Charities, social enterprises and voluntary groups put in place to deliver essential services.

Waste Duty of Care A legal requirement for all those dealing with waste to take all reasonable steps to ensure its compliant disposal.

Waste Composition The types and volumes of materials found in a waste stream.

Workplace recycling reforms A law for all businesses, charities, and public sector organisations to sort their waste into separated recycling streams to maximise recovery of valuable resources.

Waste minimisation Reducing the amount of waste generated; therefore, preventing waste from being created rather than managing it after production and use.

Ultra Low Emission Vehicles (ULEV) Vehicles that produce low levels of harmful emissions.

DRAFT

Strategy Forward

In 2022 Flintshire Council released its climate strategy pledging to take urgent action to reduce carbon emissions to net zero by 2030 and committed to support and promote the Welsh Government's strategy to create a sustainable, circular economy in Flintshire.

Unsustainable consumption of precious resources has a significant impact on our environment and climate. Taking steps to reduce consumption and move away from traditional linear resource models of make, buy, dispose, to a circular model to preserve the environment for future generations is a must.

It will take a collective effort from residents, our workforce and the wider community to reduce consumption and our impact on the environment.

This Resource and Waste Strategy will set out our aims to enable and support residents living in Flintshire to make it easier for them to reduce their impact on the environment and their carbon footprint and move Flintshire towards a circular economy.

Our Vision

Our vision is to lead Flintshire towards a circular economy, maximise our resource efficiency, minimise waste and work collaboratively with our communities to take collective environmental responsibility.

Through an effective resource and waste strategy, we aim to safeguard the well-being of current and future generations, support the local economy, and reduce our impact on climate change.

Our strategic Objectives

1. To be a net carbon zero Council by 2030 and support wider decarbonisation actions across the County
2. Prioritise waste minimisation through proactive engagement with our communities
3. Increase reuse and repair through partnership with third sector organisations.
4. Achieve Welsh Government targets to reuse, recycle and compost over 70% of the waste we collect.
5. To provide efficient, innovative, and cost-effective services.
6. Meet budgetary requirements and avoid fines.
7. To invest in our infrastructure to future proof services to accommodate service growth.
8. Utilise proportionate and effective enforcement for non-conformance.

Our Current Services and Progress



Provide a weekly recycling service for **72,441** households



Spend over **£3.4M** on the disposal of residual (black bin) waste



Operate two closed landfill sites generating electricity for methane extraction



Produce soil conditioner from the composting of garden waste



Generate an income of **£750k** for the sale of recyclable materials



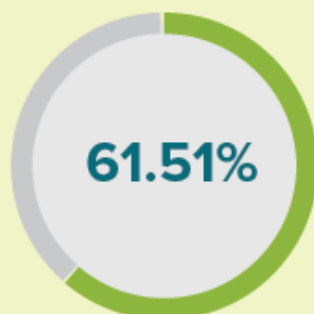
Operate five household recycling centres achieving **81%** recycling



Enforce against waste crimes such as fly tipping and side waste



2022/23
recycling
rate:



2025
recycling
target:

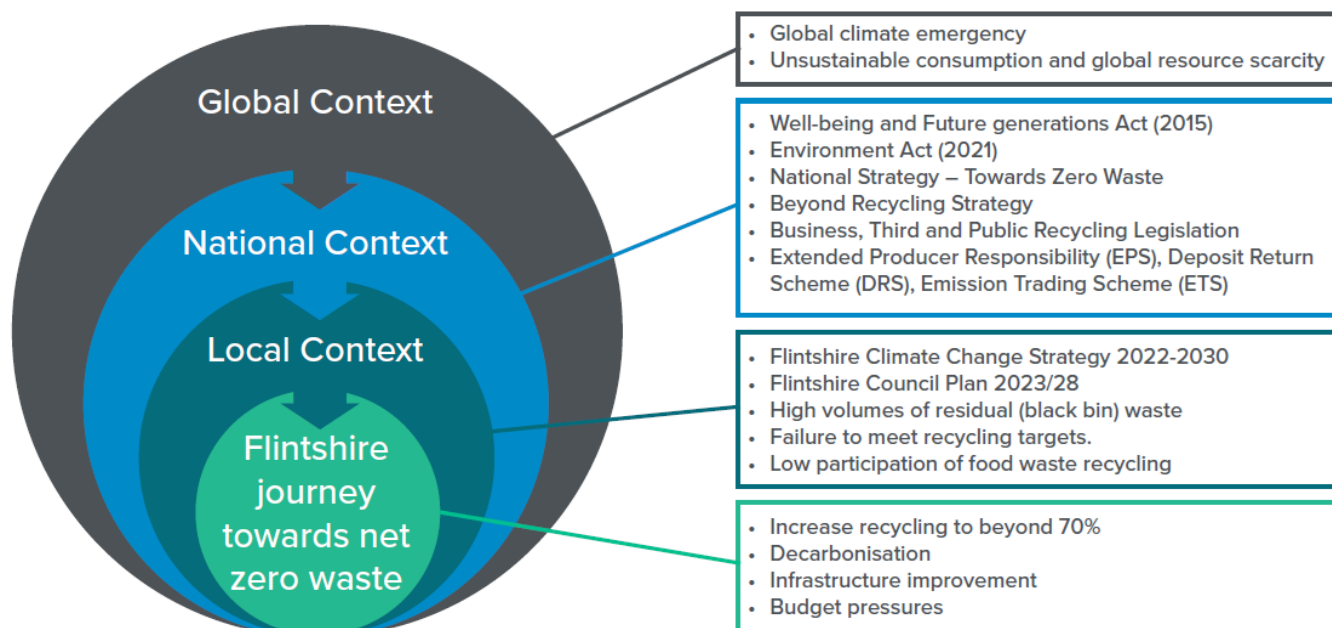


The Case for Change

The climate emergency and our unsustainable consumption of resources has been recognised by the Welsh Government and Flintshire County Council.

Moving to a circular economy is key to significantly reducing our carbon emissions and our over-exploitation of natural resources, and to help reverse the decline in biodiversity. Crucially, it can also improve economic and social outcomes. The drivers, and legislative and strategic framework in place to support our move towards a more circular economy are summarised below:

Figure 2: Global, national, and local context



Global Drivers

We are facing a global climate crisis, and it is now widely accepted that human activity is affecting the climate on a scale that is having detrimental effects on all living things. To avoid the worst impact of these effects we need to take urgent action to limit the increase in global temperatures by 1.5oC above preindustrial levels as outlined in the Paris Climate Change Agreement.

National Drivers

The Welsh Government has set an overall zero waste target by 2050 and ambitious recycling targets for councils in the interim period.

These are statutory targets and an Authority can be fined if they are not achieved.

In addition to the above targets, we also need to ensure we work with our communities to protect the long-term impact of our decisions in line with the Well-Being and Future Generations Act (2015) and adapt to the reforms that have been included within the Environment Act (2021). The reforms are designed to increase the recyclability of packaging waste, improve recycling, reduce litter, and increase business recycling.

Local Drivers

At a local level Flintshire Council has committed to tackle climate change and become carbon neutral by 2030 through its climate change strategy (2022/30)

There is a statutory obligation on Flintshire County Council to achieve a 70% recycling rate by 2024/25 or face significant financial penalties. Flintshire's current recycling rate of 61.51% for 2022/23 is significantly below the 70% target for 2024/25 and there is need, therefore, to take urgent action to increase our recycling rates and avoid being fined.

Flintshire is facing a budget gap of £32m in 2024/25 with potential solutions identified to bridge the gap at £18m, leaving a remaining shortfall of some £14m.

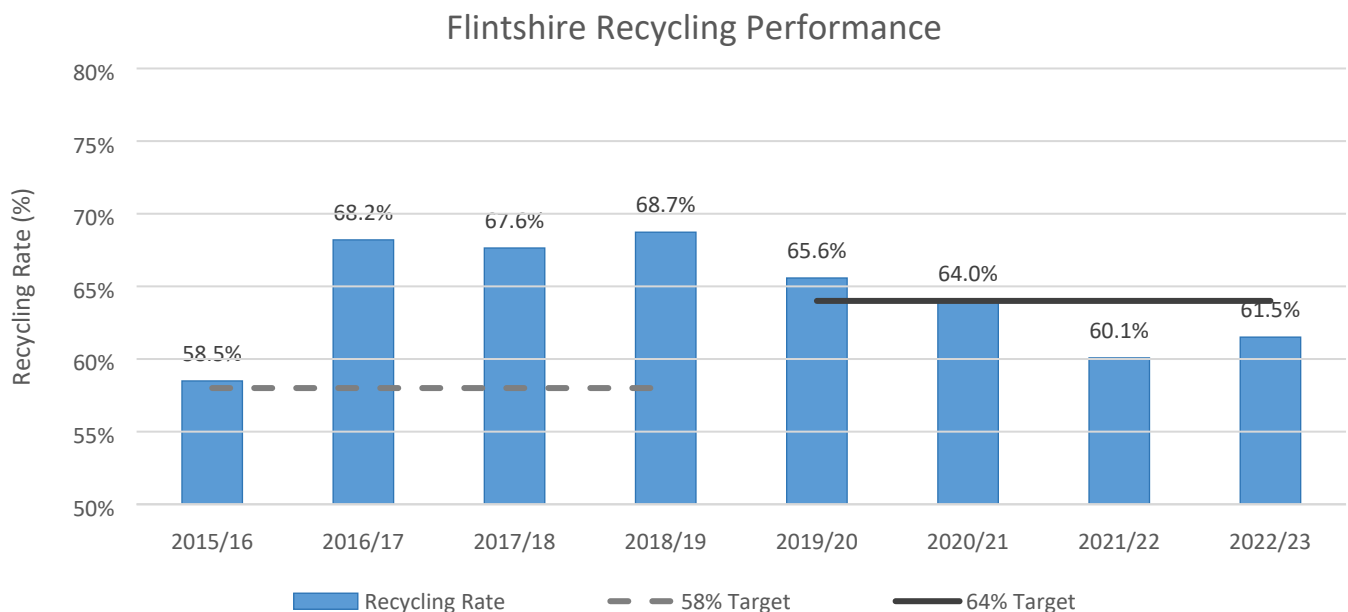
There is little left to cut and without more funding difficult decisions will need to be made to deliver a balanced budget.

Drivers for Change

In recent years we have achieved great success in increasing the amount we recycle in Flintshire to 61.51% in 2022/23. We would like to thank residents of Flintshire for engaging with our services to reach this target. Despite this progress we need to do more to increase our recycling rate to 70% and beyond, reduce our carbon impact and ensure that overall waste arisings reduce, increase reuse, and recycle as much as we can to promote a circular economy.

The table below shows our recycling performance since 2015/16 and whilst progress with recycling has kept pace with Welsh targets in previous years as an authority, we have failed to meet targets set in 2020/21, 2021/22 and 2022/23, and we are currently not on target to achieve a 70% recycling rate by 2024/25.

Figure 2: Recycling Performance and Targets



The Council faces significant fines for not achieving the statutory recycling targets. The fines for missing the targets over the two years 2020/21 and 2022/23 equate to circa £1M, and we are not set to meet the targets in 2023/24 resulting in the potential for additional fines.

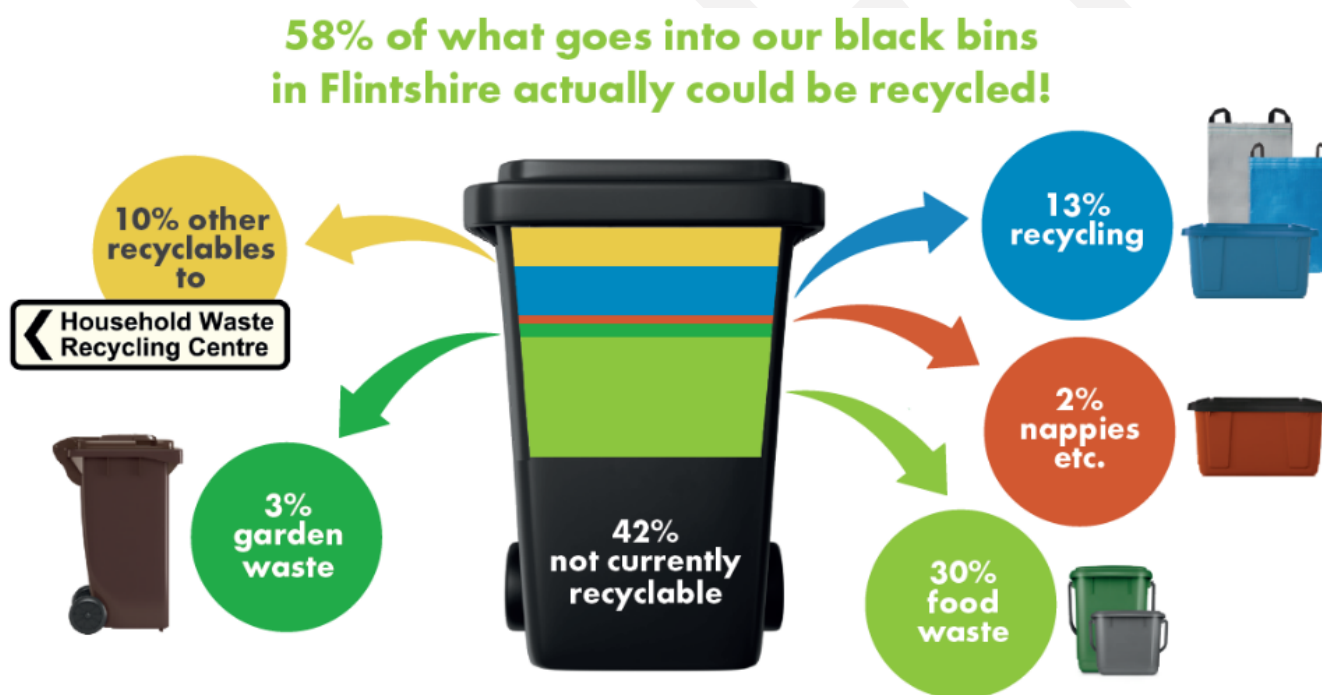
Furthermore, the targets increase again from 1 April 2024 and the Council will face higher fines of £1.2m per annum based on current recycling levels.

Waste composition

In 2022 an analysis of our household residual waste took place, the results of which can be seen in the pictorial diagram below.

The analysis shows that despite Flintshire's comprehensive weekly recycling service 58% of the contents of the residual waste bin (black bin) are materials that could be recycled either at the kerbside or at the household recycling centres. The remaining 42% are items that are not currently recyclable and should be placed in the residual waste stream.

Figure 3: Waste compositional Analysis



To help us reach a recycling target of 70% we need to divert recyclable materials from the residual waste stream (black bin) to the existing kerbside recycling services. The compositional analysis shows that 13,410 tonnes of material in the residual black bin, of which 6,940 tonnes was food waste, could have been recycled using our current service.

Taking into consideration the need to divert recycling from the residual waste stream to increase recycling rates and avoid financial penalties it is imperative that we take prompt corrective actions to meet statutory targets.

Within this strategy we have outlined our priorities that seek to address this risk to reduce our waste, increase recycling and decarbonise our activities so that we meet our strategic objectives.

Priority 1 – Waste Minimisation and Reuse

Our priority is to reduce overall waste arisings within Flintshire and increase the amount we reuse to avoid disposal. Our approach will be focused on helping residents, business schools and third sector reduce the amount of waste they produce and enabling better reuse of items.

What We Want to Achieve

- Raise awareness of waste minimisation and reuse in households, businesses, schools and third sector
- Encourage positive behavioural change towards waste prevention, minimisation and reuse.
- Reduce the overall amount of waste generated per household.
- Make it easier for residents to reuse and repair items.

How we will achieve this:

Communicating and Engagement

Consistent and clear messages are essential to support wider behavioural change. We recognise that the council needs to support residents across Flintshire to make the right decisions on how to minimise their impact on the environment. We want to improve our engagement with residents seeking more effective ways in which to communicate and raise awareness in ways that suits their needs including door knocking campaigns, roadshows, social media, mailshots and letter drops to households.

We will do this by:

- Setting out a communications plan for each year outlining key activities, promotional themes and how they will be delivered to residents.
- Promoting how residents can reuse and repair their items through targeted campaigns and collaboration.
- We will promote alternative places to donate/sell reusable items, such as online platforms or charities.
- Make minimising food waste a continuous targeted communication campaign.
- Promote how residents can avoid single use items, while supporting national drivers to prevent single use items being sold in the market place.
- Use data to identify households with high amount of waste to provide targeted messaging on reducing and reusing their waste.
- Ensure our communications literature is available in multilingual languages and readily available.
- Provide educational visits to Parc Adfer energy from waste facility to local students and community interest group.
- Promote alternative places to donate/sell reusable items, such as online platforms, charities or household recycling centres (HRCs)
- Work with schools within the county to create long term educational campaigns. Explore opportunities to work with eco groups and school councils.
- Work with local and national business to minimise waste at source and encourage less packaging, reuse and refill

Collaboration

- We will develop collaborative working with businesses, NGOs, schools and third sector including charities and social enterprise to achieve our goals.
- We will make it easier for residents to repair broken items by supporting community repair cafés.
- We will promote and make it easier for residents to borrow items, rather than buying new, through increased collaboration with the borrow bus and developing a 'library of things'.

Household Kerbside Collections

- Continue to provide vouchers towards the cost of reusable nappies to reduce the number of disposal nappies in the residual bin.
- We will ensure that collected bulky items from homes are segregated for reuse where possible.
- Promote home composting to minimise waste out of the home

Household Recycling Centres (HRCs)

- We will make it easier for residents to donate items for reuse at our HRCs and expand our relationship with local charities to recover reusable items.
- We will continue to promote our deconstruction facility at the Rockliffe (Oakenholt) HRC site, to deconstruct bulky items into their component parts in order to minimise waste.

Priority 2 – Increase Recycling

We need to increase our recycling rate to 70% and beyond by 2024/25 to ensure that we meet targets set out by Welsh government, avoid materials from being needlessly discarded, promote a circular economy, meet net zero carbon targets and avoid financial penalties for not conforming.

What We Want To Achieve

- To reduce food waste volumes in the residual waste bins
- To increase our recycling rate to 70% and beyond as set by Welsh Government
- To make it easy for residents to recycle their household waste.
- To provide all flats with a comprehensive recycling service
- Ensure businesses are compliant with workplace recycling reforms and legislative change.
- Divert recycling from the residual waste (black bin) into the correct recycling streams.
- Collect additional recyclable items at the kerbside.
- Reduce missed collections and provide real time service information.
- Restrict the amount of residual waste collected at the kerbside.

How we will achieve this:

Working with our communities we will provide a clear and comprehensive service to residents and business in Flintshire. Making it easy to recycle is key to engaging with residents and changing long term behaviours.

Communicating and Engagement

We will consistently promote how residents, businesses, schools and the third sector can easily recycle their waste, making it clear what can and cannot be recycled.

Using data, we will proactively engage with low performing areas and businesses in Flintshire to address barriers to recycling and monitor participation to inform targeted activity for engagement.

We will engage in a variety of ways including:

- Site visits and door knocking campaigns.
- Increased roadshows at high footfall locations including Connect Centres, household recycling centres, community events and fetes and local markets.
- Increase the use of social media, Council website and informative videos.
- Engage in National recycling campaigns and promote Recycle Week
- Continue to door drop leaflets and engage through council tax notices, annual calendars and targeted campaigns.
- Work closely with landlords/housing associations/FCC housing officers to provide joint solutions to improve recycling.
- Work with schools within the county to create long term educational campaigns to support our objectives. Explore opportunities with eco groups and school councils.

Household kerbside Collections

We will:

- Encourage residents to use the existing kerbside collection services already provided by the Council, including absorbent hygiene products, such as nappies and incontinence waste products, and clinical waste.
- Introduce new materials for collection at the kerbside with a focus on flexible plastics, small electricals, textiles.
- Introduce measures to increase resident participation in our food waste recycling collections service and promote home composting where possible.
- Find outlets for recyclable items we cannot currently recycle.
- Implement efficient and effective recycling and waste collection rounds, minimising their impact on the environment.
- Review suitability of our recycling containers.
- Provide a comprehensive recycling service to all flats within Flintshire, including food waste collections.
- Utilise technology to provide real time service information on collection rounds.
- Review our assisted collections policy and utilise technology to minimise missed collections and provide real time service information where possible.
- We will 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.

Household Recycling Centres (HRCs)

We will review our HRC provision with a view to providing an effective and efficient service to maximise recycling.

We will:

- Continue to seek sustainable markets for hard to recycle items.

- Do not allow mixed bags of waste into the residual (general) waste skip to ensure recycling is placed in the correct container.
- Introduce a clear bag policy so that recycling can be identified and removed prior to disposal.
- Deconstruct bulky household items that cannot be reused to recover recyclable material and avoid disposal.
- Ensure HRCs are accessible, efficient and clearly marked to improve customer experience.

Street Cleansing

We will explore sustainable methods for our street cleaning operatives and community litter picking groups to segregate recyclable littered items.

Commercial Waste

We will work with local business, business groups and leads to ensure they are compliant with forthcoming legislative changes to workplace recycling through active engagement and promote waste minimisation and reuse.

Priority 3 - Decarbonisation

We have committed to be net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County.

What We Want to Achieve

- Meet Net Zero by 2030 in line with the council climate strategy.
- Ensure services are procured in line with carbon neutral objectives.
- Ensure our future infrastructure is carbon neutral.
- Enable residents to reduce their carbon footprint by minimising waste production.

How we will achieve this:

Communicating and Engagement

Communicate with residents, businesses, schools and third sector on how they can reduce their carbon footprint through waste reduction, reuse and recycling. This will be delivered using targeted campaigns using social media, the council website roadshows, door knocking.

Working collaboratively with internal colleagues, Welsh Government and NGOs we will educate residents on the importance of wider climate change issues such as Decarbonisation and net zero.

Fleet review and transition plan

A large proportion of the carbon emissions from waste activities are through the use of diesel collection vehicles. We are committed to reducing the environmental impact of our fleet by transitioning to ultra-low emission vehicles (ULEV).

We will develop a fleet transition plan that is linked to our strategic infrastructure plans and decarbonisation objectives while considering the natural replacement of vehicles.

Infrastructure

Develop waste infrastructure that meets net zero targets and enables our operations to decarbonise.

Priority 4 - Infrastructure

Delivering effective and efficient recycling services, that maintain the quality of the materials collected and ensure the capability of accommodating increases in future growth requires robust infrastructure to be in place.

What We Want to Achieve

- To ensure the authority has full control of recyclable materials collected from households and businesses.
- Improve operational efficiencies of collection and transfer of materials.
- Ensure our infrastructure has the capacity for future growth in tonnages and new materials.
- Ensure the infrastructure meets and enable our carbon net zero targets.

How we will achieve this:

Infrastructure review

We want to ensure that we have full control of the materials that we collect and ensure operational efficiencies for our services. We will therefore undertake an infrastructure review with a view to reviewing the business case for our own Recycling Waste Transfer Station for the deposit and processing of recyclable materials, to enable us to meet decarbonisation and net zero targets. We will also review the Council's current HRC provision to determine whether the current service provision should be maintained.

The review will take into consideration:

- Decarbonisation and net zero targets
- Future capacity for increased volume of materials and new materials
- Operational efficiencies
- Review the Council's infrastructure requirements.
- Compliance with new permitting requirements
- Set realistic, achievable targets

Priority 5 - Enforcement

We want to ensure that we make reducing, reusing, and recycling household waste as easy and as accessible as possible for all Flintshire residents.

We will continue to educate and support residents on their recycling journey, but we will also deliver fair and robust enforcement of waste policies and illegal activities such as fly tipping, where necessary.

What We Want to Achieve

- Support residents that struggle to recycle and identify barriers.
- Signpost residents to the most effective way of managing their waste and recycling.
- Ensure that households participate and recycle their waste.
- Prevent fly tipping, littering and side waste presentation.
- Educate on household and business Duty of Care

How we will achieve this:

Communicating and Engagement

We will proactively engage with residents that may be struggling to manage their waste and encounter barriers to participation with the recycling service. This may include including visiting their property, to offer support through advice and practical measures to resolve issues.

We will regularly communicate waste Duty of Care requirements so both residents and businesses are aware of their responsibilities.

We will make it clear through regular communication that the authority will enforce against fly tipping, littering and side waste presentation and that action that will be taken and what those consequences are. We will publish details of enforcement action taken that result in Fixed Penalty Notices (FPNs) or prosecution to act as a deterrent.

Household Kerbside Collections

We will empower operational collection crews to identify households that could be struggling to manage their waste so that early intervention and support can be provided to avoid escalation.

Household Recycling Centres (HRCs)

- Continue to challenge and reject commercial waste from entering sites.
- Review the potential to introduce a resident booking system to prevent cross border tipping.
- Take action against those who display any verbal or physical aggression towards our staff who challenge our policies and procedures.

Enforcement

We seek to:

- Take a fair and reasonable three stage process to tackle service issues which includes issuing an informative/warning letter, use of Section 46 Notices and FPNs.
- Introduce the use of community protection warnings, community protection notices and/or Public Space Protection Orders for waste crimes that have a detrimental impact on the local community.
- Work collaboratively with our enforcement team to identify problematic areas in the community and facilitate educational sessions to prevent environmental crime occurrences.
- Undertake a zero-tolerance approach on significant waste related crime such as fly tipping.
- Take action against those who display any verbal or physical aggression towards our enforcement team.

Monitoring & Evaluating

We will measure our performance against our Strategic aims using performance indicators to track our outcomes to our objectives and ensure we are meeting targets and offering value for money.

Throughout the year we will report progress against a set of key indicators of performance (KPIs) that relate to the delivery of our priorities. This will be reported via including Programme Boards, Environment and Economy Overview and Scrutiny Committee, Cabinet committee and our Council Plan.

We will also regularly update residents and the community on our performance against targets.

Strategic Aim	Measurement	Unit	
Minimise overall waste	Kilogram of resident waste generated per year per person	Kg /person/ yr	Annually
Reduce food waste in residual waste stream	Increase in Food waste yield. Reduction in residual waste tonnages and composition Increase in food Waste Participation Numbers	tonnes/yr	Annually
Reuse / Recycling	Municipal Waste Collected and Prepared for Re-use/Recycling	Kg/hh/yr	Quarterly
Increase Recycling	Proportion of materials recycled	%	Annually
Satisfaction with services	Public Opinion Survey	Qualitative	Annually

1 Data Collection and Collation

WRAP's Kerbside Analysis Tool (KAT) uses a combination of actual data from our existing collection service, such as vehicle and resourcing levels, unit costs, and material yields, and combines them with evidence-based assumptions drawn from reliable data sets from other local authorities. KAT is an established and widely used tool which has supported many councils to assess and implement changes to waste collections.

Prior to the project commencing, we completed a number of KAT baseline data sheets. These provided as much of the key information required for KAT modelling as possible.

The data can be categorised into three themes: operational data, cost data, and material yield data. Categorisation of what data was supplied in each theme is:

Operational Data

The operational data supplied includes:

- Number and type of vehicles operated.
- Crewing levels.
- Mass of material collected.
- Length of working day.
- Tipping locations.
- Garaging locations.

Cost Data

The cost data supplied includes:

- Staff costs including operatives and supervision.
- Vehicle capital costs.
- Vehicle operating costs (standing and running cost).
- Waste transfer / infrastructure costs (staff, plant, operation and maintenance, consumables, energy etc.).
- Treatment cost for collected materials – residual waste and food waste.
- Material incomes from recyclables.
- Haulage (if applicable).
- Overheads.

Yield Data

Yield data was extracted from WasteDataFlow (WDF) and supplied for the financial year 2022/23. This includes:

- Kerbside residual waste
- Kerbside dry recycling

- Kerbside food waste
- Kerbside green waste
- HRC wastes (used for impacts on HRC's, rather than directly impacting collections modelling)

Additional Collection Data

In addition to that in the KAT proformas, further operational data was captured including a list of collection rounds and areas worked each day to give a much clearer picture of how current collections are arranged and resourced.

Of paramount importance when creating a service baseline is the measurement of productive time, i.e., the time during the working day when crews are actively collecting materials, and non-productive time, i.e., driving to the point of first collection, breaks, driving to offload materials, tipping times, return to collections, and return to depot. These are defined in the model using a number of parameters:

- Length of working day – taking into account breaks and other periods where vehicles not engaged in collection;
- Time spent travelling to first pick up;
- Time spent travelling from collection area to tipping point;
- Time spent travelling from tip to garaging location; and
- Time spent at the tip.

To maximise accuracy a 4-week sample (November 2023) of GPS data for the whole collection fleet was supplied as evidence and analysed using the model to produce a set of accurate, real-time parameters for the baseline model. This approach has been successfully employed in modelling projects undertaken in Wales by members of the project team and has been seen to produce reliable and realistic modelling outputs, where projected resource levels closely align with real world resource levels post implementation.

2 Modelling Assumptions

Yield uplifts, as a result of service changes, are key to the modelling process. As well as directly impacting recycling rates, changes to yields will affect the rate at which collection vehicles are filled and can therefore have a considerable influence on the resources required.

To accurately predict the changes from the options to be modelled, a detailed benchmarking exercise was undertaken drawing upon yields seen in other authorities across Wales.

Two types of residual waste collections were benchmarked to provide predicted yield uplifts:

- Authorities collecting via wheelie bins with weekly containment of 70 litres or less: Blaenau Gwent, Cardiff, Conwy, Neath Port Talbot, Newport, Powys, Torfaen, and Rhondda Cynon Taf.
- Authorities collecting the equivalent of one black bag of residual waste per week: Bridgend, Monmouthshire, Pembrokeshire, Vale of Glamorgan.

The two collection types were assessed because sack-based residual collections consistently exhibit the lowest residual waste yields, as well as the highest dry and food yields.

Yield uplifts were varied depending on the amount of weekly residual capacity, as well as the frequency of collection. The yields for each of the modelled options were agreed to be:

- For Option 1a, with residual capacity of 60L/week, dry and food yields are predicted to be at the median yield of bin authorities.
- For Option 2a, with a residual capacity of 45L/week, dry and food yields are predicted to be just below the median of sack authorities – this is due to an apparent tendency for sack-based collections to out-perform bin-based collections with similar nominal weekly residual volumes.
- For Option 3a, with a residual capacity of 60L/week, is predicted to realise the same dry yields as option 1a, but with more frequent residual collections (fortnightly as opposed the three weekly) food waste yield is projected to be slightly lower than Option 1a.

The agreed yield assumptions were:

Option	Description	Residual volume per week (l)	Yield - kg/hh/yr		Dry set out %
			Dry	Food	
Baseline	180l Fortnightly - 6 day working	90	168	62	80%
Enhanced Baseline	180l Fortnightly - 5 day working	90	168	62	80%
Option 1a	180l 3 Weekly - 5 day working	60	186	99	85%
Option 2a	180l 4 Weekly - 5 day working	45	190	110	90%
Option 3a	120l Fortnightly - 5 day working	60	186	96	85%

3 Carbon Assessment

Methodology

An assessment of the carbon impacts related to our current collection service and the modelled options was undertaken as part of the overall project. WRAP's Carbon

Waste and Resource Metric (Carbon WARM) factors were used to underpin the assessment.

The standard WARM conversion factors allow greenhouse gas emissions (in tonnes CO₂e) relative to landfill, to be calculated based on the mass of materials collected for each part of the service modelled. From the KAT modelling, the mass of each material stream collected for each service configuration was determined, and was used in conjunction with the relevant WARM factors to calculate greenhouse gas emissions for each option modelled.

With landfill disposal largely replaced by treatment of material via Energy from Waste (EfW) in Wales, the factors were modified to express greenhouse gas emissions relative to EfW.

In addition, we were keen to understand the contribution made by their collection fleet to overall emissions. The published Carbon WARM factors include an element of emissions attributed to the collection of material from the kerbside. However, the KAT modelling and our own data provide a more accurate measure of actual fuel usage.

The Carbon WARM factors were therefore modified to remove the collection emissions element, with the fuel data produced by KAT used to calculate the collections emissions instead. UK government (BEIS) emission factors for road fuel were used for the calculation.



CABINET

Date of Meeting	Wednesday, 25 th September 2024
Report Subject	Report back from the Call In of Decision No.4243 – Annual Review of Fees and Charges
Cabinet Member	Cabinet Member for Finance and Social Value
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

A decision of the Cabinet - Record No 4243 Annual Review of Fees and Charges was called in.

The call-in meeting of the Corporate Resources Overview & Scrutiny Committee was held on 7th August 2024 at 2pm.

Having considered the decision, the committee chose Option 3: to refer it back to the decision-making person or body (i.e. Cabinet) for reconsideration.

RECOMMENDATIONS

1	That the cabinet notes the decision of the Corporate Resources Overview & Scrutiny Committee call-in meeting with regard to Record No 4243 – Annual Review of Fees and Charges.
2	The Cabinet is invited to confirm or amend its previous decision, having regard to the decision of the Corporate Resources Overview & Scrutiny Committee.

REPORT DETAILS

1.00	EXPLAINING THE CALL IN
1.01	<p>At the meeting of the Cabinet which was held on 23rd July 2024, the Annual Review of Fees and Charges report was considered.</p> <p>The recommendations of that report, which were approved by Cabinet were as follows:</p> <ul style="list-style-type: none">a) That Cabinet approves the schedule of fees and charges documented in Appendix A for implementation on 1st October 2024.b) That Cabinet agrees that a customer friendly version of the schedule of fees and charges, documented in Appendix A, be produced and published.
1.02	<p>The decision of the Cabinet, which was published as Record No 4243 is as follows:</p> <p><i>As detailed in the recommendations.</i></p>
1.03	<p>That decision was called in by Councillors Alasdair Ibbotson, Carolyn Preece, Gillian Brockley, Sam Swash and Dan Rose on the following grounds:</p> <ul style="list-style-type: none">1. <i>The fees approved contain significant reductions in fee levels in cash terms, which would impact on the council's ability to recover costs;</i>2. <i>That the decision is inconsistent with the Income Generation Policy, and</i>3. <i>That cabinet has not given reasons for its departure from policy</i>
1.04	<p>The call in was heard by the Corporate Resources Overview & Scrutiny Committee at 2pm on Wednesday 7th August 2024.</p> <p>The decision of the Corporate Resources Overview & Scrutiny Committee was option 3, referral back to Cabinet.</p> <p>The Cabinet is therefore invited to reconsider this issue at its meeting on 17th July 2024 in the light of the call-in.</p> <p>To assist Cabinet in its reconsideration of the previous decision, a <i>draft</i> copy of the minutes is included at Appendix 2.</p>

2.00	RESOURCE IMPLICATIONS
2.01	As identified in the previous report to the Cabinet on this issue.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	As identified in the previous report to the Cabinet on this issue.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	As identified in the previous report to the Cabinet on this issue.

5.00	APPENDICES
5.01	<p>Appendix 1 – Report of the Corporate Finance Manager and Chief Executive on <i>Annual Review of Fees and Charges 2024</i> considered at Cabinet on 23rd July.</p> <p>Appendix 2 – <i>Draft</i> minutes: Call In, Corporate Resources Overview & Scrutiny Committee.</p> <p>Appendix 3 – Revised Schedule of Fees and Charges 2024</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Appendix 1 – Report of the Corporate Finance Manager and Chief Executive on Annual Review of Fees and Charges 2024 considered at Cabinet on 23rd July.</p> <p>Flintshire County Council Overview & Scrutiny Call-in Arrangements</p>

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

8.00	GLOSSARY OF TERMS
8.01	Call in: under section 21 (3) of the Local Government Act 2000, an Overview & Scrutiny committee can review a decision which has been made but not implemented. This is known as a ‘call in’.

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CABINET

Date of Meeting	Tuesday, 23 rd July 2024
Report Subject	Annual Review of Fees and Charges 2024
Cabinet Member	Cabinet Member for Finance and Social Value
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The 2024 review of fees and charges has been completed in line with the Council's Income Generation Policy, which sets out the rationale and process for an annual review of fees and charges.

The outcome of this review is set out in Appendix A and will apply from 1st October 2024.

Applying the principles contained within the Council's Income Generation Policy has ensured that any changes to charging has been appropriately managed and the latest version of the policy is attached as Appendix B.

This report also outlines the ongoing requirements of the annual review of fees and charges for 2024, particularly for those fees and charges who are still to demonstrate that they achieve full cost recovery.

RECOMMENDATIONS

1	That Cabinet approves the schedule of fees and charges documented in Appendix A for implementation on 1 st October 2024.
2	That Cabinet agrees that a customer friendly version of the schedule of fees and charges, documented in Appendix A, be produced and published.

REPORT DETAILS

1.00	EXPLAINING THE LATEST POSITION ON FEES AND CHARGES
1.01	<p>Background</p> <p>The Council provides a wide array of services, for some of which customers are required to pay a fee or charge. The income generated from these fees and charges forms part of the budget strategy of options that contribute to the Medium Term Financial Strategy (MTFS).</p>
1.02	<p>Applying the principles contained within the Council's Income Generation Policy has ensured that any changes to charging has been appropriately managed and the latest version of the policy is attached as Appendix B.</p>
1.03	<p>The Policy requires an annual review of all fees and charges to be reported to Cabinet in July of each year in advance of implementation on 1st October.</p>
1.04	<p>Annual Review of Fees and Charges 2024</p> <p>The 2024 annual review of fees and charges has been completed and the results of this review are presented in Appendix A, as a collated schedule of fees and charges to be applied from 1st October 2024 (unless otherwise stated).</p>
1.05	<p>In alignment with the Council's Income Generation Policy the review:</p> <ul style="list-style-type: none">• Is linked to the Medium Term Financial Strategy, work for which is running concurrently;• Has been conducted annually and is being reported to Cabinet in July prior to implementation; and• Had a default position of increasing in line with inflation for all applicable fees and charges.
1.06	<p>The Income Generation Policy refers to the need for all fees and charges to achieve full cost recovery or market comparable rate wherever possible.</p> <p>Services have been asked to consider this as part of this year's review, and information has been updated within the schedule accordingly.</p> <p>The Corporate Finance Team will continue to support services in developing fees and charges to meet full cost recovery as part of ongoing reviews, and further work will be undertaken throughout the financial year.</p>
1.07	<p>One of the principles of the Council's Policy on fees and charges is that charges are transparent and communicated to customers with reasonable notice. To fulfil this principle, it is proposed that a customer friendly version of the 2024 schedule of fees and charges, containing the key information presented in Appendix A, is produced and published on our website.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The generation of income from fees and charges is part of the budget strategy of options that contributes to meet the challenge of the Medium Term Financial Strategy.
2.02	Estimations of income generated through the application of fees and charges, and any increases to them, is monitored and factored into the budget setting process.. The 2024 review is estimated to generate an additional £0.085m per annum, with £0.050m of that already built into 2024/25 budgets, so this is an additional contribution of £0.035m to the 2025/26 budget.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	As this report presents an annual, operational update report on progress against the process and policy for conducting the annual review of fees and charges, no Integrated Impact Assessment (IIA) has been completed.
3.02	In line with the Council's Income Generation Policy, applicable fees and charges have been subject to an annual inflation uplift using one of the three agreed inflation indices: the normative Consumer Prices Index including owner occupier Housing costs (CPIH) 12 month rolling rate as of March (3.8% for March 2024); market rate comparable changes; or the Council's inflation rate. This ensures that relative increases are applied and managed responsibly.
3.03	Whilst it is not the purpose of this report to outline the impact of the COVID-19 pandemic on income generation through fees and charges, it should be noted that demand for some services may not have fully recovered. The Councils aim to achieve full cost recovery by 2022 was prior to the COVID19 pandemic which will have had an impact on services achieving full cost recovery, and work will continue with services to achieve that throughout this financial year.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The principles and process for the annual review of fees and charges were considered and endorsed by the Corporate Resources and Overview Scrutiny Committee and Cabinet in July 2019. These were included within the Council's Income Generation Policy (version two), which was endorsed by Cabinet in July 2020. An update to that Policy was endorsed by Cabinet in July 2022 and this is attached as Appendix B.
4.02	New discretionary fees and charges are approved under Delegated Powers/Authority processes, prior to which an IIA should have been completed considering the Sustainable Development Principles, Wellbeing Goals and Council's Wellbeing Objectives, along with any potential equality and/or diversity issues.

4.03	For the purposes of transparency, it is recommended we publish a customer friendly version of the schedule of fees and charges, which shows the frequency of charging (one off, weekly, monthly, etc.) for 2024.
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5.00	APPENDICES
5.01	Appendix A: 2024 Schedule of Fees and Charges Appendix B: Income Generation Policy (Version 3)

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	The 2019 Fees and Charges Report to Cabinet, along with recommendations and decisions, can be accessed online: https://committeemeetings.flintshire.gov.uk/ieIssueDetails.aspx?Id=27693&PlanId=0&Opt=3#A19191&LLL=0
6.02	The 2020 Fees and Charges Report to Cabinet, along with version two of the Income Generation Policy can be accessed online: https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&MId=4462&Ver=4&LLL=0
6.02	The 2021 Fees and Charges Report to Cabinet can be accessed online: https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&MId=4913&Ver=4&LLL=0
6.03	The 2022 Fees and Charges Report to Cabinet can be accessed online: https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&MId=5078&Ver=4&LLL=0
6.04	The 2023 Fees and Charges Report to Cabinet can be accessed online: https://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&MId=5321&Ver=4&LLL=0

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

8.00	GLOSSARY OF TERMS
8.01	Full cost recovery: the fees and charges applied for services cover both the direct and indirect costs of service delivery/provision <ul style="list-style-type: none"> • Direct costs: costs that are completely associated with the delivery of a service or production of a product. • Indirect costs: also known as overheads these are the costs that are incurred by organisations as part of their operations but which are not directly attributable to a specific service or product.

Income Generation Policy: the Council's Policy which sets the rationale for income generation, including the setting and review of fees and charges

Inflation index: is a tool that measures the rate of inflation (rises in prices).

Inflation uplift: increase in price based on an inflation index

Integrated Impact Assessment (IIA): systematic analysis of a service or policy to identify the potential effects on different groups and/or the environment with an aim to then minimise any negative impacts and enhance any positive impacts.

Market rate: is the usual price charged for goods and services.

Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

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Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	General Advice	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -	£ -	n	Andy Roberts	n	General Advice is a free service
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Advice Meeting	Discretionary	Outside scope	£ 63.49	Yes	£ 65.90	None	£ 65.90	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Detailed Advice Site Visit	Discretionary	Outside scope	£ 109.66	Yes	£ 113.83	None	£ 113.83	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Written Report - small/medium site	Discretionary	Outside scope	£ 57.72	Yes	£ 59.91	None	£ 59.91	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Written Report - large site	Discretionary	Outside scope	£ 75.03	Yes	£ 77.88	None	£ 77.88	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Technical Advice (per hour)	Discretionary	Outside scope	£ 46.17	Yes	£ 47.92	None	£ 47.92	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Control	Site history/compliance check (per hour)	Discretionary	Outside scope	£ 75.78	Yes	£ 78.66	None	£ 78.66	£ -	n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Application Fee - 0 to 5 employees	Statutory	Standard Rate	£ 176.42	Yes	£ 152.61	£ 30.52	£ 183.13	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Annual Subscriptions fee - 0 to 5 employees	Statutory	Standard Rate	£ 335.84	Yes	£ 290.51	£ 58.10	£ 348.61	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Application Fee - 6 to 20 employees	Statutory	Standard Rate	£ 244.37	Yes	£ 211.38	£ 42.28	£ 253.65	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Annual Subscriptions fee - 6 to 20 employees	Statutory	Standard Rate	£ 503.12	Yes	£ 435.20	£ 87.04	£ 522.24	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Application Fee - 21 to 49 employees	Statutory	Standard Rate	£ 311.02	Yes	£ 269.03	£ 53.81	£ 322.83	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Annual Subscription fee - 21 to 49 employees	Statutory	Standard Rate	£ 670.39	Yes	£ 579.89	£ 115.98	£ 695.87	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Buy with Confidence Scheme	Application Fee - 50 plus employees	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -	£ -	n	Sian Jones	n	Price on Application
Planning, Environment and Economy	Buy with Confidence Scheme	Annual Subscription fee - 50 plus employees	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -	£ -	n	Sian Jones	n	Price on Application
Planning, Environment and Economy	Countryside	Hire of Wepre field	Discretionary	Outside scope	£ 473.35	Yes	£ 491.34	None	£ 491.34	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Hire of Buckley field	Discretionary	Outside scope	£ 473.35	Yes	£ 491.34	None	£ 491.34	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Hire of Garden Room (per hour)	Discretionary	Outside scope	£ 18.34	Yes	£ 19.04	None	£ 19.04	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Hire of Garden Room Half Day (4 hours)	Discretionary	Outside scope	£ 60.94	Yes	£ 63.26	None	£ 63.26	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Hire of Garden Room Full Day (8 hours)	Discretionary	Outside scope	£ 97.63	Yes	£ 101.34	None	£ 101.34	£ 466.00	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Education Visit Wepre Half Day - per child Minimum £60 for 2 hours	Discretionary	Outside scope	£ 3.54	Yes	£ 3.67	None	£ 3.67	£ -	n	Tom Woodall	n	Uplift to be applied every three years with the first uplift from 2022
Planning, Environment and Economy	Countryside	Education Visit Wepre Full Day - per child Minimum £80 for 4 hours	Discretionary	Outside scope	£ 4.73	Yes	£ 4.91	None	£ 4.91	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Evening ranger talk	Discretionary	Outside scope	£ 39.05	Yes	£ 40.53	None	£ 40.53	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Domestic Energy Efficiency Project (DEEP)	LA Flex Declarations	Discretionary	Standard Rate	£ 144.00	Yes	£ 124.56	£ 24.91	£ 149.47	£ 25,770.00	n	Niall Waller	n	
Planning, Environment and Economy	Environmental Permitting	The local authority permits for part B installations and mobile plant and solvent emission activities (fees and charges)(Wales) scheme 2016	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ -	n	Sian Jones	n	Up to date information on fees is available online at: https://gov.wales/local-authority-permits-part-b-installations-and-mobile-plant-and-solvent-emission-activities-fees
Planning, Environment and Economy	Explosives and Petroleum	Storage of explosives up to 2000kg	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ 2,827.00	n	Sian Jones	n	The schedule of fees can be found under Schedule 7; Part 3; of the Health and Safety and Nuclear Fees Regulations 2016. Available from: http://www.legislation.gov.uk/uksi/2016/253/made
Planning, Environment and Economy	Explosives and Petroleum	Petroleum (Consolidation) Regulations 2014	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ 5,019.00	n	Sian Jones	n	The schedule of fees can be found under Schedule 7; Part 5; Regulation 6 and 14 of the Health and Safety and Nuclear Fees Regulations 2016. Available from: http://www.legislation.gov.uk/uksi/2016/253/made

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Food Export Certificate	Food Export Certificate	Discretionary	Outside scope	£ 59.46	Yes	£ 61.72	None	£ 61.72	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Food Export Certificate	Food Export Certificate visit (if required) - per hour	Discretionary	Outside scope	£ 79.28	Yes	£ 82.29	None	£ 82.29	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Food Hygiene Rating Scheme - Re-rating	Re-rating inspection	Statutory	Outside scope	£ 196.02	Yes	£ 255.00	None	£ 255.00	£ 1,080.00	n	Sian Jones	n	Increased Charge - All Wales Food Safety
Planning, Environment and Economy	Food Safety Business Advice	Food Safety Business Advice - up to two hours	Discretionary	Outside scope	£ 177.51	Yes	£ 184.26	None	£ 184.26	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Food Voluntary Surrender Certificate	Food Voluntary Surrender Certificate	Discretionary	Outside scope	£ 59.46	Yes	£ 61.72	None	£ 61.72	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Food Voluntary Surrender Certificate	Food Voluntary Surrender Certificate visit (required) - per hour	Discretionary	Outside scope	£ 79.28	Yes	£ 82.29	None	£ 82.29	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Health and Safety	Factual Statement - per hour	Discretionary	Outside scope	£ 78.11	Yes	£ 81.08	None	£ 81.08	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Land Charges	Land Charges - LLC1 only (whole part of register)	Statutory	Outside scope	£ 6.00	No	£ 6.00	None	£ 6.00	£ 261,172.00	n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	Full Official Search £6 LLC1 fee included, for which VAT is not applicable	Statutory	Standard Rate	£ 126.00	No	£ 106.00	£ 20.00	£ 126.00		n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	CON29 enquiries only	Statutory	Standard Rate	£ 120.00	No	£ 100.00	£ 20.00	£ 120.00		n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	CON29 optional enquiries (each)	Statutory	Standard Rate	£ 12.00	No	£ 10.00	£ 2.00	£ 12.00		n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	Applicant's additional question	Statutory	Standard Rate	£ 25.20	No	£ 21.00	£ 4.20	£ 25.20		n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	Additional Parcel of land (each) £1 LLC1 element included, for which VAT is not applicable	Statutory	Standard Rate	£ 14.20	No	£ 12.00	£ 2.20	£ 14.20		n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	Expedited Search (official search)	Statutory	Standard Rate	£ 30.00	No	£ 25.00	£ 5.00	£ 30.00		n	Lynne Fensome	n	
Planning, Environment and Economy	HMO/Housing	HMO Licence application fee for the first five units:	Discretionary	Outside scope	£ 377.75	Yes	£ 392.10	None	£ 392.10	£ 365.00	n	Jenny Prendergast	n	
Planning, Environment and Economy	HMO/Housing	HMO each additional unit:	Discretionary	Outside scope	£ 36.14	Yes	£ 37.51	None	£ 37.51		n	Jenny Prendergast	n	
Planning, Environment and Economy	HMO/Housing	Service of an Improvement/Prohibition/Emergency Prohibition Notice under Housing Act 2004	Discretionary	Outside scope	£ 369.59	Yes	£ 383.63	None	£ 383.63		n	Jenny Prendergast	n	
Planning, Environment and Economy	HMO/Housing	Immigration Housing Inspections	Discretionary	Outside scope	£ 123.58	Yes	£ 128.28	None	£ 128.28		n	Jenny Prendergast	n	
Planning, Environment and Economy	Caravan and Residential Licences Non-principle residence	New Site Licences Application 0-14 units	Discretionary	Outside scope	£ 405.73	Yes	£ 421.15	None	£ 421.15	£ -	y	Jenny Prendergast	n	
Planning, Environment and Economy	Caravan and Residential Licences Non-principle residence	New Site Licences Application 15-49 units	Discretionary	Outside scope	£ 481.51	Yes	£ 499.81	None	£ 499.81	£ -	y	Jenny Prendergast	n	
Planning, Environment and Economy	Caravan and Residential Licences Non-principle residence	New Site Licences Application 50+ units	Discretionary	Outside scope	£ 507.16	Yes	£ 526.43	None	£ 526.43	£ -	y	Jenny Prendergast	n	
Planning, Environment and Economy	Caravan and Residential Licences Non-principle residence	Variation of existing licence	Discretionary	Outside scope	£ 253.00	Yes	£ 262.61	None	£ 262.61	£ -	y	Jenny Prendergast	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	All Pre Licensing Checks	Discretionary	Outside scope	£ 225.68	Yes	£ 234.26	None	£ 234.26	£ 104,578.00	y	Gemma Potter	n	renamed and recosted - amended 2023 figure to calculate inflation
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Grant of 3 year Joint Driver Licence	Discretionary	Outside scope	£ 131.99	Yes	£ 137.01	None	£ 137.01		y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Grant of 12 month Joint Driver Licence	Discretionary	Outside scope	£ 70.39	Yes	£ 73.06	None	£ 73.06		y	Gemma Potter	n	
Planning, Environment and Economy	Knowledge Test	Additional Resit - from 4th time onward per resit	Discretionary	Outside scope	£ 20.00	Yes	£ 20.76	None	£ 20.76					
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Renewal 1 year	Discretionary	Outside scope	£ 171.58	Yes	£ 178.10	None	£ 178.10	£ 12,078.00	y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Renewal 3 year	Discretionary	Outside scope	£ 233.18	Yes	£ 242.04	None	£ 242.04		y	Gemma Potter	n	

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Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Vehicle Plate Deposit	Discretionary	Outside scope	£ 16.50	Yes	£ 17.13	None	£ 17.13	£ 19,174.00	y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Replacement Plate	Discretionary	Outside scope	£ 16.50	Yes	£ 17.13	None	£ 17.13		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Enhanced DBS Check (Set by DBS)	Discretionary	Outside scope	£ 38.00	No	£ 53.00	None	£ 53.00		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Online Document Verification (DBS) set by Taxi Plus	Discretionary	Outside scope		No	£ 5.00	None	£ 5.00						
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	DBS Update Service	Discretionary	Outside scope		No	£ 6.00	£ 1.20	£ 7.20						
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	DVLA Check	Discretionary	Outside scope		No	£ 4.00	None	£ 4.00						
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Change of Vehicle Reg.	Discretionary	Outside scope	£ 33.00	Yes	£ 34.25	None	£ 34.25		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Missed Appointment	Discretionary	Outside scope	£ 28.60	No	£ 28.60	None	£ 28.60		y	Gemma Potter	n	Request that this charge be fixed at £20	
Planning, Environment and Economy	Private Hire and Hackney Carriages	Private Hire Operator Licence (grant or renewal) 5 year	Discretionary	Outside scope	£ 680.83	Yes	£ 706.70	None	£ 706.70	£ 1,875.00	y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire and Hackney Carriages	Private Hire Operator Licence (grant or renewal) 1 year	Discretionary	Outside scope	£ 276.07	Yes	£ 286.56	None	£ 286.56		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire and Hackney Carriages	Transfer of Licence (vehicle)	Discretionary	Outside scope	£ 89.09	Yes	£ 92.48	None	£ 92.48		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire and Hackney Carriages	Administration Fee Operator Licence	Discretionary	Outside scope	£ 103.39	Yes	£ 107.32	None	£ 107.32		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire and Hackney Carriages	New vehicle - six monthly	Discretionary	Outside scope	£ 113.29	Yes	£ 117.60	None	£ 117.60		y	Gemma Potter	n		
Planning, Environment and Economy	Private Hire and Hackney Carriages	Renewal vehicle - six monthly	Discretionary	Outside scope	£ 95.69	Yes	£ 99.33	None	£ 99.33		y	Gemma Potter	n		
Planning, Environment and Economy	Animal Licensing	Animal Boarding	Discretionary	Outside scope	£ 187.58	Yes	£ 194.71	None	£ 194.71		y	Gemma Potter	n		
Planning, Environment and Economy	Animal Licensing	Home Boarding of Dogs	Discretionary	Outside scope	£ 146.74	Yes	£ 152.32	None	£ 152.32		y	Gemma Potter	n		
Planning, Environment and Economy	Animal Licensing	Animal Breeding	Discretionary	Outside scope	£ 262.17	Yes	£ 272.13	None	£ 272.13	£ 10,407.00	y	Gemma Potter	n		
Planning, Environment and Economy	Animal Licensing	Dangerous Wild Animals Vet fees for first inspection are charged for in addition	Discretionary	Outside scope	£ 248.33	Yes	£ 257.77	None	£ 257.77		£ -	y	Gemma Potter	n	
Planning, Environment and Economy	Animal Licensing	Pet Shops Vet fees for first inspection are charged for in addition	Discretionary	Outside scope	£ 318.66	Yes	£ 330.77	None	£ 330.77		£ -	y	Gemma Potter	n	
Planning, Environment and Economy	Animal Licensing	Riding Establishments	Discretionary	Outside scope	£ 205.56	Yes	£ 213.37	None	£ 213.37		£ 1,890.00	y	Gemma Potter	n	
Planning, Environment and Economy	Animal Licensing	Zoos Vet fees for first inspection are charged for in addition	Discretionary	Outside scope	£ 183.04	Yes	£ 190.00	None	£ 190.00		£ -	y	Gemma Potter	n	
Planning, Environment and Economy	Other Licences	Sex Establishments and Sexual Entertainment Venues	Discretionary	Outside scope	£ 1,142.57	No	£ 1,142.57	None	£ 1,142.57		£ -	y	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Other Licences	Scrap Metal Dealer 3 year - Site (not due until 2020)	Discretionary	Outside scope	£ 696.03	Yes	£ 722.48	None	£ 722.48		£ -	y	Gemma Potter	n	
Planning, Environment and Economy	Other Licences	Scrap Metal Dealer 3 year - Collector (not due until 2020)	Discretionary	Outside scope	£ 269.32	Yes	£ 279.55	None	£ 279.55		£ -	y	Gemma Potter	n	
Planning, Environment and Economy	Other Licences	Sunday Trading - Loading Control Area	Discretionary	Outside scope	£ 92.10	Yes	£ 95.60	None	£ 95.60	£ -	y	Gemma Potter	n		
Planning, Environment and Economy	Bingo Premises Licence fees	New	Statutory	Outside scope	£ 3,811.50	No	£ 3,811.50	None	£ 3,811.50		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Bingo Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Bingo Premises Licence fees	Variation	Statutory	Outside scope	£ 1,524.60	No	£ 1,524.60	None	£ 1,524.60		n	Gemma Potter	n	Regionally/Nationally set fee	

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Planning, Environment and Economy	Bingo Premises Licence fees	Transfer	Statutory	Outside scope	£ 1,045.44	No	£ 1,045.44	None	£ 1,045.44		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 3,811.50	No	£ 3,811.50	None	£ 3,811.50		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	New	Statutory	Outside scope	£ 2,178.00	No	£ 2,178.00	None	£ 2,178.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Variation	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Transfer	Statutory	Outside scope	£ 1,045.44	No	£ 1,045.44	None	£ 1,045.44		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 2,178.00	No	£ 2,178.00	None	£ 2,178.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	New	Statutory	Outside scope	£ 2,722.50	No	£ 2,722.50	None	£ 2,722.50		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Variation	Statutory	Outside scope	£ 1,089.00	No	£ 1,089.00	None	£ 1,089.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Transfer	Statutory	Outside scope	£ 827.64	No	£ 827.64	None	£ 827.64		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,034.55	No	£ 1,034.55	None	£ 1,034.55		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 2,722.50	No	£ 2,722.50	None	£ 2,722.50		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,034.55	No	£ 1,034.55	None	£ 1,034.55		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	New	Statutory	Outside scope	£ 3,267.00	No	£ 3,267.00	None	£ 3,267.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 522.72	No	£ 522.72	None	£ 522.72		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Variation	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Transfer	Statutory	Outside scope	£ 1,045.44	No	£ 1,045.44	None	£ 1,045.44		n	Gemma Potter	n	Regionally/Nationally set fee

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Planning, Environment and Economy	Betting Shop Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80	£ 11,830.00	n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 3,267.00	No	£ 3,267.00	None	£ 3,267.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	New	Statutory	Outside scope	£ 2,178.00	No	£ 2,178.00	None	£ 2,178.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 653.40	No	£ 653.40	None	£ 653.40		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Variation	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Transfer	Statutory	Outside scope	£ 827.64	No	£ 827.64	None	£ 827.64		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,034.55	No	£ 1,034.55	None	£ 1,034.55		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 2,178.00	No	£ 2,178.00	None	£ 2,178.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,034.55	No	£ 1,034.55	None	£ 1,034.55		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.53	No	£ 27.53	None	£ 27.53		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	New	Statutory	Outside scope	£ 326.70	No	£ 326.70	None	£ 326.70		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Fast Track (Clubs)	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Annual Fee	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Renewal	Statutory	Outside scope	£ 326.70	No	£ 326.70	None	£ 326.70		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Renewal if holder of CPC	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Variation	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Change of name	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Copy of permit	Statutory	Outside scope	£ 16.34	No	£ 16.34	None	£ 16.34		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	New	Statutory	Outside scope	£ 217.80	No	£ 217.80	None	£ 217.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Fast Track (Clubs)	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Annual Fee	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Renewal	Statutory	Outside scope	£ 217.80	No	£ 217.80	None	£ 217.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Renewal if holder of CPC	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Club Gaming Permit	Variation	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Change of name	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Copy of permit	Statutory	Outside scope	£ 16.34	No	£ 16.34	None	£ 16.34		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	New	Statutory	Outside scope	£ 217.80	No	£ 217.80	None	£ 217.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Fast Track (Clubs)	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Annual Fee	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Renewal	Statutory	Outside scope	£ 217.80	No	£ 217.80	None	£ 217.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Renewal if holder of CPC	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Variation	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Change of name	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Copy of permit	Statutory	Outside scope	£ 16.34	No	£ 16.34	None	£ 16.34		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	New	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Fast Track (Clubs)	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Annual Fee	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Renewal	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Renewal if holder of CPC	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Variation	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Change of name	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Copy of permit	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	New	Statutory	Outside scope	£ 163.35	No	£ 163.35	None	£ 163.35		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Fast Track (Clubs)	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Annual Fee	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Renewal	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Renewal if holder of CPC	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Variation	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Licensed Premises More than 2	Transfer	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Change of name	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Copy of permit	Statutory	Outside scope	£ 16.35	No	£ 16.35	None	£ 16.35		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	New	Statutory	Outside scope	£ 326.70	No	£ 326.70	None	£ 326.70		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Fast Track (Clubs)	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Annual Fee	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Renewal	Statutory	Outside scope	£ 326.70	No	£ 326.70	None	£ 326.70		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Renewal if holder of CPC	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Variation	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Change of name	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Prize Gaming	Copy of permit	Statutory	Outside scope	£ 16.34	No	£ 16.34	None	£ 16.34		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Markets	Cannahs Quay - Thursday	Discretionary	Outside scope	£ 5.46	No	£ 5.46	None	£ 5.46	£ 179.00	n	Peter Hayes	n	Market charges which are not uplifted annually are subject to a three yearly uplift, with the last uplift being in 2022
Planning, Environment and Economy	Markets	Holywell - Thursday up to 3m x 3m	Discretionary	Outside scope	£ 8.12	No	£ 8.12	None	£ 8.12	£ 2,101.00	n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Holywell - Thursday up to 6m x 3m	Discretionary	Outside scope	£ 11.50	No	£ 11.50	None	£ 11.50		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Holywell - Thursday over 6m x 3m	Discretionary	Outside scope	£ 15.09	No	£ 15.09	None	£ 15.09		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Mold High St - Weds & Sat	Discretionary	Outside scope	£ 16.66	No	£ 16.66	None	£ 16.66	£ 86,524.00	n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Mold Daniel Owen Sq - Weds & Sat	Discretionary	Outside scope	£ 14.88	No	£ 14.88	None	£ 14.88		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Public Liability Insurance	Discretionary	Outside scope	£ 4.16	No	£ 4.16	None	£ 4.16		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Community Pitch	Discretionary	Outside scope	£ 5.46	No	£ 5.46	None	£ 5.46		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Registration Fee (all markets)	Discretionary	Outside scope	£ 9.36	No	£ 9.36	None	£ 9.36	£ 2,831.00	n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Car Boot Space, Love Lane, Mold - Car	Discretionary	Outside scope	£ 6.24	No	£ 6.24	None	£ 6.24		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Car Boot Space, Love Lane, Mold - Van	Discretionary	Outside scope	£ 10.40	No	£ 10.40	None	£ 10.40		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Car Boot Space, Love Lane, Mold - Charity (Car)	Discretionary	Outside scope	£ 2.08	No	£ 2.08	None	£ 2.08		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Mold Indoor - Unit 1	Discretionary	Outside scope	£ 120.35	No	£ 122.76	None	£ 122.76		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Mold Indoor - Unit 2	Discretionary	Outside scope	£ 190.08	No	£ 193.88	None	£ 193.88		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Mold Indoor - Unit 3	Discretionary	Outside scope	£ 52.84	No	£ 53.90	None	£ 53.90		n	Peter Hayes	n	
Planning, Environment and Economy	Markets	Mold Indoor - Unit 4	Discretionary	Outside scope	£ 92.06	No	£ 93.90	None	£ 93.90		n	Peter Hayes	n	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes	
Planning, Environment and Economy	Pest Control	Rats, Mice, Wasps, Ants, Fleas – Commercial Business Premises & Internal Council Depts	Discretionary	Standard Rate	£ 69.29	Yes	£ 59.93	£ 11.99	£ 71.92	£ 13,365.00	n	Sian Jones	y		
Planning, Environment and Economy	Pest Control	Missed calls Home Owner / Tenant not available at appointment	Discretionary	Standard Rate	£ 42.90	Yes	£ 37.11	£ 7.42	£ 44.53		n	Sian Jones	y		
Planning, Environment and Economy	Pest Control	Concessionary rate	Discretionary	Standard Rate	£ 41.80	Yes	£ 36.15	£ 7.23	£ 43.38		n	Sian Jones	y		
Planning, Environment and Economy	Planning	Planning Pre -Application (Cat A - major development up to 10 dwellings) Plus £160 per additional dwelling	Discretionary	Outside scope	£ 1,284.72	Yes	£ 1,333.54	None	£ 1,333.54	£ 13,365.00	n	Matthew Parry-Davies	n	The Planning, Environment and Economy Portfolio requires any applicant, agent or relevant third party to pay for any costs incurred by the portfolio when commissioning specialist consultant's to appraise evidence submitted to justify a development proposal	
Planning, Environment and Economy	Planning	Planning Pre -Application (single dwelling)	Discretionary	Outside scope	£ 85.65	Yes	£ 88.90	None	£ 88.90		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Planning Pre -Application (two to nine dwellings) - per dwelling	Discretionary	Outside scope	£ 128.47	Yes	£ 133.35	None	£ 133.35		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Planning Pre-Application (non-residential)	Discretionary	Outside scope	£ 85.65	Yes	£ 88.90	None	£ 88.90		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Planning Pre-Application (householder)	Discretionary	Outside scope	£ 69.59	Yes	£ 72.23	None	£ 72.23		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Compliance and confirmation letter - per hour	Discretionary	Outside scope	£ 139.18	Yes	£ 144.47	None	£ 144.47		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Planning research - per hour	Discretionary	Outside scope	£ 139.18	Yes	£ 144.47	None	£ 144.47		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Rights of Way legal order	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		£ 13,365.00	n	Matthew Parry-Davies	n	Fees variable to cover full costs
Planning, Environment and Economy	Planning	Road adoption Section 38 agreement	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			n	Matthew Parry-Davies	n	10% bond
Planning, Environment and Economy	Planning	Section 278	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			n	Matthew Parry-Davies	n	10% bond
Planning, Environment and Economy	Planning	Vehicular Crossings	Discretionary	Outside scope	£ 214.12	Yes	£ 222.26	None	£ 222.26	n		Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Stopping Up Orders (minimum charge)	Discretionary	Outside scope	£ 1,927.08	Yes	£ 2,000.31	None	£ 2,000.31	n		Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Road & Traffic Scheme Info	Discretionary	Outside scope	£ 3.26	Yes	£ 3.38	None	£ 3.38	£ 1,074,163.00	n	Matthew Parry-Davies	n	Three yearly inflation uplift with the first uplift applicable in 2022	
Planning, Environment and Economy	Planning	Search Highways	Discretionary	Outside scope	£ 48.18	Yes	£ 50.01	None	£ 50.01		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Other Planning fees	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	n	Matthew Parry-Davies	n	All other Planning fees are set in legislation. Details of current fees can be found at: https://ecab-planningportal.co.uk/uploads/welsh_application_fees.pdf		
Planning, Environment and Economy	Primary Authority	Primary Authority - hourly rate	Discretionary	Outside scope	£ 72.80	Yes	£ 75.57	None	£ 75.57	£ -	n	Sian Jones	n		
Planning, Environment and Economy	Private Water Supply	Private water supply sampling and testing	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ -	n	Sian Jones	n	Individually priced on the basis of cost recovery including officer time, testing, and all other associated activities. Details of the statutory upper fee levels can be found at: http://www.legislation.gov.uk/wsi/2017/1041/schedule/6/made	
Planning, Environment and Economy	Quarry's and Landfill	Inspection/monitoring	Statutory	Outside scope	£ -	No	£ -	None	£ -	£ 7,205.00	n	Hannah Parish	n	Fees are set in legislation and price per site is dependent on the number of visits required. Fee legislation can be found at: http://www.legislation.gov.uk/wsi/2015/1522/regulation/14/made (paragraph 14)	
Planning, Environment and Economy	Rights of Way	Temporary closures and extensions by Order	Discretionary	Outside scope	£ 2,096.93	Yes	£ 2,176.61	None	£ 2,176.61	£ 8,263.00	n	Derrick Charlton	n		
Planning, Environment and Economy	Rights of Way	Closure by notice	Discretionary	Outside scope	£ 627.19	Yes	£ 651.02	None	£ 651.02		n	Derrick Charlton	n		
Planning, Environment and Economy	Rights of Way	Permanent closures and diversions Advert costs are charged in addition	Discretionary	Outside scope	£ 1,882.74	Yes	£ 1,954.28	None	£ 1,954.28		n	Derrick Charlton	n		
Planning, Environment and Economy	Rights of Way	Follow up Property Search queries - per request	Discretionary	Outside scope	£ 87.57	Yes	£ 90.90	None	£ 90.90		n	Derrick Charlton	n		
Planning, Environment and Economy	Rights of Way	Authorisation for rallies - per request	Discretionary	Outside scope	£ 125.44	Yes	£ 130.21	None	£ 130.21		n	Derrick Charlton	n		

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes	
Planning, Environment and Economy	Roundabout Sponsorship	Sponsorship of a Roundabout	Discretionary	Standard Rate	£ 3,550.12	Yes	£ 3,070.85	£ 614.17	£ 3,685.02	£ 19,231.00	n	Peter Hayes	n		
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 1,000 tonnes	Statutory	Outside scope	£ 125.00	Yes	£ 135.00	None	£ 135.00	£ -	n	Sian Jones	n	Fee increase	
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 3,000 tonnes	Statutory	Outside scope	£ 170.00	Yes	£ 185.00	None	£ 185.00	£ -	n	Sian Jones	n	Fee increase	
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 10,000 tonnes	Statutory	Outside scope	£ 250.00	Yes	£ 270.00	None	£ 270.00	£ -	n	Sian Jones	n	Fee increase	
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 20,000 tonnes	Statutory	Outside scope	£ 325.00	Yes	£ 355.00	None	£ 355.00	£ -	n	Sian Jones	n	Fee increase	
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 30,000 tonnes	Statutory	Outside scope	£ 415.00	Yes	£ 450.00	None	£ 450.00	£ -	n	Sian Jones	n	Fee increase	
Planning, Environment and Economy	Ship Sanitation Certificate	Over 30,000 tonnes	Statutory	Outside scope	£ 480.00	Yes	£ 520.00	None	£ 520.00	£ -	n	Sian Jones	n	Fee increase	
Planning, Environment and Economy	Ship Sanitation Certificate	Vessels with 50 – 1000 persons	Statutory	Outside scope	£ 480.00	Yes	£ 520.00	None	£ 520.00	£ -	n	Sian Jones	n		
Planning, Environment and Economy	Ship Sanitation Certificate	Vessels with over 1000 persons	Statutory	Outside scope	£ 820.00	Yes	£ 890.00	None	£ 890.00	£ -	n	Sian Jones	n		
Planning, Environment and Economy	Ship Sanitation Certificate	Extensions	Statutory	Outside scope	£ 95.00	Yes	£ 105.00	None	£ 105.00	£ -	n	Sian Jones	n		
Planning, Environment and Economy	Skin Piercing Registration	Skin Piercing Registration - Premises	Discretionary	Outside scope	£ 142.70	Yes	£ 148.12	None	£ 148.12	£ 3,086.00	n	Sian Jones	n		
Planning, Environment and Economy	Skin Piercing Registration	Skin Piercing Registration - Person	Discretionary	Outside scope	£ 71.35	Yes	£ 74.06	None	£ 74.06		n	Sian Jones	n		
Planning, Environment and Economy	Skin Piercing Registration - Conventions	Discretionary	Outside scope	Outside scope	£ 15.00	None	£ 15.57	None	£ 15.57		n	Sian Jones	n	New Charge	
Planning, Environment and Economy	Stray Dogs	Return direct to Owners	Discretionary	Outside scope	£ 35.50	Yes	£ 36.85	None	£ 36.85	£ 90.00	n	Sian Jones	n		
Planning, Environment and Economy	Stray Dogs	Taken to approved kennels	Discretionary	Standard Rate	£ 53.26	Yes	£ 46.07	£ 9.21	£ 55.28		n	Sian Jones	n		
Planning, Environment and Economy	Stray Dogs	Kennelling Fee (per day)	Discretionary	Standard Rate	£ -	Yes	£ -	£ -	£ -		n	Sian Jones	n		
Planning, Environment and Economy	Street Naming and Numbering	House Name Change	Discretionary	Outside scope			£ 12.00	None	£ 12.00		n	Gemma Potter	n	New Charge	
Planning, Environment and Economy	Street Naming and Numbering	Re-name of street where requested by residents Plus £36 per additional property	Discretionary	Outside scope	£ 130.58	Yes	£ 135.54	None	£ 135.54		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Street Naming and Numbering	Re-numbering Houses/Buildings Plus £36 per additional property	Discretionary	Outside scope	£ 130.58	Yes	£ 135.54	None	£ 135.54		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Street Naming and Numbering	Confirmation of addresses for Conveyancing purposes	Discretionary	Outside scope	£ 40.81	Yes	£ 42.36	None	£ 42.36		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Street Naming and Numbering	Conversion of Buildings to form Dwelling/Flats Plus £10 per additional unit	Discretionary	Outside scope	£ 116.59	Yes	£ 121.02	None	£ 121.02		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	New road	Single Dwelling, Self Build plots on existing Road/Street Plus £10 per additional unit	Discretionary	Outside scope	£ 116.59	Yes	£ 121.02	None	£ 121.02	£ 12,981.00	n	Matthew Parry-Davies	n		
Planning, Environment and Economy	New road	New Development 2-5 plots Plus £25 per additional unit	Discretionary	Outside scope	£ 174.88	Yes	£ 181.53	None	£ 181.53		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	New road	New Development 6-10 plots Plus £20 per additional unit	Discretionary	Outside scope	£ 291.47	Yes	£ 302.55	None	£ 302.55		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	New road	New Development over 10 plots Plus £15 per additional unit	Discretionary	Outside scope	£ 582.94	Yes	£ 605.09	None	£ 605.09		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	New road	Industrial - Allocation of addresses to commercial units (1 unit) Plus £25 per additional unit	Discretionary	Outside scope	£ 174.88	Yes	£ 181.53	None	£ 181.53		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Sustainable Drainage Systems (SuDS) Pre-Application	Early Engagement Advice	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Detailed advice and review	Single dwelling (householder)	Discretionary	Outside scope	£ 116.59	Yes	£ 121.02	None	£ 121.02			n	Andy Roberts	n	Free

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Detailed advice and review	0.01 to 0.5 hectare	Discretionary	Outside scope	£ 233.18	Yes	£ 242.04	None	£ 242.04	£ 32,470.00	n	Andy Roberts	n	
Planning, Environment and Economy	Detailed advice and review	>0.5 to 1.0 hectare	Discretionary	Outside scope	£ 466.35	Yes	£ 484.07	None	£ 484.07		n	Andy Roberts	n	
Planning, Environment and Economy	Detailed advice and review	>1.0 to 5.0 hectare	Discretionary	Outside scope	£ 699.53	Yes	£ 726.11	None	£ 726.11		n	Andy Roberts	n	
Planning, Environment and Economy	Detailed advice and review	>5.0 hectare	Discretionary	Outside scope	£ 1,165.88	Yes	£ 1,210.18	None	£ 1,210.18		n	Andy Roberts	n	
Planning, Environment and Economy	Detailed advice and review	Additional Services (per hour)	Discretionary	Outside scope	£ 46.64	Yes	£ 48.41	None	£ 48.41		n	Andy Roberts	n	
Planning, Environment and Economy	Sustainable Drainage Systems (SuDS)	Application	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		n	Andy Roberts	n	
Planning, Environment and Economy	Talks and Presentations	Environmental Health, Trading Standards and Licensing	Discretionary	Outside scope	£ 79.29	Yes	£ 82.30	None	£ 82.30		n	Andy Roberts	n	Fees are set in legislation: http://www.legislation.gov.uk/wsi/2018/1075/contents/made
Planning, Environment and Economy	Measuring Instruments Directive	Automatic discontinuous totalisers, automatic rail weighbridges, automatic catchweighers, automatic gravimetric	Statutory	Standard Rate	£ 123.90	Yes	£ 107.17	£ 21.43	£ 128.61		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments Directive	Cold water meters	Statutory	Standard Rate	£ 118.06	No	£ 111.51	£ 22.30	£ 133.81	£ 7,761.00	n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments Directive	Hourly rate	Statutory	Standard Rate	£ -	No	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments Directive	Measuring instruments for liquid fuel and lubricants	Statutory	Standard Rate	£ -	No	£ -	£ -	£ -		n	Sian Jones	n	10% surcharge on top of officer hourly rate (minimum 1 hour)
Planning, Environment and Economy	Measuring Instruments Directive	Measuring instruments for liquid fuel delivered from road tankers	Statutory	Standard Rate	£ -	No	£ -	£ -	£ -		n	Sian Jones	n	10% surcharge on top of officer hourly rate (minimum 1 hour)
Planning, Environment and Economy	Special Weighing and Measuring Equipment	Examining, testing, certifying, stamping, authorising or reporting on special weighing or measuring equipment at the	Statutory	Standard Rate	£ 122.65	No	£ 102.21	£ 20.44	£ 122.65		n	Sian Jones	n	
Planning, Environment and Economy	Measures	Linear Measures not exceeding 3m, for each scale	Statutory	Standard Rate	£ -	No	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	
Planning, Environment and Economy	Measures	Capacity Measures, without divisions, not exceeding 1 litre	Statutory	Standard Rate			£ 13.89	£ 2.78	£ 16.67		n	Sian Jones	n	NEW
Planning, Environment and Economy	Measures	Cubic ballast measures (other than brim measures)	Statutory	Standard Rate			£ 10.97	£ 2.19	£ 13.16		n	Sian Jones	n	NEW
Planning, Environment and Economy	Measures	Liquid capacity measures for making up and checking average quantity packages	Statutory	Standard Rate			£ 245.54	£ 49.11	£ 294.65		n	Sian Jones	n	NEW
Planning, Environment and Economy	Measures	Templets - per scale - first item	Statutory	Standard Rate			£ 38.82	£ 7.76	£ 46.58		n	Sian Jones	n	NEW
Planning, Environment and Economy	Measures	Templets - second and subsequent items	Statutory	Standard Rate			£ 67.48	£ 13.50	£ 80.98		n	Sian Jones	n	NEW
Planning, Environment and Economy	Weighing Instruments Non-NAWI	Not exceeding 1 tonne - per item	Statutory	Standard Rate			£ 25.53	£ 5.11	£ 30.64		n	Sian Jones	n	New Charge
Planning, Environment and Economy	Weighing Instruments Non-NAWI	Exceeding 1 tonne to 10 tonne - per item	Statutory	Standard Rate	£ 157.06	No	£ 88.14	£ 17.63	£ 105.77		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments Non-NAWI	Exceeding 10 tonnes	Statutory	Standard Rate	£ 328.01	No	£ 142.78	£ 28.56	£ 171.34		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments NAWI	Not exceeding 1 tonne - per item	Statutory	Standard Rate	£ 161.39	No	£ 298.18	£ 59.64	£ 357.82		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments NAWI	Exceeding 1 tonne to 10 tonne - per item	Statutory	Standard Rate	£ 249.76	No	£ 146.74	£ 29.35	£ 176.09		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments NAWI	Exceeding 10 tonnes - per item	Statutory	Standard Rate	£ 546.74	No	£ 227.05	£ 45.41	£ 272.46		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments NAWI	When testing instruments incorporating remote display or printing facilities, and where completion of the test requires a	Statutory	Standard Rate	£ -	No	£ 497.04	£ 99.41	£ 596.45		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments for Intoxicating Liquor	Not exceeding 150ml	Statutory	Standard Rate	£ -	No	£ -	£ -	£ -		n	Sian Jones	n	50% surcharge on officer hourly rate plus travel costs
Planning, Environment and Economy	Measuring Instruments for Intoxicating Liquor	Other Planning fees	Statutory	Standard Rate			£ 24.19	£ 4.84	£ 29.03		n	Sian Jones	n	NEW
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	Container type	Statutory	Standard Rate			£ 27.95	£ 5.59	£ 33.54	n	Sian Jones	n	NEW	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	First nozzle tested, per site	Statutory	Standard Rate	£ 181.82	No	£ 101.34	£ 20.27	£ 121.61		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	Each additional nozzle tested	Statutory	Standard Rate	£ 111.71	No	£ 165.29	£ 33.06	£ 198.35		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	Testing of peripheral electronic equipment on a separate visit (per site)	Statutory	Standard Rate	£ 122.65	No	£ 111.70	£ 22.34	£ 134.04		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	Testing of credit card acceptor (per unit, regardless of no. of slots/nozzles/pumps)	Statutory	Standard Rate	£ 122.65	No	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Wet hose with two testing liquids - per item	Statutory	Standard Rate	£ 390.28	No	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Wet hose with three testing liquids - per item	Statutory	Standard Rate	£ 455.33	No	£ 354.80	£ 70.96	£ 425.76		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Dry hose with two testing liquids - per item	Statutory	Standard Rate	£ 433.58	No	£ 413.93	£ 82.79	£ 496.72		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Dry hose with three testing liquids - per item	Statutory	Standard Rate	£ 498.89	No	£ 394.17	£ 78.83	£ 473.00		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Wet/dry hose with two testing liquids - per item	Statutory	Standard Rate	£ 607.07	No	£ 453.54	£ 90.71	£ 544.25		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Wet/dry hose with three testing liquids - per item	Statutory	Standard Rate	£ 648.97	No	£ 551.89	£ 110.38	£ 662.27		n	Sian Jones	n	
Planning, Environment and Economy	Certificate of errors	For supplying a certificate containing results of errors found on testing	Statutory	Standard Rate	£ 79.09	No	£ 589.97	£ 117.99	£ 707.96		n	Sian Jones	n	
Planning, Environment and Economy	Certificate of errors	For supplying a certificate containing results of errors found on testing	Statutory	Standard Rate	£ 79.09	No	£ 71.60	£ 14.32	£ 85.92		n	Sian Jones	n	
Governance	Electoral Services	Full register of electors and the notice of alteration (data format)	Statutory	Outside scope	£ 20.00	Yes	£ 20.76	None	£ 20.76		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 1,000 entries (or part thereof) of full register (data format)	Statutory	Outside scope	£ 1.50	Yes	£ 1.56	None	£ 1.56		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Full register of electors and the notice of alteration (printed format)	Statutory	Outside scope	£ 10.00	Yes	£ 10.38	None	£ 10.38		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 1,000 entries (or part thereof) of full register (printed format)	Statutory	Outside scope	£ 5.00	Yes	£ 5.19	None	£ 5.19		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	List of overseas electors (data format)	Statutory	Outside scope	£ 20.00	Yes	£ 20.76	None	£ 20.76		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 100 entries (or part thereof) overseas electors (data format)	Statutory	Outside scope	£ 1.50	Yes	£ 1.56	None	£ 1.56		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	List of overseas electors (printed format)	Statutory	Outside scope	£ 10.00	Yes	£ 10.38	None	£ 10.38		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 100 entries (or part thereof) of overseas electors (printed format)	Statutory	Outside scope	£ 5.00	Yes	£ 5.19	None	£ 5.19		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Edited register (data format)	Statutory	Outside scope	£ 20.00	Yes	£ 20.76	None	£ 20.76		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 1,000 entries (or part thereof) edited register (data format)	Statutory	Outside scope	£ 1.50	Yes	£ 1.56	None	£ 1.56		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Edited register (printed format)	Statutory	Outside scope	£ 10.00	Yes	£ 10.38	None	£ 10.38		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 1,000 entries (or part thereof) edited register (printed format)	Statutory	Outside scope	£ 5.00	Yes	£ 5.19	None	£ 5.19		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Marked electoral registers and absent voters' lists	Statutory	Outside scope	£ 10.00	Yes	£ 10.38	None	£ 10.38		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Per 1,000 entries (or part thereof) marked electoral registers (printed)	Statutory	Outside scope	£ 2.00	Yes	£ 2.08	None	£ 2.08		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Per 1,000 entries (or part thereof) marked electoral registers (data)	Statutory	Outside scope	£ 1.00	Yes	£ 1.04	None	£ 1.04		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Overseas pensions - proof of life confirmation (at County Hall)	Statutory	Outside scope	£ 21.78	Yes	£ 22.61	None	£ 22.61		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Governance	Electoral Services	Overseas pensions - proof of life confirmation (at home)	Statutory	Outside scope	£ 43.56	Yes	£ 45.22	None	£ 45.22		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Compliance Notice	Statutory	Outside scope	£ 75.00	No	£ 75.00	None	£ 75.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Enforcement Visit	Statutory	Outside scope	£ 235.00	No	£ 235.00	None	£ 235.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Enforcement Visit - debt over £1,500	Statutory	Outside scope	£ -	No	£ -	None	£ -		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Removal Fee	Statutory	Outside scope	£ 110.00	No	£ 110.00	None	£ 110.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Removal Fee - debt over £1,500	Statutory	Outside scope	£ -	No	£ -	None	£ -		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Liability Orders	Council Tax	Statutory	Outside scope	£ 70.00	No	£ 70.00	None	£ 70.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Liability Orders	Business Rates	Statutory	Outside scope	£ 70.00	No	£ 70.00	None	£ 70.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOI and unfortunately, we are unable to levy any inflationary increase.
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Change of forename added within 12 months of birth registration	Statutory	Outside scope	£ 40.00	No	£ 44.00	None	£ 44.00	£ -	No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Consideration by Registrar / Superintendent Registrar of a correction	Statutory	Outside scope	£ 75.00	No	£ 83.00	None	£ 83.00	£ -	No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Consideration by the Registrar General of a correction	Statutory	Outside scope	£ 90.00	No	£ 99.00	None	£ 99.00	£ -	No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Standard certificate for birth, death, marriage or civil partnership	Statutory	Outside scope	£ 11.00	No	£ 12.50	None	£ 12.50		No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Certificate issued after registration from an archived register - priority service (24 hours)	Statutory	Outside scope	£ 35.00	No	£ 38.50	None	£ 38.50		No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Certificate postage and packaging	Discretionary	Outside scope	£ 3.00	No	£ 3.00	None	£ 3.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Fee for Notice of Marriage or Civil Partnership - per person	Statutory	Outside scope	£ 35.00	No	£ 42.00	None	£ 42.00		No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Deposit for Register Office Ceremonies (non refundable but deducted from full ceremony fee)	Discretionary	Outside scope	£ 30.00	No	£ 30.00	None	£ 30.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Deposit for Ceremony Room (non refundable but deducted from full ceremony fee)	Discretionary	Outside scope	£ 100.00	Yes	£ 115.00	None	£ 115.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Deposit for Approved Premises Ceremonies (non refundable but deducted from full ceremony fee)	Discretionary	Outside scope	£ 100.00	Yes	£ 115.00	None	£ 115.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Advance Booking Fee for all ceremonies between 12-24 months in advance	Discretionary	Outside scope	£ 75.00	Yes	£ 78.00	None	£ 78.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Flintshire Register Office, Mold - Superintendent Registrars Office (Mon - Wed only)	Statutory	Outside scope	£ 46.00	No	£ 56.00	None	£ 56.00		No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at The Ceremony Room Llynegryn Hall (Mon - Thurs)	Discretionary	Outside scope	£ 230.00	Yes	£ 235.00	None	£ 235.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at The Ceremony Room Llynegryn Hall (Fri)	Discretionary	Outside scope	£ 275.00	Yes	£ 320.00	None	£ 320.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at The Ceremony Room Llynegryn Hall (Sat)	Discretionary	Outside scope	£ 300.00	Yes	£ 345.00	None	£ 345.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at The Ceremony Room Llynegryn Hall (Sun or Bank Hol)	Discretionary	Outside scope	£ 360.00	Yes	£ 370.00	None	£ 370.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Secular Approved Premises (Mon - Thurs)	Discretionary	Outside scope	£ 435.00	Yes	£ 445.00	None	£ 445.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Secular Approved Premises (Fri)	Discretionary	Outside scope	£ 525.00	Yes	£ 555.00	None	£ 555.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Secular Approved Premises (Sat)	Discretionary	Outside scope	£ 565.00	Yes	£ 600.00	None	£ 600.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Secular Approved Premises (Sun or Bank Hol)	Discretionary	Outside scope	£ 610.00	Yes	£ 645.00	None	£ 645.00	£ -	yes	Rebecca Jones	No	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Marriage at Place of Worship (Registrars attendance to register marriage)	Statutory	Outside scope	£ 86.00	No	£ 104.00	None	£ 104.00		no	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at the Ceremony Room (Mon - Thur)	Discretionary	Outside scope	£ 140.00	Yes	£ 235.00	None	£ 235.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at the Ceremony Room (Fri)	Discretionary	Outside scope	£ 165.00	Yes	£ 320.00	None	£ 320.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at the Ceremony Room (Sat)	Discretionary	Outside scope	£ 220.00	Yes	£ 345.00	None	£ 345.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at the Ceremony Room (Sun or Bank Hol)	Discretionary	Outside scope	£ 320.00	Yes	£ 370.00	None	£ 370.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at an Approved Premises (Mon - Thur)	Discretionary	Outside scope	£ 265.00	Yes	£ 530.00	None	£ 530.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at an Approved Premises (Fri)	Discretionary	Outside scope	£ 320.00	Yes	£ 610.00	None	£ 610.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at an Approved Premises (Sat)	Discretionary	Outside scope	£ 345.00	Yes	£ 645.00	None	£ 645.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at an Approved Premises (Sun or Bank Hol)	Discretionary	Outside scope	£ 450.00	Yes	£ 685.00	None	£ 685.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Approved Premises Applications - Secular Premises - New application	Discretionary	Outside scope	£ 1,685.00	Yes	£ 1,780.00	None	£ 1,780.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Approved Premises Applications - Secular Premises - Renewal application	Discretionary	Outside scope	£ 1,480.00	Yes	£ 1,560.00	None	£ 1,560.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Approved Premises Applications - Religious Premises - New application	Discretionary	Outside scope	£ 123.00	No	£ 136.00	None	£ 136.00	£ -	No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Approved Premises Applications - Religious Premises - Renewal	Discretionary	Outside scope	£ 64.00	No	£ 71.00	None	£ 71.00	£ -	No	Rebecca Jones	No	
Social Services	Social Care	Day Care - flat rate meal chargeMeals for r	Discretionary	Outside scope	£ 7.70	Yes	£ 8.40	None	£ 8.40		No	Jane Davies	No	
Social Services	Social Care	Non-residential Care (domiciliary) - Per week	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Night care (non-residential) - per week	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Adult placement scheme	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Short-term care (Stays less than 8 weeks)	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Residential care - Local Authority	Statutory	Outside scope	£ 727.55	Yes	£ 762.01	None	£ 762.01		No	Jane Davies	No	
Social Services	Social Care	Residential EMI care - Local Authority	Statutory	Outside scope	£ 821.58	Yes	£ 865.07	None	£ 865.07		No	Jane Davies	No	
Social Services	Social Care	Nursing	Statutory	Outside scope	£ 852.94	Yes	£ 899.42	None	£ 899.42		No	Jane Davies	No	
Social Services	Social Care	EMI Nursing	Statutory	Outside scope	£ 915.61	Yes	£ 968.17	None	£ 968.17		No	Jane Davies	No	
Social Services	Social Care	Temporary Residential Care - Local Authority/Private	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Day Care Older People	Discretionary	Outside scope	£ 49.67	Yes	£ 51.68	None	£ 51.68		No	Jane Davies	No	
Social Services	Social Care	Day Care LD/PD	Discretionary	Outside scope	£ 60.00	Yes	£ 62.43	None	£ 62.43		No	Jane Davies	No	
Social Services	Social Care	Day Care Autism Shared Rate	Discretionary	Outside scope	£ 77.70	Yes	£ 88.53	None	£ 88.53		No	Jane Davies	No	
Social Services	Social Care	Day Care Autism 1:1 Rate	Discretionary	Outside scope	£ 181.13	Yes	£ 206.37	None	£ 206.37		No	Jane Davies	No	
Social Services	Social Care	Day Care Autism 2:1 Rate	Discretionary	Outside scope	£ 284.55	Yes	£ 324.20	None	£ 324.20		No	Jane Davies	No	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Social Services	Social Care	Deferred Payment Agreed Charges - Valuations (one-off)	Discretionary	Outside scope	£ 85.00	No	£ 85.00	None	£ 85.00		No	Jane Davies	No	Fees are based on statutory rates
Social Services	Social Care	Deferred Payment Agreed Charges - Legal Fees (one-off)	Discretionary	Outside scope	£ 400.00	No	£ 400.00	None	£ 400.00		No	Jane Davies	No	Fees are based on statutory rates
Social Services	Social Care	Deferred Payment Agreed Charges - Set Up Fees (one-off)	Discretionary	Outside scope	£ 250.00	No	£ 250.00	None	£ 250.00		No	Jane Davies	No	Fees are based on statutory rates
Social Services	Social Care	Deferred Payment Agreed Charges - Annual Administration Fee	Discretionary	Outside scope	£ 92.00	No	£ 92.00	None	£ 92.00		No	Jane Davies	No	Fees are based on statutory rates
Social Services	Social Care	Deferred Payment Agreed Charges - Interest Charge	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Court of Protection fees - Set up fee (One off)	Statutory	Outside scope	£ 745.00	No	£ 745.00	None	£ 745.00		No	Jane Davies	No	All Court Of Protection fees are set by the Office of the Public Guardian
Social Services	Social Care	Court of Protection fees - Annual Management Fee	Statutory	Outside scope	£ 650.00	No	£ 650.00	None	£ 650.00		No	Jane Davies	No	All Court Of Protection fees are set by the Office of the Public Guardian
Social Services	Social Care	Court of Protection fees - Preparation and Lodgement of COP Report	Statutory	Outside scope	£ 216.00	No	£ 216.00	None	£ 216.00		yes	Jane Davies	No	All Court Of Protection fees are set by the Office of the Public Guardian
Social Services	Social Care	Court of Protection fees - Annual Property Management Fee	Statutory	Outside scope	£ 300.00	No	£ 300.00	None	£ 300.00		yes	Jane Davies	No	All Court Of Protection fees are set by the Office of the Public Guardian
Social Services	Social Care	Court of Protection fees - Capital Under 16k	Statutory	Outside scope	£ -	No	£ -	None	£ -		yes	Jane Davies	No	
Social Services	Social Care	Training - non-attendance charge half day	Discretionary	Outside scope	£ 29.58	Yes	£ 30.70	None	£ 30.70		No	Jane Davies	No	
Social Services	Social Care	Training - non-attendance charge full day	Discretionary	Outside scope	£ 59.17	Yes	£ 61.42	None	£ 61.42		yes	Jane Davies	No	
Streetscene	Earth Graves - Resident	Plot Reservation/Cost	Discretionary	Outside scope	£ 346.20	Yes	£ 359.36	None	£ 359.36	£ 265,500.00	No	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Earth Graves - Resident	New Grave single depth 4'6"	Discretionary	Outside scope	£ 953.81	Yes	£ 990.05	None	£ 990.05		Yes	Richard Blake	No	
Streetscene	Earth Graves - Resident	New Grave double depth 6'0"	Discretionary	Outside scope	£ 1,049.19	Yes	£ 1,089.06	None	£ 1,089.06		Yes	Richard Blake	No	
Streetscene	Earth Graves - Resident	New Grave triple depth 8'0"	Discretionary	Outside scope	£ 1,123.38	Yes	£ 1,166.07	None	£ 1,166.07		Yes	Richard Blake	No	
Streetscene	Earth Graves - Resident	Re-open Existing Grave to depth 4'6"	Discretionary	Outside scope	£ 678.26	Yes	£ 704.03	None	£ 704.03		No	Richard Blake	No	Working towards Full Cost Recovery of £632.65
Streetscene	Earth Graves - Resident	Re-open Existing Grave to depth 6'0"	Discretionary	Outside scope	£ 779.53	Yes	£ 809.15	None	£ 809.15		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £771.96
Streetscene	Earth Graves - Resident	Re-open Existing Grave to depth 8'0"	Discretionary	Outside scope	£ 876.09	Yes	£ 909.38	None	£ 909.38		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £901.27
Streetscene	Earth Graves - Non-Resident	Plot Reservation/Cost	Discretionary	Outside scope	£ 694.76	Yes	£ 721.16	None	£ 721.16		Yes	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Earth Graves - Non-Resident	New Grave single depth 4'6"	Discretionary	Outside scope	£ 1,916.07	Yes	£ 1,988.88	None	£ 1,988.88		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	New Grave double depth 6'0"	Discretionary	Outside scope	£ 2,108.07	Yes	£ 2,188.18	None	£ 2,188.18		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	New Grave triple depth 8'0"	Discretionary	Outside scope	£ 2,257.35	Yes	£ 2,343.13	None	£ 2,343.13		No	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	Re-open Existing Grave to depth 4'6"	Discretionary	Outside scope	£ 1,362.70	Yes	£ 1,414.48	None	£ 1,414.48		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	Re-open Existing Grave to depth 6'0"	Discretionary	Outside scope	£ 1,567.47	Yes	£ 1,627.03	None	£ 1,627.03		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	Re-open Existing Grave to depth 8'0"	Discretionary	Outside scope	£ 1,760.05	Yes	£ 1,826.93	None	£ 1,826.93		Yes	Richard Blake	No	
Streetscene	Burial of Casket After Cremation - Resident	Plot Reservation/Cost	Discretionary	Outside scope	£ 137.73	Yes	£ 142.96	None	£ 142.96			Richard Blake	No	
Streetscene	Burial of Casket After Cremation - Resident	New Cremation Plot/Burial	Discretionary	Outside scope	£ 276.68	Yes	£ 287.19	None	£ 287.19			Richard Blake	No	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Streetscene	Burial of Casket After Cremation - Resident	Each ashes interment (re-open)	Discretionary	Outside scope	£ 171.86	Yes	£ 178.39	None	£ 178.39		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £205.27
Streetscene	Burial of Casket After Cremation - Non-Resident	Plot Reservation/Cost	Discretionary	Outside scope	£ 275.47	Yes	£ 285.94	None	£ 285.94		No	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Burial of Casket After Cremation - Non-Resident	New Cremation Plot/Burial	Discretionary	Outside scope	£ 553.37	Yes	£ 574.40	None	£ 574.40		No	Richard Blake	No	
Streetscene	Burial of Casket After Cremation - Non-Resident	Each ashes interment (re-open)	Discretionary	Outside scope	£ 343.72	Yes	£ 356.78	None	£ 356.78		Yes	Richard Blake	No	
Streetscene	Interments for Persons of No Fixed Abode	Common grave space (no exclusive right of burial) Resident	Discretionary	Outside scope	£ 364.44	Yes	£ 378.29	None	£ 378.29		No	Richard Blake	No	Cost Recovery will not happen when these Graves are used, as they are for people with no funds only
Streetscene	Interments for Persons of No Fixed Abode	Common grave space (no exclusive right of burial) Non Resident	Discretionary	Outside scope	£ 728.89	Yes	£ 756.59	None	£ 756.59		No	Richard Blake	No	Cost Recovery will not happen when these Graves are used, as they are for people with no funds only
Streetscene	Bricked Graves - Resident	Plot Reservation	Discretionary	Outside scope	£ 366.85	Yes	£ 380.79	None	£ 380.79		Yes	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Bricked Graves - Resident	New Bricked Single Depth 4' 6"	Discretionary	Outside scope	£ 1,094.62	Yes	£ 1,136.22	None	£ 1,136.22		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident	New Bricked Double Depth 6'	Discretionary	Outside scope	£ 1,196.39	Yes	£ 1,241.85	None	£ 1,241.85		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident	Re Open Bricked Single Depth 4' 6"	Discretionary	Outside scope	£ 766.82	Yes	£ 795.96	None	£ 795.96		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident	Re Open Bricked Double Depth 6'	Discretionary	Outside scope	£ 954.98	Yes	£ 991.27	None	£ 991.27		No	Richard Blake	No	
Streetscene	Bricked Graves - Resident	Bricking of Whole Chamber & Concrete Slab (in addition to above excavation) Breeze Block - Single Depth 4' 6"	Discretionary	Outside scope	£ 1,407.03	Yes	£ 1,460.50	None	£ 1,460.50		No	Richard Blake	No	External Contractor now used so actual costs incurred are recovered in full
Streetscene	Bricked Graves - Resident	Bricking of Whole Chamber & Concrete Slab (in addition to above excavation) Breeze Block - Double Depth 6'	Discretionary	Outside scope	£ 1,629.50	Yes	£ 1,691.42	None	£ 1,691.42		Yes	Richard Blake	No	External Contractor now used so actual costs incurred are recovered in full
Streetscene	Bricked Graves - Resident	Conventional Brick - Single Depth 4' 6"	Discretionary	Outside scope	£ 1,720.62	Yes	£ 1,786.00	None	£ 1,786.00		Yes	Richard Blake	No	External Contractor now used so actual costs incurred are recovered in full
Streetscene	Bricked Graves - Resident	Conventional Brick - Double Depth 6'	Discretionary	Outside scope	£ 2,063.80	Yes	£ 2,142.22	None	£ 2,142.22		Yes	Richard Blake	No	External Contractor now used so actual costs incurred are recovered in full
Streetscene	Bricked Graves Non-Resident	Plot Reservation	Discretionary	Outside scope	£ 733.76	Yes	£ 761.64	None	£ 761.64		Yes	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	New Bricked Single Depth 4' 6"	Discretionary	Outside scope	£ 2,189.10	Yes	£ 2,272.29	None	£ 2,272.29		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £2134.43
Streetscene	Bricked Graves Non-Resident	New Bricked Double Depth 6'	Discretionary	Outside scope	£ 2,391.43	Yes	£ 2,482.30	None	£ 2,482.30		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £2387.61
Streetscene	Bricked Graves Non-Resident	Re Open Bricked Single Depth 4' 6"	Discretionary	Outside scope	£ 1,534.56	Yes	£ 1,592.87	None	£ 1,592.87		Yes	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	Re Open Bricked Double Depth 6'	Discretionary	Outside scope	£ 1,908.75	Yes	£ 1,981.28	None	£ 1,981.28		Yes	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	Bricking of Whole Chamber & Concrete Slab (in addition to above excavation) Breeze Block - Single Depth 4' 6"	Discretionary	Outside scope	£ 1,406.58	Yes	£ 1,460.03	None	£ 1,460.03		Yes	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Bricked Graves Non-Resident	Bricking of Whole Chamber & Concrete Slab (in addition to above excavation) Breeze Block - Double Depth 6'	Discretionary	Outside scope	£ 1,629.63	Yes	£ 1,691.56	None	£ 1,691.56		Yes	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	Conventional Brick - Single Depth 4' 6"	Discretionary	Outside scope	£ 1,721.05	Yes	£ 1,786.45	None	£ 1,786.45		No	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	Conventional Brick - Double Depth 6'	Discretionary	Outside scope	£ 2,063.55	Yes	£ 2,141.96	None	£ 2,141.96		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident and Non-Resident	Whitewash Charges - Single Depth 4' 6"	Discretionary	Outside scope	£ 95.07	Yes	£ 98.68	None	£ 98.68		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident and Non-Resident	Whitewash Charges - Double Depth 6'	Discretionary	Outside scope	£ 118.23	Yes	£ 122.72	None	£ 122.72		Yes	Richard Blake	No	
Streetscene	Other Fees	Right to erect headstone	Discretionary	Outside scope	£ 174.30	Yes	£ 180.92	None	£ 180.92		Yes	Richard Blake	No	
Streetscene	Other Fees	Right to erect tablet	Discretionary	Outside scope	£ 90.20	Yes	£ 93.63	None	£ 93.63		Yes	Richard Blake	No	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Streetscene	Other Fees	Additional inscription	Discretionary	Outside scope	£ 42.66	Yes	£ 44.28	None	£ 44.28		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £53.09
Streetscene	Other Fees	Saturday burials (in addition to normal charge) Resident	Discretionary	Outside scope	£ 420.51	Yes	£ 436.49	None	£ 436.49		Yes	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Other Fees	Saturday burials (in addition to normal charge) Non Resident	Discretionary	Outside scope	£ 841.02	Yes	£ 872.98	None	£ 872.98		Yes	Richard Blake	No	
Streetscene	Other Fees	Saturday ashes interment (in addition to normal charge) Resident	Discretionary	Outside scope	£ 109.70	Yes	£ 113.87	None	£ 113.87		Yes	Richard Blake	No	
Streetscene	Other Fees	Saturday ashes interment (in addition to normal charge) Non Resident	Discretionary	Outside scope	£ 219.40	Yes	£ 227.74	None	£ 227.74		Yes	Richard Blake	No	
Streetscene	Other Fees	Use of chapel (1 hr)	Discretionary	Outside scope	£ 158.45	Yes	£ 164.47	None	£ 164.47		Yes	Richard Blake	No	
Streetscene	Other Fees	Exclusive Right of Burial Transfer of Ownership	Discretionary	Outside scope	£ 38.68	Yes	£ 40.15	None	£ 40.15		Yes	Richard Blake	No	Unable to determine actual income as budget code covers all grave types. New Cemetery Management System will rectify this from 2023 onwards
Streetscene	Other Fees	Exclusive Right of Burial Transfer of Ownership (Statutory Declaration)	Discretionary	Outside scope	£ 54.44	Yes	£ 56.51	None	£ 56.51		Yes	Richard Blake	No	
Streetscene	Other Fees	Supply & Fix Memorial Bench (Monmouth)	Discretionary	Outside scope	£ 980.18	Yes	£ 1,017.43	None	£ 1,017.43		Yes	Richard Blake	No	
Streetscene	Other Fees	Supply & Fix Memorial Bench (Colwyn)	Discretionary	Outside scope	£ 980.18	Yes	£ 1,017.43	None	£ 1,017.43		Yes	Richard Blake	No	
Streetscene	Other Fees	Supply & Fix Memorial Bench (Cavendish)	Discretionary	Outside scope	£ 1,031.98	Yes	£ 1,071.20	None	£ 1,071.20		Yes	Richard Blake	No	
Streetscene	Other Fees	Supply & Fix Memorial Bench (Westminster)	Discretionary	Outside scope	£ 1,119.33	Yes	£ 1,161.86	None	£ 1,161.86		Yes	Richard Blake	No	
Streetscene	Other Fees	Memorial Plaque (Kelsterton Garden of Remembrance)	Discretionary	Outside scope	£ 200.10	Yes	£ 207.70	None	£ 207.70		Yes	Richard Blake	No	
Streetscene	Other Fees	Memorial Plaque (space reservation)	Discretionary	Outside scope	£ 145.25	Yes	£ 150.77	None	£ 150.77		Yes	Richard Blake	No	
Streetscene	Other Fees	Child's Memorial Plaque (Row 1)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			Richard Blake		Now free of charge under WG Grant Scheme
Streetscene	Other Fees	Child's Memorial Plaque (Row 2)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			Richard Blake		Now free of charge under WG Grant Scheme
Streetscene	Other Fees	Child's Memorial Plaque (Row 3)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			Richard Blake		Now free of charge under WG Grant Scheme
Streetscene	Other Fees	Child's Memorial Plaque (Row 4)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			Richard Blake		Now free of charge under WG Grant Scheme
Streetscene	Other Fees	Child's Memorial Plaque (Row 5)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -			Richard Blake		Now free of charge under WG Grant Scheme
Streetscene	Civil Parking Enforcement	Higher rate Penalty Charge Notice	Statutory	Outside scope	£ 70.00	No	£ 70.00	None	£ 70.00	£ 77,160.00	No	Ruth Tulley	N/A	The PCN charge is set by legislation so cannot be changed.
Streetscene	Civil Parking Enforcement	Higher rate Penalty Charge Notice - payment within 14 days	Statutory	Outside scope	£ 35.00	No	£ 35.00	None	£ 35.00		No	Ruth Tulley	N/A	
Streetscene	Civil Parking Enforcement	Higher rate Penalty Charge Notice - Charge Certificate	Statutory	Outside scope	£ 105.00	No	£ 105.00	None	£ 105.00		No	Ruth Tulley	N/A	
Streetscene	Civil Parking Enforcement	Lower rate Penalty Charge Notice	Statutory	Outside scope	£ 50.00	No	£ 50.00	None	£ 50.00		No	Ruth Tulley	N/A	
Streetscene	Civil Parking Enforcement	Lower rate Penalty Charge Notice - payment within 14 days	Statutory	Outside scope	£ 25.00	No	£ 25.00	None	£ 25.00		No	Ruth Tulley	N/A	
Streetscene	Civil Parking Enforcement	Lower rate Penalty Charge Notice - Charge Certificate	Statutory	Outside scope	£ 75.00	No	£ 75.00	None	£ 75.00		No	Ruth Tulley	N/A	
Streetscene	Highway Network	Section 50 licence	Statutory	Outside scope	£ 608.00	Yes	£ 631.10	None	£ 631.10	£ 10,678.00	Yes	Sam Tulley	No	Highways Network fees and charges are subject to review and change in April of each year. Prices shown are correct for April 2022 to March 2023 inclusive.
Streetscene	Highway Network	Emergency road closure	Statutory	Outside scope	£ 893.00	Yes	£ 926.93	None	£ 926.93	£ 293,939.00	Yes	Sam Tulley	No	
Streetscene	Highway Network	Temporary traffic order	Statutory	Outside scope	£ 2,172.00	Yes	£ 2,254.54	None	£ 2,254.54	£ 42,088.00	Yes	Sam Tulley	No	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Streetscene	Highway Network	Switching off of traffic lights (during working day)	Statutory	Outside scope	£ 144.00	Yes	£ 149.47	None	£ 149.47	£ 3,962.00	Yes	Sam Tulley	No	
Streetscene	Highway Network	Switching off of traffic lights (out of hours)	Statutory	Outside scope	£ 216.00	Yes	£ 224.21	None	£ 224.21	£ 3,600.00	Yes	Sam Tulley	No	
Streetscene	Highway Network	Bus stop closure (during working day)	Statutory	Outside scope	£ 144.00	Yes	£ 149.47	None	£ 149.47	£ 12,159.00	Yes	Sam Tulley	No	
Streetscene	Highway Network	Bus stop closure (out of hours)	Statutory	Outside scope	£ 216.00	Yes	£ 224.21	None	£ 224.21	£ 1,200.00	Yes	Sam Tulley	No	
Streetscene	Highway Network	Skip and Scaffold Licence	Statutory	Outside scope	£ 63.60	Yes	£ 66.02	None	£ 66.02	£ 13,650.00	Yes	Sam Tulley	No	
Streetscene	Highway Network	Skip and Scaffold for extended period	Statutory	Outside scope	£ 25.00	Yes	£ 25.95	None	£ 25.95					
Streetscene	Highway Network	Unauthorised Scaffolding/Skip	Statutory	Outside scope	£ 163.24	Yes	£ 169.44	None	£ 169.44	£ -	Yes	Sam Tulley	No	
Streetscene	Highway Network	Consent to temporarily deposit building materials etc.	Statutory	Outside scope	£ 46.64	Yes	£ 48.41	None	£ 48.41	£ -	Yes	Sam Tulley	No	
Streetscene	Highway Network	Unauthorised consent to temporarily deposit building materials etc.	Statutory	Outside scope	£ 163.24	Yes	£ 169.44	None	£ 169.44	£ -	Yes	Sam Tulley	No	
Streetscene	Pay and Display Car Parking	Pay and Display Charges	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -	£ 349,621.50	No	Ruth Tulley	N/A	No inflation uplift in line with annual review of fees and charges. Parking charges are reviewed in line with the Car Parking Strategy.
Streetscene	Permits	Trader Parking Permit (per annum)	Discretionary	Standard Rate	£ 48.00	No	£ 40.00	£ 8.00	£ 48.00		No	Ruth Tulley	N/A	No inflation uplift in line with annual review of fees and charges. Parking charges are reviewed in line with the Car Parking Strategy.
Streetscene	Permits	Designated and Other Parking Permit (per annum)	Discretionary	Standard Rate	£ 300.00	No	£ 250.00	£ 50.00	£ 300.00		No	Ruth Tulley	N/A	
Streetscene	Permits	Resident Parking Permit (per annum)	Discretionary	Standard Rate	£ 25.00	No	£ 20.83	£ 4.17	£ 25.00	£ 13,008.50	No	Ruth Tulley	N/A	
Streetscene	Permits	Staff Parking Permit (per annum)	Discretionary	Standard Rate	£ 48.00	No	£ 40.00	£ 8.00	£ 48.00		No	Ruth Tulley	N/A	
Streetscene	Parking Dispensations	Daily Permit - per day	Discretionary	Standard Rate	£ 12.00	Yes	£ 10.38	£ 2.08	£ 12.46	£ 52.00	No	Ruth Tulley	N/A	Charges are reviewed in line with the Car Parking Strategy.
Streetscene	Parking Dispensations	Weekly Permit - per week	Discretionary	Standard Rate	£ 35.00	Yes	£ 30.28	£ 6.06	£ 36.33	£ -	No	Ruth Tulley	N/A	
Streetscene	Traffic Regulation Orders	Traffic Regulation Orders - Internal Minimum Charge	Discretionary	Outside scope	£ 2,520.58	Yes	£ 2,616.36	None	£ 2,616.36	£ -	Yes	Anthony Stanford	Staff time not charged	There were 0 Traffic regulation Orders completed (Apr 23 to March 24) for other Council Departments or to any external clients.
Streetscene	Traffic Regulation Orders	Traffic Regulation Orders - Internal Maximum Charge	Discretionary	Outside scope	£ 3,727.62	Yes	£ 3,869.27	None	£ 3,869.27	£ -	Yes	Anthony Stanford	Staff time not charged on internal TRO's	
Streetscene	Traffic Regulation Orders	Traffic Regulation Orders - External Minimum Charge	Discretionary	Standard Rate	£ 5,119.26	Yes	£ 4,428.16	£ 885.63	£ 5,313.79	£ -	Yes	Anthony Stanford	No	
Streetscene	Traffic Regulation Orders	Traffic Regulation Orders - External Maximum Charge	Discretionary	Standard Rate	£ 6,539.32	Yes	£ 5,656.51	£ 1,131.30	£ 6,787.81	£ -	Yes	Anthony Stanford	No	
Streetscene	Transport	Concessionary Seat - per annum Payments split across three terms	Discretionary	Outside scope	£ 477.00	Yes	£ 495.13	None	£ 495.13	£ 11,700.00	No	Anthony Stanford	No	The cost of concessionary seats was agreed by Cabinet therefore any changes / increase would also need to be agreed
Streetscene	Transport	Replacement concessionary Bus Pass	Discretionary	Outside scope	£ 10.60	Yes	£ 11.00	None	£ 11.00	£ -	N/A	Anthony Stanford	No	Applications for replacement Concessionary passes are now directed to TW
Streetscene	Transport	Arriva Scholar Passes	Discretionary	Outside scope	£ 26.50	Yes	£ 27.51	None	£ 27.51	£ 75.00	Yes	Anthony Stanford	No	
Streetscene	Transport	Adult Social Services - concessionary Seat (per day)	Discretionary	Outside scope	£ 8.08	Yes	£ 8.39	None	£ 8.39	£ -	N/A	Anthony Stanford	No	
Streetscene	Waste	Bulky Waste Collection - Collection of 1 - 5 Items	Statutory	Outside scope	£ 40.00	No	£ 40.00	None	£ 40.00	£ 74,389.00	No	Ruth Tulley	N/A	A full review of the bulky waste collection charge has been requested via the Environment and Economy Overview and Scrutiny Committee. Following a retender exercise of the service.
Streetscene	Waste	Bulky Waste Collection - Each additional item	Statutory	Outside scope	£ 5.00	No	£ 5.00	None	£ 5.00		No	Ruth Tulley	N/A	
Streetscene	Waste	Bulky Waste Collection - Concessions for persons in receipt of benefits/OAPs *	Statutory	Outside scope	£ 20.00	No	£ 20.00	None	£ 20.00		No	Ruth Tulley	N/A	
Streetscene	Waste	Garden Waste Collection - online payments	Discretionary	Outside scope	£ 35.00	No	£ 35.00	None	£ 35.00	£ 1,097,000.00	No	Ruth Tulley	N/A	Annual uplifts to be applied every three years, this will be further reviewed for 2024/25.

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Streetscene	Waste	Garden Waste Collection - payments made on or before 29th February	Discretionary	Outside scope	£ 35.00	No	£ 35.00	None	£ 35.00		No	Ruth Tulley	N/A	
Streetscene	Waste	Garden Waste Collection - payments made on or after 1st March	Discretionary	Outside scope	£ 38.00	No	£ 38.00	None	£ 38.00		No	Ruth Tulley	N/A	
Streetscene	Waste	Greenfield Household Recycling Centre - small trader green waste tipping gate fee	Discretionary	Outside scope	£ 39.00	Yes	£ 40.48	None	£ 40.48		No	Ruth Tulley	N/A	Uplift to be reviewed in 2024/25
Assets	Allotments	Allotments 1/2 Plot	Discretionary	Outside Scope	£ 30.75	Yes	£ 31.92	None	£ 31.92		Yes	Lisa McLellan	No	
Assets	Allotments	Allotments - Full Plot	Discretionary	Outside scope	£ 61.51	Yes	£ 63.85	None	£ 63.85		Yes	Lisa McLellan	No	
Assets	Property Rental	Licence to allow farmers to use land	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Rental of adhoc plots of land	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		No	Lisa McLellan	No	
Assets	Property Rental	Adhoc buildings that are rented out to external clients	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Recharge of services from Enterprise Centre	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Rental from industrial units	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Service charges for industrial units	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Building Insurance for industrial units	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Rental from farms	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	
Assets	Property Rental	Charge for setting up Tenancies	Discretionary	Standard Rate	£ 99.99	Yes	£ 86.49	£ 17.30	£ 103.79		No	Lisa McLellan	No	
Assets	Valuation & Estates	Licences for Filming	Discretionary	Outside scope	£ -	£ -	£ 250.00	None	£ 250.00		Yes	Lisa McLellan	No	2024 New Charge - Fees vary depending on where filming is and for how long. A commercial view is undertaken but generally ranges between £250 and £500.
Assets	Greenfield Enterprise Centre	Mill Suite	Discretionary	Standard Rate	£ 36.54	Yes	£ 31.61	£ 6.32	£ 37.93			Lisa McLellan	No	
Assets	Greenfield Enterprise Centre	Abbey Room	Discretionary	Standard Rate	£ 48.72	Yes	£ 42.14	£ 8.43	£ 50.57			Lisa McLellan	No	
Assets	Greenfield Enterprise Centre	Room 80 & 81	Discretionary	Standard Rate	£ 48.72	Yes	£ 42.14	£ 8.43	£ 50.57		Yes	Lisa McLellan	No	
Assets	Greenfield Enterprise Centre	Chater Room	Discretionary	Standard Rate	£ 97.44	Yes	£ 84.29	£ 16.86	£ 101.14			Lisa McLellan	No	
Assets	Deeside Enterprise Centre	Gloucester Room	Discretionary	Standard Rate	£ 97.44	Yes	£ 84.29	£ 16.86	£ 101.14			Lisa McLellan	No	
Assets	Deeside Enterprise Centre	Meeting Room 1	Discretionary	Standard Rate	£ 36.54	Yes	£ 31.61	£ 6.32	£ 37.93		Yes	Lisa McLellan	No	
Assets	Deeside Enterprise Centre	Meeting Room 2	Discretionary	Standard Rate	£ 36.54	Yes	£ 31.61	£ 6.32	£ 37.93			Lisa McLellan	No	
Assets	Deeside Enterprise Centre	Meeting Room 33	Discretionary	Standard Rate	£ 54.81	Yes	£ 47.41	£ 9.48	£ 56.89			Lisa McLellan	No	
Housing & Communities	Carelink	Alarm installation Unless relief applies	Discretionary	Outside scope	£ 25.38	Yes	£ 26.34	None	£ 26.34		No	Claire Flint	No	
Housing & Communities	Carelink	Alarm Monitoring - weekly charge Unless relief applies	Discretionary	Outside scope	£ 3.18	Yes	£ 3.30	None	£ 3.30		No	Claire Flint	No	
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - 11-25 age group organisations - per session	Discretionary	Outside scope	£ 3.99	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - Organisations outside 11-25 per session	Discretionary	Outside scope	£ 5.26	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	Agreement has been made to change the fees for the centres from an hourly cost to a session cost this is to cover the costs that are required for cleaning the premises after their use. The new costs are £23 per session (no limit on hours within the sessions). All user groups have been informed of this rate
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - Profit making organisations per session	Discretionary	Outside scope	£ 8.71	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPIH, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - Hire on Saturdays - per session	Discretionary	Outside scope	£ 11.25	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	change. Further inflationary increases to be applied from October 2025.
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - Hire on Sundays - per session	Discretionary	Outside scope	£ 14.52	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	
Education & Youth	Records Office	Photocopying, scans, permits, reproductions and other services	Discretionary	Outside scope	£ -	No	£ -	None	£ -		No	Claire Harrington	No	North East Wales Archives (NEWA) launched in April 2020. A list of services provided by North East Wales Archives, along with their associated charges, can be found the Council's website. All fees and charges are set jointly, but are currently awaiting confirmation of what the situation is with NEWA reviewing its fees and charges.



Flintshire County Council

Income Generation Policy

Version 3: June 2022

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1. Approach and Objectives

1.1 Approach

The Council provides a range of services to residents, the community and visitors for which it can apply a fee or charge and generate income accordingly.

Good practice suggests that local authorities should have a clear rationale for charging, which should include what services are charged for, how much is charged and how charging supports the delivery of corporate priorities¹.

This policy outlines the Council's rationale for fees and charges. It establishes the process by which fees and charges will be set and reviewed, sets out the key principles that should be used in setting them and outlines how charging for services supports the Council to deliver its corporate priorities.

The Council's high level aim is to maximise income generation wherever possible to contribute towards the delivery of key frontline services. Achieving full cost recovery for discretionary services, where the Council has a power but not a duty to provide the service, is a necessity for service sustainability. As, where the charge applied for these services does not cover the cost of service delivery, or it is not permitted to, this raises strategic questions for the Council to consider, such as if and how the services should be funded.

The setting of fees and charges must be linked to the Council's annual budget planning and Medium Term Financial Strategy (MTFS) planning process to create a strategic and coherent approach.

Any approach to income generation will by necessity need to be flexible, as this is a complex area and maximising income generation is not just about increasing fees and charges. For example, increasing fees/charges for services that operate in a commercial market to above the market rate may reduce demand for services, negatively impacting on income. Raising fees/charges to a level where customers can no longer afford them is likely to have a similar effect. Therefore, in some instances, it may be more appropriate to reduce fees and charges to gain a greater share of the market.

The Council may choose to offer subsidies to promote access to services for those who otherwise could not afford them. Such subsidies (often referred to as concessions) must

¹ Wales Audit Office (2016) Charging for services and generating income by local authorities. Available from: <https://www.audit.wales/system/files/publications/income-generation-2016-eng.pdf>

be transparent, properly understood and have a clear rationale, as each time a service user is not paying the full cost of a service, the council tax payer is providing a subsidy.

By strategically using charging and concessions, the Council can influence the behaviour of residents in line with wider Council policy goals. The Council can also demonstrate the value of its services and discourage the abuse of such services.

This policy document aims to support Council Members and Officers to strike the appropriate balance between these conflicting pressures and priorities.

1.2 Objectives

The objectives of this policy are to ensure that the Council:

- Maximises revenue generation through full cost recovery wherever possible;
- Ensures that a clear and consistent set of principles and criteria underpin all decision making;
- Ensures that fees and charges are set in a way that complements the Council's wider policy goals;
- Sets prices as part of the approach to marketing the service, setting fees and charges that are comparable with our own and/or broader commercial market and which reflect the ability of customers to pay for them;
- Adopts differential pricing for some specific services where warranted;
- Puts in place a consistent process and governance structures;
- Takes into account any competition to deliver the service from the public, private or voluntary/third sectors; and
- Collects payment of fees and charges as efficiently as possible, utilising digital mechanisms and in advance of the point of delivery where possible whilst providing alternative options for customers to make payment where needed.

2. Principles

This section sets out the overarching principles that should be applied when setting fees and charges across the Council.

Flintshire County Council's fees and charges should:

- Maximise the level of income generated from the service within the appropriate legal framework that governs those fees/charges;
- Ensure charges are transparent and communicated to customers with reasonable notice;
- Take into account the nature of demand for the service and any market intelligence available;
- Complement the Council's wider policy goals and objectives;
- Be reviewed annually, overseen by Programme Boards, and reported to Cabinet in July of each year prior to implementation of any changes on 1st October;
- Achieve full cost recovery or market rate comparison wherever possible, with a phased approach to achieving by October 2022 for those not already operating at full cost recovery;
- As a minimum increase in line with inflation each year, where permitted, using one of the agreed inflation indices, unless there is a clear rationale for not doing so, or for reducing the level of the fee in real terms; and
- Take into account equality and diversity issues.

It is acknowledged that a number of these principles are contradictory in nature and that there should be a clear mechanism for deciding the prevailing priorities for each instance where conflicts arise.

3. Process for reviewing and setting fees and charges

3.1 Overview

This section of the policy sets out the process for the setting of fees and charges across the Council. It aims to put in place a transparent process that will take place annually, ensuring that all areas of the Council are taking into account the same principles and criteria in making decisions on the level of fees and charges.

3.2 Monitoring and governance

A governance and oversight structure is required to standardise the process of setting fees and charges and ensure that service areas are consistently basing their decisions on the appropriate criteria. For this purpose income generation will be monitored through current portfolio Programme Boards and the annual review of fees and charges reported to Cabinet in July each year prior to any changes being implemented on 1st October.

Changes to fees and charges at other times during the year can be made in some circumstances, such as statutory fee changes, which are set by government/in legislation and in other extenuating circumstances.

In relation to income management Programme Boards will:

- Receive proposals for adjusting fees and charges on an annual basis, which must be considered in light of the Council's overarching MTFS;
- Review income related business case investment proposals and proposals to introduce new fees or charges;
- Review these proposals to ensure that the appropriate criteria underpin the proposals;
- Recommend the appropriate process for approval for new fees/charges and changes to existing fees/charges where changes are not aligned to the agreed process and principles outlined in this policy and accompanying guidance; and
- Monitor the income generation performance of services against set targets.

3.3 Approval of fees and charges

Programme Boards do not have the authority to approve the setting of fees and charges. The responsibility for this remains with individual Chief Officers in consultation with their respective Cabinet Member under delegated powers/authority and/or Cabinet or Full Council, where necessary.

3.4 Process for annual review of fees and charges

Step 1

Fees and charges should be reviewed annually and this review will commence in April each year, instigated and overseen by the Council's Corporate Finance Team. Service areas will be required to review current levels of fees and charges for all chargeable services.

When reviewing and setting fees and charges the service should ensure it understands the full cost of providing the service, including overheads (indirect costs), and the demand for the service. Services should be prepared to provide supporting information to demonstrate full cost recovery or market rate comparison is being achieved, where permitted.

Services should also take into consideration the following when reviewing and setting fees and charges:

- Intelligence on the nature and elasticity of demand;
- Benchmarking with other local authorities or alternative suppliers in more commercial markets;
- An understanding of the market in which the service operates, including alternative service providers in the private, public and voluntary sectors;
- Any applicable income targets for the service;
- The implications of the level of fees and charges on the total income generated by the service, and the impact of this on the service and Council budget;
- The impact of any increases on customers;
- Whether concessions should be offered/continued, including :
 - The rationale for providing a concession to customers
 - Evidence that the concession is promoting take up of the service and benefiting customers most in need and at risk
 - The financial implications of offering concessions
- The Council's wider policy goals, aims and objectives;
- The impact on communities; and
- Equality and diversity issues.

Step 2

Having reviewed and updated their fees and charges accordingly, service areas will need to report these to their Programme Board.

The Programme Board will assess whether the right balance between competing interests has been struck given the wider financial context and will advise the service area on any changes that may be required. The Programme Board will also determine whether the proposals should be sent for approval. In particular the Programme Board will expect that:

- As a minimum the value of fees and charges should be maintained in real terms over time and increased annually in line with one of the agreed inflation indices;
- Any discretionary services that are not achieving full cost recovery will explain why they are operating at a deficit and more importantly how they will achieve full cost recovery with an accompanying plan for doing so; and
- All concessions will be justified, with evidence that the concession is benefitting the target community and the financial implications of the concession for the wider service budget made clear.

Step 3

When proposals have been supported in principle by the Programme Board they can be returned to Corporate Finance who will collate returns from service areas/Portfolios.

The output of this review will be a collated schedule of all fees and charges applied by the Council which will be reported to Cabinet in July for approval prior to any changes being implemented on 1st October.

Changes to fees and charges at other times of the year are permitted for statutory fee changes and under other extenuating circumstances. However, the processes, principles and approvals outlined in this policy should still be followed and adhered.

Estimates of additional income from increases to fees and charges should be passed to Corporate Finance, agreed and factored into the final budget setting process/MTFS.

Further information and supporting guidance for the annual review of fees and charges will be circulated to service areas at commencement of the annual review.

3.5 Annual inflation uplift

The normative annual inflation index to be used as part of the annual review of fees and charges is the Consumer Prices Index, including owner occupiers' housing costs (CPIH) 12 month inflation rate, as of March in the calendar year of the review. However, the local or Council's inflation rate, which requires a calculation of the annual increases in

direct and indirect costs for each service where a fee/charge is applied, or a market rate comparison inflation rate can be used.

Where the Council has the power to alter fees and charges it is assumed that one of these inflation indices will be used to apply an annual inflation uplift.

3.6 Timescales and responsibilities

The annual review of fees and charges will commence in April each year, instigated by Corporate Finance.

Service areas/Portfolios will be responsible for reviewing their fees and charges in consultation with their Principal Accountant and for submitting these to Programme Boards for consideration, in line with the process detailed in this policy.

Portfolios should return their fees and charges to Corporate Finance by late May/early June. Corporate Finance will then collate the schedule of fees and charges ready to circulate to Cabinet, with an accompanying report, for approval at their July meeting.

Any changes to fees and charges resulting from the annual review will be implemented on 1st October, allowing adequate time for service areas to communicate changes to customers and other stakeholders in advance of their implementation.

Service areas are responsible for setting any new fees and charges, ensuring these fully recover costs wherever permitted, apply VAT where applicable and go through the appropriate approval processes, as detailed in this policy.

Where there are identified areas of non-compliance with the above responsibilities, Principal Accountants within Corporate Finance can escalate any identified non-compliance to the appropriate Chief Officer.

Roles and responsibilities in relation to fees and charges are summarised in the following table.

Role	Responsibility
Annual review of fees and charges, ensuring compliance with relevant regulation/legislation as applicable to those fees and charges and the Council's Income Generation Policy	Service areas/Portfolios
Developing proposals/business cases for new fees and charges, ensuring compliance with relevant regulation/legislation as applicable to those fees and charges and the Council's Income Generation Policy	Service areas/Portfolios

To provide checks of calculations, highlight inaccuracies and to raise to service areas any identified non-compliance with Policy	Management Accounting Team (Principal Accountants)
Resolution of any identified non-compliance	Service areas/Portfolios
Authority to approve fees and charges	Chief Officers in consultation with the appropriate Cabinet Member; or Cabinet; or Full Council
Monitoring income generation, including proposals for adjusting fees and charges	Portfolio Programme Boards (as outlined in sections 3.2 and 3.4 of this Policy)
Instigation of the annual review of fees and charges, to include producing draft schedule of fees and charges for review and supporting guidance/documents	Corporate Finance
Collation of annual schedule of fees and charges and reporting to Cabinet	Corporate Finance
Notifying customers (or potential customers) of fees and charges and/or changes to these	Service areas/Portfolios

3.7 In year changes

As noted earlier in this policy, the Council’s Constitution provides Chief Officers, in conjunction with their respective Portfolio Cabinet Members, a mechanism to set fees and charges in accordance with any policy or strategy approved by the Cabinet or Council, i.e. this policy.

With prior approval charges can be varied on an in year basis, i.e. to manage demand as part of demand management, or ensure costs are fully recovered if these increase significantly in year.

3.8 New opportunities for income generation and the process for introducing new fees or charges

Each year the Members, Chief Officers and Service Managers from across the Council should actively consider new opportunities for income generation. However, this process should not simply be viewed as an annual activity and opportunities to generate additional income should be explored proactively throughout the year.

The purpose of these reviews should be to go beyond the usual paradigms of service delivery and create a more commercial culture within the organisation testing the boundaries of what is possible and exploring new ideas. They should discuss individual services in turn, assess latest development and best practice in income generation nationally, consider new ideas, and establish whether any can be taken forward.

If ideas are identified Chief Officers and Service Managers will be tasked with their exploration, development and implementation.

The process and considerations for introducing any associated new fees or charges is broadly the same as that for the review of fees and charges outlined in section 3.4 above. That is fees and charges should be set to achieve full cost recovery and the Council has developed a cost recovery template to assist service areas with this. In addition, intelligence should be gathered about anticipated demand and the market more broadly to understand the market in which the service will operate, benchmarking against other local authorities and/or the wider market should be undertaken, and the ability of customers to pay, including the use of concession should be considered, alongside the fit with the Council's wider policy goals, aims and objectives. An Integrated Impact Assessment (IIA) should also be completed for any new fees/charges, which will incorporate considerations around equality and diversity issues.

Service areas should seek support from their Principal Accountant when looking to calculate new fees and charges and should seek advice regarding the VAT status of any new proposed fees or charges, i.e. if they are standard rated, exempt, etc.

As outlined in section 3.2 above, Programme Boards should consider any proposals for new fees and charges. When agreement in principle is sought from Programme Boards, the Board will recommend whether the proposals should be sent for approval under the process of delegated powers/authority.

The following principles and guidelines will apply here:

- The presumption should be that the proposal will be sent for approval under delegated powers as outlined in the Council's Constitution.
- If the proposal raises concerns that it will be politically controversial, it should, in the first instance, be referred to the Cabinet Member with responsibility for the service in conjunction with the Chief Officer for further consideration and approval, who may choose subsequently to refer to Cabinet for approval.

All proposals will be sent for approval using the methods supported by the Programme Board and, if approved, will be enacted by services.

Estimates of additional income from the introduction of new fees and charges should be passed to Corporate Finance, agreed and factored into the final budget setting process/MTFS.

3.9 Communications

The schedule of fees and charges resulting from the annual review will be published. However, service areas should put in place arrangements to communicate clearly any changes in fees and charges, or the introduction of new fees/charges, to customers.

A segmented approach should be used to ensure that the right messages are communicated to the right stakeholders, which should include, where applicable:

- Council staff;
- Customers/service users’;
- Taxpayers;
- The media;
- Local businesses; and
- Community groups.

A corporate approach will be taken to managing and approving these communications, where considered necessary, in order to ensure consistency of message across the Council. This approach will include the following principles:

- All communications issued should make clear the reason for the change in the fee or charges (e.g. in line with inflation, increases costs, etc.);
- Where there is an increased fee or charge, communications should provide clear advice to customers on the concessions available (if any) to make sure those who are entitled to discounts receive them; and
- The timing of communications should be co-ordinated in line with when the change is implemented.

Any communications proposed to be issued out in respect to this should be cleared by the respective Portfolio Cabinet Member before being sent.

4. Payments

It is vital that the Council receives payment for its chargeable services. Wherever possible customers should be required to pay charges in advance of delivery of services, or at the point of delivery, to minimise the risk of non-payment and to assist customers to manage their own liabilities to the Council.

To facilitate payment, and provide a customer centred service, multiple payment methods should be available to the customer. However, online and direct debits should be promoted as preferred methods.

Each year a review should also be undertaken of the means by which payments are made to all services. As part of the annual review of fees and charges, and when setting new fees and charges, services should consider how payment is collected and how this can be made (more) efficient, using less expensive channels of payment collection and how this will be promoted and signposted to. This work should be consistent with the objectives set out in within the Council's Digital Strategy.

5. Concessions

A concession is applied when a local authority chooses to set a charge below the actual cost of service provision.

Concession setting is a careful balancing act. The Council may wish to target certain services at a specific group of residents and in doing so it may decide to apply a concession. For example, it may wish to offer assistance to the elderly, or those on benefits. However, every time a customer is not paying the full cost of a service, the council tax payer is in effect providing a subsidy. It is therefore important that efforts are made to ensure that subsidies are targeted at those customers whom the Council has made a conscious policy decision to help.

Certain principles are therefore important when determining the need for a concession:

- The Council should be wary of extending concessions to those who may be able or willing to pay the full fee/charge for a service;
- Concessions should not be applied to services which are lower priority for the Council;
- Concessions should be focused on those groups most in need and at risk;
- Concessions must be transparent, properly understood and have a clear rationale for their application;
- The implications of each concession for the Council's overall financial position must be understood;
- There should be evidence that the concession is promoting take up of the service and benefitting customers; and
- Concessions should be non-discriminatory in nature and effect.

Concessions are likely to exist on a service specific level. It is therefore important that when reviewing concessions a consistent approach has been taken. Programme Boards will undertake this role as a part of the process outlined in section 3 of this policy, along with an assessment of whether services proposals for concessions should be supported.

In order to this the Board will:

- Collect information available on subsidies provided for chargeable services;

- Ask finance staff to map the overall financial consequences of current subsidies for the Council's budget;
- Assess the information provided by service areas and consider the financial consequences for the Council's budget submitted by finance. The Board's presumption will be that all concessions need to be justified, and the financial implications of the concession for the wider service budget must be clear;
- As part of this process the Board should compare the need for and cost of subsidies that exist in different services. To do this the Board should rate the chargeable services prioritising who should pay for the service by asking the following questions:
 - Should the council tax payer pay for the services? (in which case the service is free to customers/service users)
 - Or should the service user pay for the service? (in which case there will be no subsidy and the customer will pay the full cost of the service)
 - How much will each of these options cost the taxpayer?

Based on the above, the Board can decide which service proposals and subsidies should be approved. This process will enable the prioritisation of subsidies within a clear financial context, to feed into the Board's decision as to whether to send service proposals for approval.

The Council will undertake this process on an annual cycle.

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

7 AUGUST 2024

Minutes of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held as a hybrid meeting on Wednesday, 7 August 2024

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

Councillors: Tina Claydon, David Coggins Cogan, Gladys Healey, Ian Hodge, Alasdair Ibbotson, Allan Marshall, Billy Mullin, Jason Shallcross

Substitutions: Councillors: Helen Brown (for Bill Crease), Geoff Collett (for Vicky Perfect) and Ryan McKeown (for Gina Maddison)

ALSO PRESENT: Councillors: Gillian Brockley, Carolyn Preece, Dan Rose and Sam Swash (in attendance as signatories to Call In Notice not on the Committee)

Councillors: Glyn Banks, Marion Bateman, Mared Eastwood, Chrissy Gee, David Healey and Debbie Owen (attended as observers)

CONTRIBUTORS: Councillor Christine Jones (Deputy Leader and Cabinet Member for Social Services & Well-being), Chief Executive, Chief Officer (Planning, Environment & Economy), Community and Business Protection Manager, Strategic Finance Manager and Trading Standards Manager

IN ATTENDANCE: Democratic Services Manager and team

24. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

None.

25. CONSIDERATION OF A MATTER REFERRED TO THE COMMITTEE PURSUANT TO THE CALL IN ARRANGEMENTS

The Democratic Services Manager advised that Cabinet had considered a report on 'Annual Review of Fees and Charges 2024' at a meeting held on 23 July 2024. The decision (Record of Decision 4243) had been called in as shown in the [Call In Notice](#) on the agenda.

Copies of the Cabinet [report](#), [Record of Decision](#) and Endorsement of Call In were included in the agenda pack.

The Democratic Services Manager explained the procedure for the call in of a Cabinet decision as detailed in the [supporting document](#) which was included in the agenda.

The Chair invited the signatories to present the reasons for the call-in to the Committee.

26. ANNUAL REVIEW OF FEES AND CHARGES 2004 ([Link to recording](#))

Representations from Call In Signatories

On behalf of the five signatories, Councillor Alasdair Ibbotson outlined the reasons for the Call In, expanding on the reasons outlined within the agenda.

Responses from the Decision Maker

On behalf of the Cabinet Member for Finance who was not present, Councillor Christine Jones responded to the concerns raised by the Call In signatories.

The Chair invited Members of the Committee to ask questions of the Decision Makers and Call In signatories.

During discussion, officers provided clarity on the mis-alignment within the schedule and agreed to consider reformatting to separate statutory and discretionary fees and charges, excluding VAT.

When invited to sum up on behalf of the Call in signatories, Councillor Ibbotson welcomed the suggestions made by officers and seconded the proposal made by Councillor Gladys Healey for Option 3.

In response to comments, the Democratic Services Manager agreed to liaise with the Chief Officer (Governance) regarding the suggestion for a review of the Delegation of Powers scheme.

Councillor Christine Jones was also given the opportunity to sum up.

The Chair invited the Democratic Services Manager to remind Members of the options for decision making as detailed in item 3 of the Agenda.

On being put to the vote, the proposal for Option 3 was carried.

RESOLVED:

Having considered the decision, the Committee is still concerned about it and refers it back to the decision making body for reconsideration. The decision maker shall then reconsider, at the earliest scheduled meeting, amending the decision or not, before adopting a final decision.

27. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

None.

(The meeting started at 2pm and ended at 3.15pm)

Chair

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

Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 Incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	General Advice	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -	£ -	n	Andy Roberts	n	General Advice is a free service
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Advice Meeting	Discretionary	Outside scope	£ 63.49	Yes	£ 65.90	None	£ 65.90	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Detailed Advice Site Visit	Discretionary	Outside scope	£ 109.66	Yes	£ 113.83	None	£ 113.83	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Written Report - small/medium site	Discretionary	Outside scope	£ 57.72	Yes	£ 59.91	None	£ 59.91	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Written Report - large site	Discretionary	Outside scope	£ 75.03	Yes	£ 77.88	None	£ 77.88	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Conservation - Pre-Application and Pre-Purchase	Technical Advice (per hour)	Discretionary	Outside scope	£ 46.17	Yes	£ 47.92	None	£ 47.92	£ -	n	Andy Roberts	n	
Planning, Environment and Economy	Building Control	Site history/compliance check (per hour)	Discretionary	Outside scope	£ 75.78	Yes	£ 78.66	None	£ 78.66	£ -	n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Buy with Confidence Scheme - Fees are set nationally	Application Fee - 0 to 5 employees	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -	£ -	n	Sian Jones	n	For up to date fees please refer to:https://www.buywithconfidence.gov.uk/business/how-it-works-business/
Planning, Environment and Economy	Buy with Confidence Scheme - Fees are set nationally	Annual Subscriptions fee - 0 to 5 employees	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -	£ -	n	Sian Jones	n	For up to date fees please refer to:https://www.buywithconfidence.gov.uk/business/how-it-works-business/
Planning, Environment and Economy	Buy with Confidence Scheme - Fees are set nationally	Application Fee - 6 to 20 employees	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -	£ -	n	Sian Jones	n	For up to date fees please refer to:https://www.buywithconfidence.gov.uk/business/how-it-works-business/
Planning, Environment and Economy	Buy with Confidence Scheme - Fees are set nationally	Annual Subscriptions fee - 6 to 20 employees	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -	£ -	n	Sian Jones	n	For up to date fees please refer to:https://www.buywithconfidence.gov.uk/business/how-it-works-business/
Planning, Environment and Economy	Buy with Confidence Scheme - Fees are set nationally	Application Fee - 21 to 49 employees	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -	£ -	n	Sian Jones	n	For up to date fees please refer to:https://www.buywithconfidence.gov.uk/business/how-it-works-business/
Planning, Environment and Economy	Buy with Confidence Scheme - Fees are set nationally	Annual Subscription fee - 21 to 49 employees	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -	£ -	n	Sian Jones	n	For up to date fees please refer to:https://www.buywithconfidence.gov.uk/business/how-it-works-business/
Planning, Environment and Economy	Buy with Confidence Scheme - Fees are set nationally	Application Fee - 50 plus employees	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -	£ -	n	Sian Jones	n	For up to date fees please refer to:https://www.buywithconfidence.gov.uk/business/how-it-works-business/
Planning, Environment and Economy	Buy with Confidence Scheme - Fees are set nationally	Annual Subscription fee - 50 plus employees	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -	£ -	n	Sian Jones	n	For up to date fees please refer to:https://www.buywithconfidence.gov.uk/business/how-it-works-business/
Planning, Environment and Economy	Countryside	Hire of Wepre field	Discretionary	Outside scope	£ 473.35	Yes	£ 491.34	None	£ 491.34	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Hire of Buckley field	Discretionary	Outside scope	£ 473.35	Yes	£ 491.34	None	£ 491.34	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Hire of Garden Room (per hour)	Discretionary	Outside scope	£ 18.34	Yes	£ 19.04	None	£ 19.04	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Hire of Garden Room Half Day (4 hours)	Discretionary	Outside scope	£ 60.94	Yes	£ 63.26	None	£ 63.26	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Hire of Garden Room Full Day (8 hours)	Discretionary	Outside scope	£ 97.63	Yes	£ 101.34	None	£ 101.34	£ 466	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Education Visit Wepre Half Day - per child Minimum £60 for 2 hours	Discretionary	Outside scope	£ 3.54	Yes	£ 3.67	None	£ 3.67	£ -	n	Tom Woodall	n	Annual uplift to be applied every three years with the first uplift from 2022
Planning, Environment and Economy	Countryside	Education Visit Wepre Full Day - per child Minimum £80 for 4 hours	Discretionary	Outside scope	£ 4.73	Yes	£ 4.91	None	£ 4.91	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Countryside	Evening ranger talk	Discretionary	Outside scope	£ 39.05	Yes	£ 40.53	None	£ 40.53	£ -	n	Tom Woodall	n	
Planning, Environment and Economy	Domestic Energy Efficiency Project (DEEP)	LA Flex Declarations	Discretionary	Standard Rate	£ 120.00	Yes	£ 124.56	£ 24.91	£ 149.47	£ 25,770	n	Niall Waller	n	
Planning, Environment and Economy	Environmental Permitting	The local authority permits for part B installations and mobile plant and solvent emission activities (fees and charges)(Wales) scheme 2016	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ -	n	Sian Jones	n	Up to date information on fees is available online at: https://gov.wales/local-authority-permits-part-b-installations-and-mobile-plant-and-solvent-emission-activities-fees
Planning, Environment and Economy	Explosives and Petroleum	Storage of explosives up to 2000kg	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ 2,827	n	Sian Jones	n	The schedule of fees can be found under Schedule 7; Part 3 of the Health and Safety and Nuclear Fees Regulations 2016. Available from: http://www.legislation.gov.uk/uk/si/2016/253/made
Planning, Environment and Economy	Explosives and Petroleum	Petroleum (Consolidation) Regulations 2014	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ 5,019	n	Sian Jones	n	The schedule of fees can be found under Schedule 7; Part 5; Regulation 6 and 14 of the Health and Safety and Nuclear Fees Regulations 2016. Available from: http://www.legislation.gov.uk/uk/si/2016/253/made
Planning, Environment and Economy	Food Export Certificate	Food Export Certificate	Discretionary	Outside scope	£ 59.46	Yes	£ 61.72	None	£ 61.72	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Food Export Certificate	Food Export Certificate visit (if required) - per hour	Discretionary	Outside scope	£ 79.28	Yes	£ 82.29	None	£ 82.29	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Food Hygiene Rating Scheme - Re-rating	Re-rating inspection	Statutory	Outside scope	£ 196.02	Yes	£ 255.00	None	£ 255.00	£ 1,080	n	Sian Jones	n	Increased Charge - All Wales Food Safety
Planning, Environment and Economy	Food Safety Business Advice	Food Safety Business Advice - up to two hours	Discretionary	Outside scope	£ 177.51	Yes	£ 184.26	None	£ 184.26	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Food Voluntary Surrender Certificate	Food Voluntary Surrender Certificate	Discretionary	Outside scope	£ 59.46	Yes	£ 61.72	None	£ 61.72	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Food Voluntary Surrender Certificate	Food Voluntary Surrender Certificate visit (required) - per hour	Discretionary	Outside scope	£ 79.28	Yes	£ 82.29	None	£ 82.29	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Health and Safety	Factual Statement - per hour	Discretionary	Outside scope	£ 78.11	Yes	£ 81.08	None	£ 81.08	£ -	n	Sian Jones	n	
Planning, Environment and Economy	Land Charges	Land Charges - LLC1 only (whole part of register)	Statutory	Outside scope	£ 6.00	No	£ 6.00	None	£ 6.00	£ -	n	Lynne Fensome	n	
Planning, Environment and Economy	Land Charges	Full Official Search E6 LLC1 fee included, for which VAT is not applicable	Statutory	Standard Rate	£ 106.00	No	£ 106.00	£ 20.00	£ 126.00	£ -	n	Lynne Fensome	n	

Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 @ 20%	Fee/Charge 1st Oct 2024 Incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Land Charges	CON29 enquiries only	Statutory	Standard Rate	£ 100.00	No	£ 100.00	£ 20.00	£ 120.00	£ 261,172	n	Lyne Fensome	n	
Planning, Environment and Economy	Land Charges	CON29 optional enquiries (each)	Statutory	Standard Rate	£ 10.00	No	£ 10.00	£ 2.00	£ 12.00		n	Lyne Fensome	n	
Planning, Environment and Economy	Land Charges	Applicant's additional question	Statutory	Standard Rate	£ 21.00	No	£ 21.00	£ 4.20	£ 25.20		n	Lyne Fensome	n	
Planning, Environment and Economy	Land Charges	Additional Parcel of land (each) £1 L1C1 element included, for which VAT is not applicable	Statutory	Standard Rate	£ 12.00	No	£ 12.00	£ 2.20	£ 14.20		n	Lyne Fensome	n	
Planning, Environment and Economy	Land Charges	Expedited Search (official search)	Statutory	Standard Rate	£ 25.00	No	£ 25.00	£ 5.00	£ 30.00	n	Lyne Fensome	n		
Planning, Environment and Economy	HMO/Housing	HMO Licence application fee for the first five units:	Discretionary	Outside scope	£ 377.75	Yes	£ 392.10	None	£ 392.10	£ 365	n	Jenny Prendergast	n	
Planning, Environment and Economy	HMO/Housing	HMO each additional unit:	Discretionary	Outside scope	£ 36.14	Yes	£ 37.51	None	£ 37.51		n	Jenny Prendergast	n	
Planning, Environment and Economy	HMO/Housing	Service of an Improvement/Prohibition/ Emergency Prohibition Notice under Housing Act 2004	Discretionary	Outside scope	£ 369.59	Yes	£ 383.63	None	£ 383.63		n	Jenny Prendergast	n	
Planning, Environment and Economy	HMO/Housing	Immigration Housing Inspections	Discretionary	Outside scope	£ 123.58	Yes	£ 128.28	None	£ 128.28		n	Jenny Prendergast	n	
Planning, Environment and Economy	Caravan and Residential Licences Non-principle residence	New Site Licences Application 0-14 units	Discretionary	Outside scope	£ 405.73	Yes	£ 421.15	None	£ 421.15	£ -	y	Jenny Prendergast	n	
Planning, Environment and Economy	Caravan and Residential Licences Non-principle residence	New Site Licences Application 15-49 units	Discretionary	Outside scope	£ 481.51	Yes	£ 499.81	None	£ 499.81	£ -	y	Jenny Prendergast	n	
Planning, Environment and Economy	Caravan and Residential Licences Non-principle residence	New Site Licences Application 50+ units	Discretionary	Outside scope	£ 507.16	Yes	£ 526.43	None	£ 526.43	£ -	y	Jenny Prendergast	n	
Planning, Environment and Economy	Caravan and Residential Licences Non-principle residence	Variation of existing licence	Discretionary	Outside scope	£ 253.00	Yes	£ 262.61	None	£ 262.61	£ -	y	Jenny Prendergast	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	All Pre Licensing Checks	Discretionary	Outside scope	£ 225.68	Yes	£ 234.26	None	£ 234.26	£ 104,578	y	Gemma Potter	n	renamed and recosted - amended 2023 figure to calculate inflation
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Grant of 3 year Joint Driver Licence	Discretionary	Outside scope	£ 131.99	Yes	£ 137.01	None	£ 137.01		y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Grant of 12 month Joint Driver Licence	Discretionary	Outside scope	£ 70.39	Yes	£ 73.06	None	£ 73.06		y	Gemma Potter	n	
Planning, Environment and Economy	Knowledge Test	Additional Restit - from 4th time onward per resit	Discretionary	Outside scope	£ 20.00	Yes	£ 20.76	None	£ 20.76					
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Renewal 1 year	Discretionary	Outside scope	£ 171.58	Yes	£ 178.10	None	£ 178.10	£ 12,078	y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Renewal 3 year	Discretionary	Outside scope	£ 233.18	Yes	£ 242.04	None	£ 242.04		y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Vehicle Plate Deposit	Discretionary	Outside scope	£ 16.50	Yes	£ 17.13	None	£ 17.13		y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Replacement Plate	Discretionary	Outside scope	£ 16.50	Yes	£ 17.13	None	£ 17.13		y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Enhanced DBS Check (Set by DBS)	Discretionary	Outside scope	£ 38.00	No	£ 53.00	None	£ 53.00		y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Online Document Verification (DBS) set by Taxi Plus	Discretionary	Outside scope		No	£ 5.00	None	£ 5.00	£ 19,174		Gemma Potter		Service now outsourced to Taxi Plus, charge to be paid to FCC and then recharged from Taxi Plus
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	DBS Update Service	Discretionary	Standard Rate		No	£ 6.00	£ 1.20	£ 7.20			Gemma Potter		
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	DVLA Check	Discretionary	Outside scope		No	£ 4.00	None	£ 4.00			Gemma Potter		
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Change of Vehicle Reg.	Discretionary	Outside scope	£ 33.00	Yes	£ 34.25	None	£ 34.25			y	Gemma Potter	n
Planning, Environment and Economy	Private Hire/ Hackney Carriage Driver Licence	Missed Appointment	Discretionary	Outside scope	£ 28.60	No	£ 28.60	None	£ 28.60		y	Gemma Potter	n	Request that this charge be fixed at £20
Planning, Environment and Economy	Private Hire and Hackney Carriages	Private Hire Operator Licence (grant or renewal) 5 year	Discretionary	Outside scope	£ 680.83	Yes	£ 706.70	None	£ 706.70	£ 1,875	y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire and Hackney Carriages	Private Hire Operator Licence (grant or renewal) 1 year	Discretionary	Outside scope	£ 276.07	Yes	£ 286.56	None	£ 286.56		y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire and Hackney Carriages	Transfer of Licence (vehicle)	Discretionary	Outside scope	£ 89.09	Yes	£ 92.48	None	£ 92.48		y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire and Hackney Carriages	Administration Fee Operator Licence	Discretionary	Outside scope	£ 103.39	Yes	£ 107.32	None	£ 107.32		y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire and Hackney Carriages	New vehicle - six monthly	Discretionary	Outside scope	£ 113.29	Yes	£ 117.60	None	£ 117.60		y	Gemma Potter	n	
Planning, Environment and Economy	Private Hire and Hackney Carriages	Renewal vehicle - six monthly	Discretionary	Outside scope	£ 95.69	Yes	£ 99.33	None	£ 99.33		y	Gemma Potter	n	
Planning, Environment and Economy	Animal Licensing	Animal Boarding	Discretionary	Outside scope	£ 187.58	Yes	£ 194.71	None	£ 194.71	£ 10,407	y	Gemma Potter	n	
Planning, Environment and Economy	Animal Licensing	Home Boarding of Dogs	Discretionary	Outside scope	£ 146.74	Yes	£ 152.32	None	£ 152.32		y	Gemma Potter	n	
Planning, Environment and Economy	Animal Licensing	Animal Breeding	Discretionary	Outside scope	£ 262.17	Yes	£ 272.13	None	£ 272.13		y	Gemma Potter	n	
Planning, Environment and Economy	Animal Licensing	Dangerous Wild Animals Vet fees for first inspection are charged for in addition	Discretionary	Outside scope	£ 248.33	Yes	£ 257.77	None	£ 257.77		£ -	y	Gemma Potter	n
Planning, Environment and Economy	Animal Licensing	Pet Shops Vet fees for first inspection are charged for in addition	Discretionary	Outside scope	£ 318.66	Yes	£ 330.77	None	£ 330.77	£ -	y	Gemma Potter	n	
Planning, Environment and Economy	Animal Licensing	Riding Establishments	Discretionary	Outside scope	£ 205.56	Yes	£ 213.37	None	£ 213.37	£ 1,890		Gemma Potter	n	
Planning, Environment and Economy	Animal Licensing	Zoos Vet fees for first inspection are charged for in addition	Discretionary	Outside scope	£ 183.04	Yes	£ 190.00	None	£ 190.00	£ -	y	Gemma Potter	n	
Planning, Environment and Economy	Other Licences	Sex Establishments and Sexual Entertainment Venues	Discretionary	Outside scope	£ 1,142.57	No	£ 1,142.57	None	£ 1,142.57	£ -	y	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Other Licences	Scrap Metal Dealer 3 year - Site (not due until 2020)	Discretionary	Outside scope	£ 696.03	Yes	£ 722.48	None	£ 722.48	£ -	y	Gemma Potter	n	
Planning, Environment and Economy	Other Licences	Scrap Metal Dealer 3 year - Collector (not due until 2020)	Discretionary	Outside scope	£ 269.32	Yes	£ 279.55	None	£ 279.55	£ -	y	Gemma Potter	n	

Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 Incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Other Licences	Sunday Trading - Loading Control Area	Discretionary	Outside scope	£ 92.10	Yes	£ 95.60	None	£ 95.60	£ -	y	Gemma Potter	n	
Planning, Environment and Economy	Bingo Premises Licence fees	New	Statutory	Outside scope	£ 3,811.50	No	£ 3,811.50	None	£ 3,811.50		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Variation	Statutory	Outside scope	£ 1,524.60	No	£ 1,524.60	None	£ 1,524.60		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Transfer	Statutory	Outside scope	£ 1,045.44	No	£ 1,045.44	None	£ 1,045.44		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 3,811.50	No	£ 3,811.50	None	£ 3,811.50		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Bingo Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	New	Statutory	Outside scope	£ 2,178.00	No	£ 2,178.00	None	£ 2,178.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Variation	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Transfer	Statutory	Outside scope	£ 1,045.44	No	£ 1,045.44	None	£ 1,045.44		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 2,178.00	No	£ 2,178.00	None	£ 2,178.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Adult Gaming Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	New	Statutory	Outside scope	£ 2,722.50	No	£ 2,722.50	None	£ 2,722.50		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Variation	Statutory	Outside scope	£ 1,089.00	No	£ 1,089.00	None	£ 1,089.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Transfer	Statutory	Outside scope	£ 827.64	No	£ 827.64	None	£ 827.64		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,034.55	No	£ 1,034.55	None	£ 1,034.55		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 2,722.50	No	£ 2,722.50	None	£ 2,722.50		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,034.55	No	£ 1,034.55	None	£ 1,034.55		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Track Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	New	Statutory	Outside scope	£ 3,267.00	No	£ 3,267.00	None	£ 3,267.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 522.72	No	£ 522.72	None	£ 522.72		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Variation	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Transfer	Statutory	Outside scope	£ 1,045.44	No	£ 1,045.44	None	£ 1,045.44		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 3,267.00	No	£ 3,267.00	None	£ 3,267.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,306.80	No	£ 1,306.80	None	£ 1,306.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Betting Shop Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	New	Statutory	Outside scope	£ 2,178.00	No	£ 2,178.00	None	£ 2,178.00		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Annual Fee	Statutory	Outside scope	£ 653.40	No	£ 653.40	None	£ 653.40		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Variation	Statutory	Outside scope	£ 871.20	No	£ 871.20	None	£ 871.20		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Transfer	Statutory	Outside scope	£ 827.64	No	£ 827.64	None	£ 827.64		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Re-instatement Fee	Statutory	Outside scope	£ 1,034.55	No	£ 1,034.55	None	£ 1,034.55		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Provisional Statement	Statutory	Outside scope	£ 2,178.00	No	£ 2,178.00	None	£ 2,178.00		n	Gemma Potter	n	Regionally/Nationally set fee

Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 Incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Provisional Statement Holders	Statutory	Outside scope	£ 1,034.55	No	£ 1,034.55	None	£ 1,034.55	£ 11,830	n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Copy Licence	Statutory	Outside scope	£ 27.53	No	£ 27.53	None	£ 27.53		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Family Entertainment Centre Premises Licence fees	Notification of Change	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	New	Statutory	Outside scope	£ 326.70	No	£ 326.70	None	£ 326.70		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Fast Track (Clubs)	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Annual Fee	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Renewal	Statutory	Outside scope	£ 326.70	No	£ 326.70	None	£ 326.70		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Renewal if holder of CPC	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Variation	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Change of name	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	FEC Machine Permit	Copy of permit	Statutory	Outside scope	£ 16.34	No	£ 16.34	None	£ 16.34		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	New	Statutory	Outside scope	£ 217.80	No	£ 217.80	None	£ 217.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Fast Track (Clubs)	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Annual Fee	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Renewal	Statutory	Outside scope	£ 217.80	No	£ 217.80	None	£ 217.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Renewal if holder of CPC	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Variation	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Change of name	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Gaming Permit	Copy of permit	Statutory	Outside scope	£ 16.34	No	£ 16.34	None	£ 16.34		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	New	Statutory	Outside scope	£ 217.80	No	£ 217.80	None	£ 217.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Fast Track (Clubs)	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Annual Fee	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Renewal	Statutory	Outside scope	£ 217.80	No	£ 217.80	None	£ 217.80		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Renewal if holder of CPC	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Variation	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Change of name	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Club Machine Permit	Copy of permit	Statutory	Outside scope	£ 16.34	No	£ 16.34	None	£ 16.34		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	New	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Fast Track (Clubs)	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Annual Fee	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Renewal	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Renewal if holder of CPC	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Variation	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Change of name	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises 2 Machines	Copy of permit	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	New	Statutory	Outside scope	£ 163.35	No	£ 163.35	None	£ 163.35		n	Gemma Potter	n	Regionally/Nationally set fee
Planning, Environment and Economy	Licensed Premises More than 2	Fast Track (Clubs)	Statutory	Outside scope	£ -	No	£ -	None	£ -	n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Licensed Premises More than 2	Annual Fee	Statutory	Outside scope	£ 54.45	No	£ 54.45	None	£ 54.45	n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Licensed Premises More than 2	Renewal	Statutory	Outside scope	£ -	No	£ -	None	£ -	n	Gemma Potter	n	Regionally/Nationally set fee	

Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 Incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes	
Planning, Environment and Economy	Licensed Premises More than 2	Renewal if holder of CPC	Statutory	Outside scope	£ -	No	£ -	None	£ -	£ -	n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Licensed Premises More than 2	Variation	Statutory	Outside scope	£ 108.90	No	£ 108.90	None	£ 108.90		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Licensed Premises More than 2	Transfer	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Licensed Premises More than 2	Change of name	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Licensed Premises More than 2	Copy of permit	Statutory	Outside scope	£ 16.35	No	£ 16.35	None	£ 16.35		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Prize Gaming	New	Statutory	Outside scope	£ 326.70	No	£ 326.70	None	£ 326.70		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Prize Gaming	Fast Track (Clubs)	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Prize Gaming	Annual Fee	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Prize Gaming	Renewal	Statutory	Outside scope	£ 326.70	No	£ 326.70	None	£ 326.70		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Prize Gaming	Renewal if holder of CPC	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Prize Gaming	Variation	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Prize Gaming	Transfer	Statutory	Outside scope	£ -	No	£ -	None	£ -		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Prize Gaming	Change of name	Statutory	Outside scope	£ 27.23	No	£ 27.23	None	£ 27.23		n	Gemma Potter	n	Regionally/Nationally set fee	
Planning, Environment and Economy	Prize Gaming	Copy of permit	Statutory	Outside scope	£ 16.34	No	£ 16.34	None	£ 16.34	n	Gemma Potter	n	Regionally/Nationally set fee		
Planning, Environment and Economy	Markets	Connahs Quay - Thursday	Discretionary	Outside scope	£ 5.46	No	£ 5.46	None	£ 5.46	£ 179	n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Holywell - Thursday up to 3m x 3m	Discretionary	Outside scope	£ 8.12	No	£ 8.12	None	£ 8.12	£ 2,101	n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Holywell - Thursday up to 6m x 3m	Discretionary	Outside scope	£ 11.50	No	£ 11.50	None	£ 11.50		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Holywell - Thursday over 6m x 3m	Discretionary	Outside scope	£ 15.09	No	£ 15.09	None	£ 15.09		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold High St - Weds & Sat	Discretionary	Outside scope	£ 16.66	No	£ 16.66	None	£ 16.66	£ 86,524	n	Peter Hayes	n	Market charges which are not uplifted annually are subject to a three yearly uplift, with the first uplift being from 2022.	
Planning, Environment and Economy	Markets	Mold Daniel Owen Sq - Weds & Sat	Discretionary	Outside scope	£ 14.88	No	£ 14.88	None	£ 14.88		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Public Liability Insurance	Discretionary	Outside scope	£ 4.16	No	£ 4.16	None	£ 4.16		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Community Pitch	Discretionary	Outside scope	£ 5.46	No	£ 5.46	None	£ 5.46		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Registration Fee (all markets)	Discretionary	Outside scope	£ 9.36	No	£ 9.36	None	£ 9.36		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Car Boot Space, Love Lane, Mold - Car	Discretionary	Outside scope	£ 6.24	No	£ 6.24	None	£ 6.24		£ 2,831	n	Peter Hayes		n
Planning, Environment and Economy	Markets	Car Boot Space, Love Lane, Mold - Van	Discretionary	Outside scope	£ 10.40	No	£ 10.40	None	£ 10.40			n	Peter Hayes		n
Planning, Environment and Economy	Markets	Car Boot Space, Love Lane, Mold - Charity (Car)	Discretionary	Outside scope	£ 2.08	No	£ 2.08	None	£ 2.08			n	Peter Hayes		n
Planning, Environment and Economy	Markets	Mold Indoor - Unit 1	Discretionary	Outside scope	£ 120.35	No	£ 122.76	None	£ 122.76	£ 88,509	n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 2	Discretionary	Outside scope	£ 190.08	No	£ 193.88	None	£ 193.88		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 3	Discretionary	Outside scope	£ 52.84	No	£ 53.90	None	£ 53.90		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 4	Discretionary	Outside scope	£ 92.06	No	£ 93.90	None	£ 93.90		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 5	Discretionary	Outside scope	£ 83.13	No	£ 84.79	None	£ 84.79		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 6	Discretionary	Outside scope	£ 142.41	No	£ 145.26	None	£ 145.26		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 7A	Discretionary	Outside scope	£ 68.79	No	£ 70.17	None	£ 70.17		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 7B	Discretionary	Outside scope	£ 91.55	No	£ 93.38	None	£ 93.38		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 7C	Discretionary	Outside scope	£ 68.79	No	£ 70.17	None	£ 70.17		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 8	Discretionary	Outside scope	£ 139.59	No	£ 142.38	None	£ 142.38		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 9	Discretionary	Outside scope	£ 74.15	No	£ 75.63	None	£ 75.63		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 10	Discretionary	Outside scope	£ 80.61	No	£ 82.22	None	£ 82.22		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 11	Discretionary	Outside scope	£ 55.85	No	£ 56.97	None	£ 56.97		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 12	Discretionary	Outside scope	£ 92.22	No	£ 94.06	None	£ 94.06		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Mold Indoor - Unit 13	Discretionary	Outside scope	£ 167.63	No	£ 170.98	None	£ 170.98	n	Peter Hayes	n			
Planning, Environment and Economy	Markets	Mold Indoor - Unit 14	Discretionary	Outside scope	£ 151.27	No	£ 154.30	None	£ 154.30	n	Peter Hayes	n			
Planning, Environment and Economy	Markets	Licence Events/Car Boot Sales - Commercial	Discretionary	Outside scope	£ 90.66	No	£ 90.66	None	£ 90.66	n	Peter Hayes	n			

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Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 Incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes	
Planning, Environment and Economy	Markets	Licence Events/Car Boot Sales - Charity	Discretionary	Outside scope	£ 8.84	No	£ 8.84	None	£ 8.84	£ 2,823	n	Peter Hayes	n	Market charges which are not uplifted annually are subject to a three yearly uplift, with the first uplift being from 2022.	
Planning, Environment and Economy	Markets	Licence Local Produce/Craft	Discretionary	Outside scope	£ 22.59	No	£ 22.59	None	£ 22.59		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Licence Permits - Commercial	Discretionary	Outside scope	£ 8.32	No	£ 8.32	None	£ 8.32		n	Peter Hayes	n		
Planning, Environment and Economy	Markets	Licence Permits - Charity/Community	Discretionary	Outside scope	£ -	No	£ -	None	£ -		n	Peter Hayes	n	Free	
Planning, Environment and Economy	Ordinance Survey Map Sales	A4 - scale 1:500 1 to 6 (max) copies	Discretionary	Standard Rate	£ 12.50	Yes	£ 12.98	£ 2.60	£ 15.57	£ -	n	Andy Brown	n		
Planning, Environment and Economy	Ordinance Survey Map Sales	A4 - scale 1:1250 1 to 6 (max) copies	Discretionary	Standard Rate	£ 16.66	Yes	£ 17.29	£ 3.46	£ 20.75	£ -	n	Andy Brown	n		
Planning, Environment and Economy	Ordinance Survey Map Sales	A4 - scale 1:2500 1 to 6 (max) copies	Discretionary	Standard Rate	£ 25.00	Yes	£ 25.95	£ 5.19	£ 31.14	£ -	n	Andy Brown	n		
Planning, Environment and Economy	Ordinance Survey Map Sales	A3 - scale 1:500 1 to 6 (max) copies	Discretionary	Standard Rate	£ 12.50	Yes	£ 12.98	£ 2.60	£ 15.57	£ -	n	Andy Brown	n		
Planning, Environment and Economy	Ordinance Survey Map Sales	A3 - scale 1:1250 1 to 6 (max) copies	Discretionary	Standard Rate	£ 20.83	Yes	£ 21.62	£ 4.32	£ 25.95	£ 53	n	Andy Brown	n		
Planning, Environment and Economy	Ordinance Survey Map Sales	A3 - scale 1:2500 1 to 6 (max) copies	Discretionary	Standard Rate	£ 41.66	Yes	£ 43.24	£ 8.65	£ 51.89	£ -	n	Andy Brown	n		
Planning, Environment and Economy	Pest Control	Rats & Mice – Private Household. Potential Disease Vectors.	Discretionary	Standard Rate	£ 60.49	Yes	£ 62.79	£ 12.56	£ 75.35	£ 32,149	n	Sian Jones	y		
Planning, Environment and Economy	Pest Control	Fleas – Private Homeholders.	Discretionary	Standard Rate	£ 63.25	Yes	£ 65.65	£ 13.13	£ 78.78		n	Sian Jones	y		
Planning, Environment and Economy	Pest Control	Wasps – Private Homeholders.	Discretionary	Standard Rate	£ 54.99	Yes	£ 57.08	£ 11.42	£ 68.50		n	Sian Jones	y		
Planning, Environment and Economy	Pest Control	Ants – Private Homeholders.	Discretionary	Standard Rate	£ 49.50	Yes	£ 51.38	£ 10.28	£ 61.66		n	Sian Jones	y		
Planning, Environment and Economy	Pest Control	Bees (advice only) - Private Homeholders	Discretionary	Standard Rate	£ 35.75	Yes	£ 37.11	£ 7.42	£ 44.53		n	Sian Jones	y		
Planning, Environment and Economy	Pest Control	Rats, Mice, Wasps, Ants, Fleas – Commercial Business Premises & Internal Council Depts	Discretionary	Standard Rate	£ 57.74	Yes	£ 59.93	£ 11.99	£ 71.92		n	Sian Jones	y		
Planning, Environment and Economy	Pest Control	Missed calls Home Owner / Tenant not available at appointment	Discretionary	Standard Rate	£ 35.75	Yes	£ 37.11	£ 7.42	£ 44.53		n	Sian Jones	y		
Planning, Environment and Economy	Pest Control	Concessionary rate	Discretionary	Standard Rate	£ 34.83	Yes	£ 36.15	£ 7.23	£ 43.38		n	Sian Jones	y		
Planning, Environment and Economy	Planning	Planning Pre -Application (Cat A - major development up to 10 dwellings) Plus £160 per additional dwelling	Discretionary	Outside scope	£ 1,284.72	Yes	£ 1,333.54	None	£ 1,333.54		£ 13,365	n	Matthew Parry-Davies	n	"The Planning, Environment and Economy Portfolio requires any applicant, agent or relevant third party to pay for any costs incurred by the portfolio when commissioning specialist consultant's to appraise evidence submitted to justify a development proposal"
Planning, Environment and Economy	Planning	Planning Pre -Application (single dwelling)	Discretionary	Outside scope	£ 85.65	Yes	£ 88.90	None	£ 88.90			n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Planning	Planning Pre -Application (two to nine dwellings) - per dwelling	Discretionary	Outside scope	£ 128.47	Yes	£ 133.35	None	£ 133.35		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Planning Pre-Application (non-residential)	Discretionary	Outside scope	£ 85.65	Yes	£ 88.90	None	£ 88.90		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Planning Pre-Application (householder)	Discretionary	Outside scope	£ 69.59	Yes	£ 72.23	None	£ 72.23		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Compliance and confirmation letter - per hour	Discretionary	Outside scope	£ 139.18	Yes	£ 144.47	None	£ 144.47		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Planning research - per hour	Discretionary	Outside scope	£ 139.18	Yes	£ 144.47	None	£ 144.47		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Rights of Way legal order	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -	£ 13,365	n	Matthew Parry-Davies	n	Fees variable to cover full costs	
Planning, Environment and Economy	Planning	Road adoption Section 38 agreement	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		n	Matthew Parry-Davies	n	10% bond	
Planning, Environment and Economy	Planning	Section 278	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		n	Matthew Parry-Davies	n	10% bond	
Planning, Environment and Economy	Planning	Vehicular Crossings	Discretionary	Outside scope	£ 214.12	Yes	£ 222.26	None	£ 222.26		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Stopping Up Orders (minimum charge)	Discretionary	Outside scope	£ 1,927.08	Yes	£ 2,000.31	None	£ 2,000.31		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Road & Traffic Scheme Info	Discretionary	Outside scope	£ 3.26	Yes	£ 3.38	None	£ 3.38		n	Matthew Parry-Davies	n	Three yearly inflation uplift with the first uplift applicable in 2022	
Planning, Environment and Economy	Planning	Search Highways	Discretionary	Outside scope	£ 48.18	Yes	£ 50.01	None	£ 50.01		n	Matthew Parry-Davies	n		
Planning, Environment and Economy	Planning	Other Planning fees	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ 1,074,163	n	Matthew Parry-Davies	n	All other Planning fees are set in legislation. Details of current fees can be found at: https://ecab.planningportal.co.uk/uploads/welsh_application_fees.pdf	
Planning, Environment and Economy	Primary Authority	Primary Authority - hourly rate	Discretionary	Outside scope	£ 72.80	Yes	£ 75.57	None	£ 75.57	£ -	n	Sian Jones	n		
Planning, Environment and Economy	Private Water Supply	Private water supply sampling and testing	Statutory	Outside scope	£ -	Yes	£ -	None	£ -	£ -	n	Sian Jones	n	Individually priced on the basis of cost recovery including officer time, testing, and all other associated activities. Details of the statutory upper fee levels can be found at: http://www.legislation.gov.uk/ksi/2017/1041/schedule/6/made	
Planning, Environment and Economy	Quarry's and Landfill	Inspection/monitoring	Statutory	Outside scope	£ -	No	£ -	None	£ -	£ 7,205	n	Hannah Parish	n	Fees are set in legislation and price per site is dependent on the number of visits required. Fee legislation can be found at: http://www.legislation.gov.uk/ksi/2015/1522/regulation/14/made (paragraph 14)	
Planning, Environment and Economy	Rights of Way	Temporary closures and extensions by Order	Discretionary	Outside scope	£ 2,096.93	Yes	£ 2,176.61	None	£ 2,176.61		n	Derrick Charlton	n		
Planning, Environment and Economy	Rights of Way	Closure by notice	Discretionary	Outside scope	£ 627.19	Yes	£ 651.02	None	£ 651.02		n	Derrick Charlton	n		

Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Rights of Way	Permanent closures and diversions Advert costs are charged in addition	Discretionary	Outside scope	£ 1,882.74	Yes	£ 1,954.28	None	£ 1,954.28	£ 8,263	n	Derrick Charlton	n	
Planning, Environment and Economy	Rights of Way	Follow up Property Search queries - per request	Discretionary	Outside scope	£ 87.57	Yes	£ 90.90	None	£ 90.90		n	Derrick Charlton	n	
Planning, Environment and Economy	Rights of Way	Authorisation for rallies - per request	Discretionary	Outside scope	£ 125.44	Yes	£ 130.21	None	£ 130.21		n	Derrick Charlton	n	
Planning, Environment and Economy	Roundabout Sponsorship	Sponsorship of a Roundabout	Discretionary	Standard Rate	£ 2,958.43	Yes	£ 3,070.85	£ 614.17	£ 3,685.02	£ 19,231	n	Peter Hayes	n	
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 1,000 tonnes	Statutory	Outside scope	£ 125.00	Yes	£ 135.00	None	£ 135.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 3,000 tonnes	Statutory	Outside scope	£ 170.00	Yes	£ 185.00	None	£ 185.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 10,000 tonnes	Statutory	Outside scope	£ 250.00	Yes	£ 270.00	None	£ 270.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 20,000 tonnes	Statutory	Outside scope	£ 325.00	Yes	£ 355.00	None	£ 355.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Up to 30,000 tonnes	Statutory	Outside scope	£ 415.00	Yes	£ 450.00	None	£ 450.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Over 30,000 tonnes	Statutory	Outside scope	£ 480.00	Yes	£ 520.00	None	£ 520.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Vessels with 50 – 1000 persons	Statutory	Outside scope	£ 480.00	Yes	£ 520.00	None	£ 520.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Vessels with over 1000 persons	Statutory	Outside scope	£ 820.00	Yes	£ 890.00	None	£ 890.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Ship Sanitation Certificate	Extensions	Statutory	Outside scope	£ 95.00	Yes	£ 105.00	None	£ 105.00	£ -	n	Sian Jones	n	Fee increase
Planning, Environment and Economy	Skin Piercing Registration	Skin Piercing Registration - Premises	Discretionary	Outside scope	£ 142.70	Yes	£ 148.12	None	£ 148.12	£ 3,086	n	Sian Jones	n	
Planning, Environment and Economy	Skin Piercing Registration	Skin Piercing Registration - Person	Discretionary	Outside scope	£ 71.35	Yes	£ 74.06	None	£ 74.06		n	Sian Jones	n	
Planning, Environment and Economy	Skin Piercing Registration	Skin Piercing Registration - Conventions	Discretionary	Outside scope	£ 15.00	Yes	£ 15.57	None	£ 15.57		n	Sian Jones	n	New Charge
Planning, Environment and Economy	Stray Dogs	Return direct to Owners	Discretionary	Outside scope	£ 35.50	Yes	£ 36.85	None	£ 36.85	£ 90	n	Sian Jones	n	
Planning, Environment and Economy	Stray Dogs	Taken to approved kennels	Discretionary	Standard Rate	£ 44.38	Yes	£ 46.07	£ 9.21	£ 55.28		n	Sian Jones	n	
Planning, Environment and Economy	Stray Dogs	Kennelling Fee (per day)	Discretionary	Standard Rate		Yes	£ -	£ -	£ -		n	Sian Jones	n	
Planning, Environment and Economy	Street Naming and Numbering	House Name Change	Discretionary	Outside scope	£ 81.61		£ 12.00	None	£ 12.00	£ 12,981	n	Gemma Potter	n	New Charge
Planning, Environment and Economy	Street Naming and Numbering	Re-name of street where requested by residents Plus £36 per additional property	Discretionary	Outside scope	£ 130.58	Yes	£ 135.54	None	£ 135.54		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Street Naming and Numbering	Re-numbering Houses/Buildings Plus £36 per additional property	Discretionary	Outside scope	£ 130.58	Yes	£ 135.54	None	£ 135.54		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Street Naming and Numbering	Confirmation of addresses for Conveyancing purposes	Discretionary	Outside scope	£ 40.81	Yes	£ 42.36	None	£ 42.36		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Street Naming and Numbering	Conversion of Buildings to form Dwelling/Flats Plus £10 per additional unit	Discretionary	Outside scope	£ 116.59	Yes	£ 121.02	None	£ 121.02		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	New road	Single Dwelling, Self Build plots on existing Road/Street Plus £10 per additional unit	Discretionary	Outside scope	£ 116.59	Yes	£ 121.02	None	£ 121.02		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	New road	New Development 2-5 plots Plus £25 per additional unit	Discretionary	Outside scope	£ 174.88	Yes	£ 181.53	None	£ 181.53		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	New road	New Development 6-10 plots Plus £20 per additional unit	Discretionary	Outside scope	£ 291.47	Yes	£ 302.55	None	£ 302.55		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	New road	New Development over 10 plots Plus £15 per additional unit	Discretionary	Outside scope	£ 582.94	Yes	£ 605.09	None	£ 605.09		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	New road	Industrial - Allocation of addresses to commercial units (1 unit) Plus £25 per additional unit	Discretionary	Outside scope	£ 174.88	Yes	£ 181.53	None	£ 181.53		n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Sustainable Drainage Systems (SuDS) Pre-Application	Early Engagement Advice	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -	£ 32,470	n	Matthew Parry-Davies	n	
Planning, Environment and Economy	Detailed advice and review	Single dwelling (householder)	Discretionary	Outside scope	£ 116.59	Yes	£ 121.02	None	£ 121.02		n	Andy Roberts	n	Free
Planning, Environment and Economy	Detailed advice and review	0.01 to 0.5 hectare	Discretionary	Outside scope	£ 233.18	Yes	£ 242.04	None	£ 242.04		n	Andy Roberts	n	
Planning, Environment and Economy	Detailed advice and review	>0.5 to 1.0 hectare	Discretionary	Outside scope	£ 466.35	Yes	£ 484.07	None	£ 484.07		n	Andy Roberts	n	
Planning, Environment and Economy	Detailed advice and review	>1.0 to 5.0 hectare	Discretionary	Outside scope	£ 699.53	Yes	£ 726.11	None	£ 726.11		n	Andy Roberts	n	
Planning, Environment and Economy	Detailed advice and review	>5.0 hectare	Discretionary	Outside scope	£ 1,165.88	Yes	£ 1,210.18	None	£ 1,210.18		n	Andy Roberts	n	
Planning, Environment and Economy	Detailed advice and review	Additional Services (per hour)	Discretionary	Outside scope	£ 46.64	Yes	£ 48.41	None	£ 48.41		n	Andy Roberts	n	
Planning, Environment and Economy	Sustainable Drainage Systems (SuDS)	Application	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		n	Andy Roberts	n	
Planning, Environment and Economy	Talks and Presentations	Environmental Health, Trading Standards and Licensing	Discretionary	Outside scope	£ 79.29	Yes	£ 82.30	None	£ 82.30		n	Andy Roberts	n	Fees are set in legislation: http://www.legislation.gov.uk/ukws/2018/1075/contents/made
Planning, Environment and Economy	Measuring Instruments Directive	Automatic discontinuous totalisers, automatic rail weighbridges, automatic catchweighers, automatic gravimetric filling instruments and beltweighers Hourly Rate	Statutory	Standard Rate	£ 103.25	Yes	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments Directive	Cold water meters Hourly rate	Statutory	Standard Rate	£ 98.38	Yes	£ 111.51	£ 22.30	£ 133.81	n	Sian Jones	n		

Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Measuring Instruments Directive	Measuring instruments for liquid fuel and lubricants - hourly rate plus 10% surcharge	Statutory	Standard Rate	£ -	No	£ 111.51	£ 22.30	£ 133.81	£ 2,156	n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments Directive	Measuring instruments for liquid fuel delivered from road tankers - hourly rate plus 10% surcharge	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -		n	Sian Jones	n	10% surcharge on top of officer hourly rate (minimum 1 hour)
Planning, Environment and Economy	Measuring Instruments Directive	Capacity Serving Measures Material Measures of Length	Statutory	Standard Rate	£ -	Yes	£ 27.88	£ 5.58	£ 33.46		n	Sian Jones	n	25% Surcharge
Planning, Environment and Economy	Special Weighing and Measuring Equipment	Examining, testing, certifying, stamping, authorising or reporting on special weighing or measuring equipment at the place where the service is provided. 1. Automatic or totalling weighing machines 2. Equipment designed to weigh loads in motion 3. Bulk fuel measuring equipment tested following a Regulation 65 or 66 occurrence under the 1983 Regulations or Regulation 23 or 24 occurrence under the 1988 Regulations 4. Weighing or measuring equipment tested by means of statistical sampling 5. The establishment of calibration curves from templates 6. Templates graduated in millimetres 7. Testing or other services in pursuance of a Community obligation other than EC initial or partial verification	Statutory	Standard Rate	£ 102.21	No	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	10% surcharge on top of officer hourly rate (minimum 1 hour)
Planning, Environment and Economy	Measures	Linear Measures not exceeding 3m, for each scale	Statutory	Standard Rate		Yes	£ 13.89	£ 2.78	£ 16.67		n	Sian Jones	n	
Planning, Environment and Economy	Measures	Capacity Measures, without divisions, not exceeding 1 litre	Statutory	Standard Rate		Yes	£ 10.97	£ 2.19	£ 13.16			Sian Jones		NEW
Planning, Environment and Economy	Measures	Cubic ballast measures (other than brim measures)	Statutory	Standard Rate		Yes	£ 245.54	£ 49.11	£ 294.65			Sian Jones		NEW
Planning, Environment and Economy	Measures	Liquid capacity measures for making up and checking average quantity packages	Statutory	Standard Rate		Yes	£ 38.82	£ 7.76	£ 46.58			Sian Jones		NEW
Planning, Environment and Economy	Measures	Templets - per scale - first item	Statutory	Standard Rate		Yes	£ 67.48	£ 13.50	£ 80.98			Sian Jones		NEW
Planning, Environment and Economy	Measures	Templets - second and subsequent items	Statutory	Standard Rate		Yes	£ 25.53	£ 5.11	£ 30.64			Sian Jones		NEW
Planning, Environment and Economy	Weighing Instruments Non-NAWI	Not exceeding 1 tonne - per item	Statutory	Standard Rate	£ 77.53	Yes	£ 88.14	£ 17.63	£ 105.77			Sian Jones		* VAT applicable unless under the Measuring Instruments (EEC Requirements) Regs 1988
Planning, Environment and Economy	Weighing Instruments Non-NAWI	Exceeding 1 tonne to 10 tonne - per item	Statutory	Standard Rate	£ 130.88	Yes	£ 142.78	£ 28.56	£ 171.34		n	Sian Jones	n	* VAT applicable unless under the Measuring Instruments (EEC Requirements) Regs 1988
Planning, Environment and Economy	Weighing Instruments Non-NAWI	Exceeding 10 tonnes	Statutory	Standard Rate	£ 273.34	Yes	£ 298.18	£ 59.64	£ 357.82		n	Sian Jones	n	* VAT applicable unless under the Measuring Instruments (EEC Requirements) Regs 1988
Planning, Environment and Economy	Weighing Instruments Non-NAWI	Certification of Weighbridge Operators - hourly rate	Statutory	Standard Rate	£ -	No	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	No VAT. Minimum charge of half an hour
Planning, Environment and Economy	Weighing Instruments NAWI	Not exceeding 1 tonne - per item	Statutory	Standard Rate	£ 134.49	Yes	£ 146.74	£ 29.35	£ 176.09		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments NAWI	Exceeding 1 tonne to 10 tonne - per item	Statutory	Standard Rate	£ 208.13	No	£ 227.05	£ 45.41	£ 272.46		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments NAWI	Exceeding 10 tonnes - per item	Statutory	Standard Rate	£ 455.62	No	£ 497.04	£ 99.41	£ 596.45		n	Sian Jones	n	
Planning, Environment and Economy	Weighing Instruments NAWI	When testing instruments incorporating remote display or printing facilities, and where completion of the test requires a second person or a second series of tests by the same person, an additional fee may be charged - 50% surcharge	Statutory	Standard Rate	£ -	Yes	£ -	£ -	£ -		n	Sian Jones	n	
Planning, Environment and Economy	Measuring Instruments for Intoxicating Liquor	Not exceeding 150ml	Statutory	Standard Rate		Yes	£ 24.19	£ 4.84	£ 29.03		n	Sian Jones	n	50% surcharge on officer hourly rate plus travel costs
Planning, Environment and Economy	Measuring Instruments for Intoxicating Liquor - Other	Other	Statutory	Standard Rate			£ 27.95	£ 5.59	£ 33.54		n	Sian Jones	n	NEW
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	Container type (not sub-divided)	Statutory	Standard Rate	£ 92.89		£ 101.34	£ 20.27	£ 121.61		n	Sian Jones	n	NEW
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	First nozzle tested, per site	Statutory	Standard Rate	£ 151.52	Yes	£ 165.29	£ 33.06	£ 198.35		n	Sian Jones	n	* VAT applicable unless under the Measuring Instruments (EEC Requirements) Regs 1988
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	Each additional nozzle tested	Statutory	Standard Rate	£ 93.09	Yes	£ 111.70	£ 22.34	£ 134.04		n	Sian Jones	n	* VAT applicable unless under the Measuring Instruments (EEC Requirements) Regs 1988
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	Testing of peripheral electronic equipment on a separate visit (per site) - hourly rate	Statutory	Standard Rate	£ 102.21	Yes	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	* VAT applicable unless under the Measuring Instruments (EEC Requirements) Regs 1988
Planning, Environment and Economy	Measuring Instruments for Liquid Fuel and Lubricants	Testing of credit card acceptor (per unit, regardless of no. of slots/nozzles/pumps) - hourly rate	Statutory	Standard Rate	£ 102.21	Yes	£ 111.51	£ 22.30	£ 133.81		n	Sian Jones	n	* VAT applicable unless under the Measuring Instruments (EEC Requirements) Regs 1988
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Wet hose with two testing liquids - per item	Statutory	Standard Rate	£ 325.23	No	£ 354.80	£ 70.96	£ 425.76		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Wet hose with three testing liquids - per item	Statutory	Standard Rate	£ 379.44	No	£ 413.93	£ 82.79	£ 496.72		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Dry hose with two testing liquids - per item	Statutory	Standard Rate	£ 361.32	No	£ 394.17	£ 78.83	£ 473.00		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Dry hose with three testing liquids - per item	Statutory	Standard Rate	£ 415.74	No	£ 453.54	£ 90.71	£ 544.25		n	Sian Jones	n	
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Wet/dry hose with two testing liquids - per item	Statutory	Standard Rate	£ 505.89	No	£ 551.89	£ 110.38	£ 662.27		n	Sian Jones	n	

Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 Incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Planning, Environment and Economy	Road Tanker Fuel Measuring Equipment (Above 100 Litres)	Wet/dry hose with three testing liquids - per item	Statutory	Standard Rate	£ 540.81	No	£ 589.97	£ 117.99	£ 707.96		n	Sian Jones	n	
Planning, Environment and Economy	Certificate of errors	For supplying a certificate containing results of errors found on testing	Statutory	Standard Rate	£ 65.91	No	£ 71.60	£ 14.32	£ 85.92		n	Sian Jones	n	
Governance	Electoral Services	Full register of electors and the notice of alteration (data format)	Statutory	Outside scope	£ 20.00	Yes	£ 20.76	None	£ 20.76		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 1,000 entries (or part thereof) of full register (data format)	Statutory	Outside scope	£ 1.50	Yes	£ 1.56	None	£ 1.56		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Full register of electors and the notice of alteration (printed format)	Statutory	Outside scope	£ 10.00	Yes	£ 10.38	None	£ 10.38		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 1,000 entries (or part thereof) of full register (printed format)	Statutory	Outside scope	£ 5.00	Yes	£ 5.19	None	£ 5.19		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	List of overseas electors (data format)	Statutory	Outside scope	£ 20.00	Yes	£ 20.76	None	£ 20.76		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 100 entries (or part thereof) overseas electors (data format)	Statutory	Outside scope	£ 1.50	Yes	£ 1.56	None	£ 1.56		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	List of overseas electors (printed format)	Statutory	Outside scope	£ 10.00	Yes	£ 10.38	None	£ 10.38		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 100 entries (or part thereof) of overseas electors (printed format)	Statutory	Outside scope	£ 5.00	Yes	£ 5.19	None	£ 5.19		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Edited register (data format)	Statutory	Outside scope	£ 20.00	Yes	£ 20.76	None	£ 20.76		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 1,000 entries (or part thereof) edited register (data format)	Statutory	Outside scope	£ 1.50	Yes	£ 1.56	None	£ 1.56		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Edited register (printed format)	Statutory	Outside scope	£ 10.00	Yes	£ 10.38	None	£ 10.38		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	For each 1,000 entries (or part thereof) edited register (printed format)	Statutory	Outside scope	£ 5.00	Yes	£ 5.19	None	£ 5.19		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Marked electoral registers and absent voters' lists	Statutory	Outside scope	£ 10.00	Yes	£ 10.38	None	£ 10.38		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Per 1,000 entries (or part thereof) marked electoral registers (printed)	Statutory	Outside scope	£ 2.00	Yes	£ 2.08	None	£ 2.08		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Per 1,000 entries (or part thereof) marked electoral registers (data)	Statutory	Outside scope	£ 1.00	Yes	£ 1.04	None	£ 1.04		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Overseas pensions - proof of life confirmation (at County Hall)	Statutory	Outside scope	£ 21.78	Yes	£ 22.61	None	£ 22.61		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Electoral Services	Overseas pensions - proof of life confirmation (at home)	Statutory	Outside scope	£ 43.56	Yes	£ 45.22	None	£ 45.22		No	Steve Goodrum	No	Electoral Services charges are statutory and are indicated by external bodies so unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Compliance Notice	Statutory	Outside scope	£ 75.00	No	£ 75.00	None	£ 75.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOJ and unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Enforcement Visit	Statutory	Outside scope	£ 235.00	No	£ 235.00	None	£ 235.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOJ and unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Enforcement Visit - debt over £1,500	Statutory	Outside scope		No	£ -	None	£ -		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOJ and unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Removal Fee	Statutory	Outside scope	£ 110.00	No	£ 110.00	None	£ 110.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOJ and unfortunately, we are unable to levy any inflationary increase.
Governance	Enforcement Agent fees	Removal Fee - debt over £1,500	Statutory	Outside scope		No	£ -	None	£ -		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOJ and unfortunately, we are unable to levy any inflationary increase.
Governance	Liability Orders	Council Tax	Statutory	Outside scope	£ 70.00	No	£ 70.00	None	£ 70.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOJ and unfortunately, we are unable to levy any inflationary increase.
Governance	Liability Orders	Business Rates	Statutory	Outside scope	£ 70.00	No	£ 70.00	None	£ 70.00		No	David Barnes	No	fees in Revenues are governed by Regulations and dictated by HMCTS and MOJ and unfortunately, we are unable to levy any inflationary increase.
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Change of forename added within 12 months of birth registration	Statutory	Outside scope	£ 40.00	No	£ 44.00	None	£ 44.00	£ -	No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Consideration by Registrar / Superintendent Registrar of a correction	Statutory	Outside scope	£ 75.00	No	£ 83.00	None	£ 83.00	£ -	No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Consideration by the Registrar General of a correction	Statutory	Outside scope	£ 90.00	No	£ 99.00	None	£ 99.00	£ -	No	Rebecca Jones	No	

Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 Incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Standard certificate for birth, death, marriage or civil partnership	Statutory	Outside scope	£ 11.00	No	£ 12.50	None	£ 12.50		No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Certificate issued after registration from an archived register - priority service (24 hours)	Statutory	Outside scope	£ 35.00	No	£ 38.50	None	£ 38.50		No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Certificate postage and packaging	Discretionary	Outside scope	£ 3.00	No	£ 3.00	None	£ 3.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Fee for Notice of Marriage or Civil Partnership - per person	Statutory	Outside scope	£ 35.00	No	£ 42.00	None	£ 42.00		No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Deposit for Register Office Ceremonies (non refundable but deducted from full ceremony fee)	Discretionary	Outside scope	£ 30.00	No	£ 30.00	None	£ 30.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Deposit for Ceremony Room (non refundable but deducted from full ceremony fee)	Discretionary	Outside scope	£ 100.00	Yes	£ 115.00	None	£ 115.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Deposit for Approved Premises Ceremonies (non refundable but deducted from full ceremony fee)	Discretionary	Outside scope	£ 100.00	Yes	£ 115.00	None	£ 115.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Advance Booking Fee for all ceremonies between 12-24 months in advance	Discretionary	Outside scope	£ 75.00	Yes	£ 78.00	None	£ 78.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Flintshire Register Office, Mold - Superintendent Registrars Office (Mon - Wed only)	Statutory	Outside scope	£ 46.00	No	£ 56.00	None	£ 56.00		No	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at The Ceremony Room Llwynegryn Hall (Mon - Thurs)	Discretionary	Outside scope	£ 230.00	Yes	£ 235.00	None	£ 235.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at The Ceremony Room Llwynegryn Hall (Fri)	Discretionary	Outside scope	£ 275.00	Yes	£ 320.00	None	£ 320.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at The Ceremony Room Llwynegryn Hall (Sat)	Discretionary	Outside scope	£ 300.00	Yes	£ 345.00	None	£ 345.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at The Ceremony Room Llwynegryn Hall (Sun or Bank Hol)	Discretionary	Outside scope	£ 360.00	Yes	£ 370.00	None	£ 370.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Secular Approved Premises (Mon - Thurs)	Discretionary	Outside scope	£ 435.00	Yes	£ 445.00	None	£ 445.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Secular Approved Premises (Fri)	Discretionary	Outside scope	£ 525.00	Yes	£ 555.00	None	£ 555.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Secular Approved Premises (Sat)	Discretionary	Outside scope	£ 565.00	Yes	£ 600.00	None	£ 600.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Ceremony at Secular Approved Premises (Sun or Bank Hol)	Discretionary	Outside scope	£ 610.00	Yes	£ 645.00	None	£ 645.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Marriage at Place of Worship (Registrars attendance to register marriage)	Statutory	Outside scope	£ 86.00	No	£ 104.00	None	£ 104.00		no	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at the Ceremony Room (Mon - Thur)	Discretionary	Outside scope	£ 140.00	Yes	£ 235.00	None	£ 235.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at the Ceremony Room (Fri)	Discretionary	Outside scope	£ 165.00	Yes	£ 320.00	None	£ 320.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at the Ceremony Room (Sat)	Discretionary	Outside scope	£ 220.00	Yes	£ 345.00	None	£ 345.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at the Ceremony Room (Sun or Bank Hol)	Discretionary	Outside scope	£ 320.00	Yes	£ 370.00	None	£ 370.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at an Approved Premises (Mon - Thur)	Discretionary	Outside scope	£ 265.00	Yes	£ 530.00	None	£ 530.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at an Approved Premises (Fri)	Discretionary	Outside scope	£ 320.00	Yes	£ 610.00	None	£ 610.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at an Approved Premises (Sat)	Discretionary	Outside scope	£ 345.00	Yes	£ 645.00	None	£ 645.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Celebrants attendance at Celebratory Services at an Approved Premises (Sun or Bank Hol)	Discretionary	Outside scope	£ 450.00	Yes	£ 685.00	None	£ 685.00	£ -	yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Approved Premises Applications - Secular Premises - New application	Discretionary	Outside scope	£ 1,685.00	Yes	£ 1,780.00	None	£ 1,780.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Approved Premises Applications - Secular Premises - Renewal application	Discretionary	Outside scope	£ 1,480.00	Yes	£ 1,560.00	None	£ 1,560.00		yes	Rebecca Jones	No	
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Approved Premises Applications - Religious Premises - New application	Discretionary	Outside scope	£ 123.00	No	£ 136.00	None	£ 136.00	£ -	No	Rebecca Jones	No	

Registration Service fees are set at least two years in advance, with any changes applied from 1st April annually. Inflationary increases are applied and charges set to achieve full cost recovery where applicable/permitted

Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct. 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 @ 20%	Fee/Charge 1st Oct 2024 Incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Governance	Registration Services (births, deaths, marriages and civil partnerships)	Approved Premises Applications - Religious Premises - Renewal	Discretionary	Outside scope	£ 64.00	No	£ 71.00	None	£ 71.00	£ -	No	Rebecca Jones	No	
Social Services	Social Care	Day Care - flat rate meal charges	Discretionary	Outside scope	£ 7.70	Yes	£ 8.40	None	£ 8.40		No	Jane Davies	No	
Social Services	Social Care	Non-residential Care (domestic care) - Per week	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Night care (non-residential) - per week	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Adult placement scheme	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Short-term care (Stays less than 8 weeks)	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Residential care - Local Authority	Statutory	Outside scope	£ 727.55	Yes	£ 782.01	None	£ 782.01		No	Jane Davies	No	
Social Services	Social Care	Residential EMI care - Local Authority	Statutory	Outside scope	£ 821.58	Yes	£ 885.07	None	£ 885.07		No	Jane Davies	No	
Social Services	Social Care	Nursing	Statutory	Outside scope	£ 852.94	Yes	£ 899.42	None	£ 899.42		No	Jane Davies	No	
Social Services	Social Care	EMI Nursing	Statutory	Outside scope	£ 915.61	Yes	£ 968.17	None	£ 968.17		No	Jane Davies	No	
Social Services	Social Care	Temporary Residential Care - Local Authority/Private	Statutory	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Day Care Older People	Discretionary	Outside scope	£ 49.67	Yes	£ 51.68	None	£ 51.68		No	Jane Davies	No	
Social Services	Social Care	Day Care LD/PD	Discretionary	Outside scope	£ 60.00	Yes	£ 62.43	None	£ 62.43		No	Jane Davies	No	
Social Services	Social Care	Day Care Autism Shared Rate	Discretionary	Outside scope	£ 77.70	Yes	£ 83.33	None	£ 83.33		No	Jane Davies	No	
Social Services	Social Care	Day Care Autism 1:1 Rate	Discretionary	Outside scope	£ 181.13	Yes	£ 206.37	None	£ 206.37		No	Jane Davies	No	
Social Services	Social Care	Day Care Autism 2:1 Rate	Discretionary	Outside scope	£ 284.55	Yes	£ 324.20	None	£ 324.20		No	Jane Davies	No	
Social Services	Social Care	Deferred Payment Agreed Charges - Valuations (one-off)	Discretionary	Outside scope	£ 85.00	No	£ 85.00	None	£ 85.00		No	Jane Davies	No	Fees are based on statutory rates
Social Services	Social Care	Deferred Payment Agreed Charges - Legal Fees (one-off)	Discretionary	Outside scope	£ 400.00	No	£ 400.00	None	£ 400.00		No	Jane Davies	No	Fees are based on statutory rates
Social Services	Social Care	Deferred Payment Agreed Charges - Set Up Fees (one-off)	Discretionary	Outside scope	£ 250.00	No	£ 250.00	None	£ 250.00		No	Jane Davies	No	Fees are based on statutory rates
Social Services	Social Care	Deferred Payment Agreed Charges - Annual Administration Fee	Discretionary	Outside scope	£ 92.00	No	£ 92.00	None	£ 92.00		No	Jane Davies	No	Fees are based on statutory rates
Social Services	Social Care	Deferred Payment Agreed Charges - Interest Charge	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		No	Jane Davies	No	
Social Services	Social Care	Court of Protection fees - Set up fee (One off)	Statutory	Outside scope	£ 745.00	No	£ 745.00	None	£ 745.00		No	Jane Davies	No	All Court Of Protection fees are set by the Office of the Public Guardian
Social Services	Social Care	Court of Protection fees - Annual Management Fee	Statutory	Outside scope	£ 650.00	No	£ 650.00	None	£ 650.00		No	Jane Davies	No	All Court Of Protection fees are set by the Office of the Public Guardian
Social Services	Social Care	Court of Protection fees - Preparation and Lodgement of COP Report	Statutory	Outside scope	£ 216.00	No	£ 216.00	None	£ 216.00		Yes	Jane Davies	No	All Court Of Protection fees are set by the Office of the Public Guardian
Social Services	Social Care	Court of Protection fees - Annual Property Management Fee	Statutory	Outside scope	£ 300.00	No	£ 300.00	None	£ 300.00		Yes	Jane Davies	No	All Court Of Protection fees are set by the Office of the Public Guardian
Social Services	Social Care	Court of Protection fees - Capital Under 18k	Statutory	Outside scope	£ -	No	£ -	None	£ -		Yes	Jane Davies	No	
Social Services	Social Care	Training - non-attendance charge half day	Discretionary	Outside scope	£ 29.58	Yes	£ 30.70	None	£ 30.70		Yes	Jane Davies	No	
Social Services	Social Care	Training - non-attendance charge full day	Discretionary	Outside scope	£ 59.17	Yes	£ 61.42	None	£ 61.42		Yes	Jane Davies	No	
Streetscene	Earth Graves - Resident	Plot Reservation/Cost	Discretionary	Outside scope	£ 346.20	Yes	£ 359.36	None	£ 359.36		No	Richard Blake	No	
Streetscene	Earth Graves - Resident	New Grave single depth 4'6"	Discretionary	Outside scope	£ 953.81	Yes	£ 990.05	None	£ 990.05		Yes	Richard Blake	No	
Streetscene	Earth Graves - Resident	New Grave double depth 6'0"	Discretionary	Outside scope	£ 1,049.19	Yes	£ 1,089.06	None	£ 1,089.06		Yes	Richard Blake	No	
Streetscene	Earth Graves - Resident	New Grave triple depth 8'0"	Discretionary	Outside scope	£ 1,123.38	Yes	£ 1,166.07	None	£ 1,166.07		Yes	Richard Blake	No	
Streetscene	Earth Graves - Resident	Re-open Existing Grave to depth 4'6"	Discretionary	Outside scope	£ 678.26	Yes	£ 704.03	None	£ 704.03		No	Richard Blake	No	Working towards Full Cost Recovery of £632.65
Streetscene	Earth Graves - Resident	Re-open Existing Grave to depth 6'0"	Discretionary	Outside scope	£ 779.53	Yes	£ 809.15	None	£ 809.15		No	Richard Blake	No	Working towards Full Cost Recovery. Fee of £771.96
Streetscene	Earth Graves - Resident	Re-open Existing Grave to depth 8'0"	Discretionary	Outside scope	£ 876.09	Yes	£ 909.38	None	£ 909.38		No	Richard Blake	No	Working towards Full Cost Recovery. Fee of £901.27
Streetscene	Earth Graves - Non-Resident	Plot Reservation/Cost	Discretionary	Outside scope	£ 694.76	Yes	£ 721.16	None	£ 721.16		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	New Grave single depth 4'6"	Discretionary	Outside scope	£ 1,916.07	Yes	£ 1,988.88	None	£ 1,988.88		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	New Grave double depth 6'0"	Discretionary	Outside scope	£ 2,108.07	Yes	£ 2,188.18	None	£ 2,188.18		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	New Grave triple depth 8'0"	Discretionary	Outside scope	£ 2,257.35	Yes	£ 2,343.13	None	£ 2,343.13		No	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	Re-open Existing Grave to depth 4'6"	Discretionary	Outside scope	£ 1,162.70	Yes	£ 1,214.48	None	£ 1,214.48		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	Re-open Existing Grave to depth 6'0"	Discretionary	Outside scope	£ 1,567.47	Yes	£ 1,627.03	None	£ 1,627.03		Yes	Richard Blake	No	
Streetscene	Earth Graves - Non-Resident	Re-open Existing Grave to depth 8'0"	Discretionary	Outside scope	£ 1,760.05	Yes	£ 1,826.93	None	£ 1,826.93		Yes	Richard Blake	No	
Streetscene	Burial of Casket After Cremation - Resident	Plot Reservation/Cost	Discretionary	Outside scope	£ 137.73	Yes	£ 142.96	None	£ 142.96			Richard Blake	No	
Streetscene	Burial of Casket After Cremation - Resident	New Cremation Plot/Burial	Discretionary	Outside scope	£ 276.68	Yes	£ 287.19	None	£ 287.19			Richard Blake	No	
Streetscene	Burial of Casket After Cremation - Resident	Each ashes interment (re-open)	Discretionary	Outside scope	£ 171.86	Yes	£ 178.39	None	£ 178.39		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £205.27
Streetscene	Burial of Casket After Cremation - Non-Resident	Plot Reservation/Cost	Discretionary	Outside scope	£ 275.47	Yes	£ 285.94	None	£ 285.94		No	Richard Blake	No	
Streetscene	Burial of Casket After Cremation - Non-Resident	New Cremation Plot/Burial	Discretionary	Outside scope	£ 553.37	Yes	£ 574.40	None	£ 574.40		No	Richard Blake	No	
Streetscene	Burial of Casket After Cremation - Non-Resident	Each ashes interment (re-open)	Discretionary	Outside scope	£ 343.72	Yes	£ 356.78	None	£ 356.78		Yes	Richard Blake	No	
Streetscene	Interments for Persons of No Fixed Abode	Common grave space (no exclusive right of burial) Resident	Discretionary	Outside scope	£ 364.44	Yes	£ 378.29	None	£ 378.29		No	Richard Blake	No	Cost Recovery will not happen when these Graves are used, as they are for people with no funds only
Streetscene	Interments for Persons of No Fixed Abode	Common grave space (no exclusive right of burial) Non Resident	Discretionary	Outside scope	£ 728.89	Yes	£ 756.59	None	£ 756.59		No	Richard Blake	No	Cost Recovery will not happen when these Graves are used, as they are for people with no funds only
Streetscene	Bricked Graves - Resident	Plot Reservation	Discretionary	Outside scope	£ 366.85	Yes	£ 380.79	None	£ 380.79		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident	New Bricked Single Depth 4' 6"	Discretionary	Outside scope	£ 1,094.62	Yes	£ 1,136.22	None	£ 1,136.22		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident	New Bricked Double Depth 6'	Discretionary	Outside scope	£ 1,196.39	Yes	£ 1,241.85	None	£ 1,241.85		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident	Re Open Bricked Single Depth 4' 6"	Discretionary	Outside scope	£ 766.82	Yes	£ 795.96	None	£ 795.96		Yes	Richard Blake	No	
Streetscene	Bricked Graves - Resident	Re Open Bricked Double Depth 6'	Discretionary	Outside scope	£ 954.98	Yes	£ 991.27	None	£ 991.27		No	Richard Blake	No	
Streetscene	Bricked Graves - Resident	Bricking of Whole Chamber & Concrete Slab (in addition to above excavation) Breeze Block - Single Depth 4' 6"	Discretionary	Outside scope	£ 1,407.03	Yes	£ 1,460.50	None	£ 1,460.50		No	Richard Blake	No	External Contractor now used so actual costs incurred are recovered in full
Streetscene	Bricked Graves - Resident	Bricking of Whole Chamber & Concrete Slab (in addition to above excavation) Breeze Block - Double Depth 6'	Discretionary	Outside scope	£ 1,629.50	Yes	£ 1,691.42	None	£ 1,691.42		No	Richard Blake	No	External Contractor now used so actual costs incurred are recovered in full
Streetscene	Bricked Graves - Resident	Conventional Brick - Single Depth 4' 6"	Discretionary	Outside scope	£ 1,720.62	Yes	£ 1,786.00	None	£ 1,786.00	£ 265,500	Yes	Richard Blake	No	External Contractor now used so actual costs incurred are recovered in full
Streetscene	Bricked Graves - Resident	Conventional Brick - Double Depth 6'	Discretionary	Outside scope	£ 2,063.80	Yes	£ 2,142.22	None	£ 2,142.22		Yes	Richard Blake	No	External Contractor now used so actual costs incurred are recovered in full
Streetscene	Bricked Graves Non-Resident	Plot Reservation	Discretionary	Outside scope	£ 733.76	Yes	£ 761.64	None	£ 761.64		Yes	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	New Bricked Single Depth 4' 6"	Discretionary	Outside scope	£ 2,189.10	Yes	£ 2,272.29	None	£ 2,272.29		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £2134.43
Streetscene	Bricked Graves Non-Resident	New Bricked Double Depth 6'	Discretionary	Outside scope	£ 2,391.43	Yes	£ 2,482.30	None	£ 2,482.30		No	Richard Blake	No	Working towards Full Cost Recovery Fee of £2387.61

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Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local - Y/N)	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 Incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Streetscene	Bricked Graves Non-Resident	Re Open Bricked Single Depth 4' 6"	Discretionary	Outside scope	£ 1,534.56	Yes	£ 1,592.87	None	£ 1,592.87	£ 77,160	Yes	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	Re Open Bricked Double Depth 6'	Discretionary	Outside scope	£ 1,908.75	Yes	£ 1,981.28	None	£ 1,981.28		Yes	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	Bricking of Whole Chamber & Concrete Slab (in addition to above excavation) Breeze Block - Single Depth 4' 6"	Discretionary	Outside scope	£ 1,406.58	Yes	£ 1,460.03	None	£ 1,460.03		Yes	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	Bricking of Whole Chamber & Concrete Slab (in addition to above excavation) Breeze Block - Double Depth 6'	Discretionary	Outside scope	£ 1,629.63	Yes	£ 1,691.56	None	£ 1,691.56		No	Richard Blake	No	
Streetscene	Bricked Graves Non-Resident	Conventional Brick - Single Depth 4' 6"	Discretionary	Outside scope	£ 1,721.05	Yes	£ 1,786.45	None	£ 1,786.45	Yes	Richard Blake	No		
Streetscene	Bricked Graves Non-Resident	Conventional Brick - Double Depth 6'	Discretionary	Outside scope	£ 2,063.55	Yes	£ 2,141.96	None	£ 2,141.96	Yes	Richard Blake	No		
Streetscene	Bricked Graves - Resident and Non-Resident	Whitewash Charges - Single Depth 4' 6"	Discretionary	Outside scope	£ 95.07	Yes	£ 98.68	None	£ 98.68	Yes	Richard Blake	No		
Streetscene	Bricked Graves - Resident and Non-Resident	Whitewash Charges - Double Depth 6'	Discretionary	Outside scope	£ 118.23	Yes	£ 122.72	None	£ 122.72	Yes	Richard Blake	No		
Streetscene	Other Fees	Right to erect headstone	Discretionary	Outside scope	£ 174.30	Yes	£ 180.92	None	£ 180.92	Yes	Richard Blake	No		
Streetscene	Other Fees	Right to erect tablet	Discretionary	Outside scope	£ 90.20	Yes	£ 93.63	None	£ 93.63	Yes	Richard Blake	No		
Streetscene	Other Fees	Additional inscription	Discretionary	Outside scope	£ 42.66	Yes	£ 44.28	None	£ 44.28	No	Richard Blake	No	Working towards Full Cost Recovery Fee of £53.09	
Streetscene	Other Fees	Saturday burials (in addition to normal charge) Resident	Discretionary	Outside scope	£ 420.51	Yes	£ 436.49	None	£ 436.49	Yes	Richard Blake	No		
Streetscene	Other Fees	Saturday burials (in addition to normal charge) Non Resident	Discretionary	Outside scope	£ 841.02	Yes	£ 872.98	None	£ 872.98	Yes	Richard Blake	No		
Streetscene	Other Fees	Saturday ashes interment (in addition to normal charge) Resident	Discretionary	Outside scope	£ 109.70	Yes	£ 113.87	None	£ 113.87	Yes	Richard Blake	No		
Streetscene	Other Fees	Saturday ashes interment (in addition to normal charge) Non Resident	Discretionary	Outside scope	£ 219.40	Yes	£ 227.74	None	£ 227.74	Yes	Richard Blake	No		
Streetscene	Other Fees	Use of chapel (1 hr)	Discretionary	Outside scope	£ 158.45	Yes	£ 164.47	None	£ 164.47	Yes	Richard Blake	No		
Streetscene	Other Fees	Exclusive Right of Burial Transfer of Ownership	Discretionary	Outside scope	£ 38.68	Yes	£ 40.15	None	£ 40.15	Yes	Richard Blake	No		
Streetscene	Other Fees	Exclusive Right of Burial Transfer of Ownership (Statutory Declaration)	Discretionary	Outside scope	£ 54.44	Yes	£ 56.51	None	£ 56.51	Yes	Richard Blake	No		
Streetscene	Other Fees	Supply & Fix Memorial Bench (Monmouth)	Discretionary	Outside scope	£ 980.18	Yes	£ 1,017.43	None	£ 1,017.43	Yes	Richard Blake	No		
Streetscene	Other Fees	Supply & Fix Memorial Bench (Colwyn)	Discretionary	Outside scope	£ 980.18	Yes	£ 1,017.43	None	£ 1,017.43	Yes	Richard Blake	No		
Streetscene	Other Fees	Supply & Fix Memorial Bench (Cavendish)	Discretionary	Outside scope	£ 1,031.98	Yes	£ 1,071.20	None	£ 1,071.20	Yes	Richard Blake	No		
Streetscene	Other Fees	Supply & Fix Memorial Bench (Westminster)	Discretionary	Outside scope	£ 1,119.33	Yes	£ 1,161.86	None	£ 1,161.86	Yes	Richard Blake	No		
Streetscene	Other Fees	Memorial Plaque (Kelsteron Garden of Remembrance)	Discretionary	Outside scope	£ 200.10	Yes	£ 207.70	None	£ 207.70	Yes	Richard Blake	No		
Streetscene	Other Fees	Memorial Plaque (space reservation)	Discretionary	Outside scope	£ 145.25	Yes	£ 150.77	None	£ 150.77	Yes	Richard Blake	No		
Streetscene	Other Fees	Child's Memorial Plaque (Row 1)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Richard Blake	No	Now free of charge under WG Grant Scheme	
Streetscene	Other Fees	Child's Memorial Plaque (Row 2)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Richard Blake	No	Now free of charge under WG Grant Scheme	
Streetscene	Other Fees	Child's Memorial Plaque (Row 3)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Richard Blake	No	Now free of charge under WG Grant Scheme	
Streetscene	Other Fees	Child's Memorial Plaque (Row 4)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Richard Blake	No	Now free of charge under WG Grant Scheme	
Streetscene	Other Fees	Child's Memorial Plaque (Row 5)	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Richard Blake	No	Now free of charge under WG Grant Scheme	
Streetscene	Civil Parking Enforcement	Higher rate Penalty Charge Notice	Statutory	Outside scope	£ 70.00	No	£ 70.00	None	£ 70.00	No	Ruth Tully	N/A		
Streetscene	Civil Parking Enforcement	Higher rate Penalty Charge Notice - payment within 14 days	Statutory	Outside scope	£ 35.00	No	£ 35.00	None	£ 35.00	No	Ruth Tully	N/A		
Streetscene	Civil Parking Enforcement	Higher rate Penalty Charge Notice - Charge Certificate	Statutory	Outside scope	£ 105.00	No	£ 105.00	None	£ 105.00	No	Ruth Tully	N/A	The PCN charge is set by legislation so cannot be changed.	
Streetscene	Civil Parking Enforcement	Lower rate Penalty Charge Notice	Statutory	Outside scope	£ 50.00	No	£ 50.00	None	£ 50.00	No	Ruth Tully	N/A		
Streetscene	Civil Parking Enforcement	Lower rate Penalty Charge Notice - payment within 14 days	Statutory	Outside scope	£ 25.00	No	£ 25.00	None	£ 25.00	No	Ruth Tully	N/A		
Streetscene	Civil Parking Enforcement	Lower rate Penalty Charge Notice - Charge Certificate	Statutory	Outside scope	£ 75.00	No	£ 75.00	None	£ 75.00	No	Ruth Tully	N/A		
Streetscene	Highway Network	Section 50 licence	Statutory	Outside scope	£ 608.00	Yes	£ 631.10	None	£ 631.10	£ 10,678	Yes	Sam Tully	No	
Streetscene	Highway Network	Emergency road closure	Statutory	Outside scope	£ 893.00	Yes	£ 926.93	None	£ 926.93	£ 293,939	Yes	Sam Tully	No	
Streetscene	Highway Network	Temporary traffic order	Statutory	Outside scope	£ 2,172.00	Yes	£ 2,254.54	None	£ 2,254.54	£ 42,088	Yes	Sam Tully	No	
Streetscene	Highway Network	Switching off of traffic lights (during working day)	Statutory	Outside scope	£ 144.00	Yes	£ 149.47	None	£ 149.47	£ 3,962	Yes	Sam Tully	No	
Streetscene	Highway Network	Switching off of traffic lights (out of hours)	Statutory	Outside scope	£ 216.00	Yes	£ 224.21	None	£ 224.21	£ 3,600	Yes	Sam Tully	No	Highways Network fees and charges are subject to review and change in April of each year.
Streetscene	Highway Network	Bst stop closure (during working day)	Statutory	Outside scope	£ 144.00	Yes	£ 149.47	None	£ 149.47	£ 12,159	Yes	Sam Tully	No	
Streetscene	Highway Network	Bus stop closure (out of hours)	Statutory	Outside scope	£ 216.00	Yes	£ 224.21	None	£ 224.21	£ 1,200	Yes	Sam Tully	No	
Streetscene	Highway Network	Skip and Scaffold Licence	Statutory	Outside scope	£ 63.60	Yes	£ 66.02	None	£ 66.02	£ 13,650	Yes	Sam Tully	No	Council/local inflation index used to achieve cost recovery within statutory recharging scheme
Streetscene	Highway Network	Skip and Scaffold for extended period	Statutory	Outside scope	£ 25.00	Yes	£ 25.95	None	£ 25.95		Yes	Sam Tully	No	
Streetscene	Highway Network	Unauthorised scaffolding/skip	Statutory	Outside scope	£ 163.24	Yes	£ 169.44	None	£ 169.44	£ -	Yes	Sam Tully	No	
Streetscene	Highway Network	Consent to temporarily deposit building materials etc.	Statutory	Outside scope	£ 46.64	Yes	£ 48.41	None	£ 48.41	£ -	Yes	Sam Tully	No	
Streetscene	Highway Network	Unauthorised consent to temporarily deposit building materials etc.	Statutory	Outside scope	£ 163.24	Yes	£ 169.44	None	£ 169.44	£ -	Yes	Sam Tully	No	
Streetscene	Pay and Display Car Parking	Pay and Display Charges	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -	£ 349,622	No	Ruth Tully	N/A	No inflation uplift in line with annual review of fees and charges. Parking charges are reviewed in line with the Car Parking Strategy.
Streetscene	Permits	Trader Parking Permit (per annum)	Discretionary	Standard Rate	£ 40.00	No	£ 40.00	£ 8.00	£ 48.00		No	Ruth Tully	N/A	
Streetscene	Permits	Designated and Other Parking Permit (per annum)	Discretionary	Standard Rate	£ 250.00	No	£ 250.00	£ 50.00	£ 300.00		No	Ruth Tully	N/A	No inflation uplift in line with annual review of fees and charges. Parking charges are reviewed in line with the Car Parking Strategy.
Streetscene	Permits	Resident Parking Permit (per annum)	Discretionary	Standard Rate	£ 20.83	No	£ 20.83	£ 4.17	£ 25.00	£ 13,009	No	Ruth Tully	N/A	
Streetscene	Permits	Staff Parking Permit (per annum)	Discretionary	Standard Rate	£ 40.00	No	£ 40.00	£ 8.00	£ 48.00		No	Ruth Tully	N/A	
Streetscene	Parking Dispersations	Daily Permit - per day	Discretionary	Standard Rate	£ 10.00	Yes	£ 10.38	£ 2.08	£ 12.46	£ 52	No	Ruth Tully	N/A	Charges are reviewed in line with the Car Parking Strategy.
Streetscene	Parking Dispersations	Weekly Permit - per week	Discretionary	Standard Rate	£ 29.17	Yes	£ 30.28	£ 6.06	£ 36.33	£ -	No	Ruth Tully	N/A	
Streetscene	Traffic Regulation Orders	Traffic Regulation Orders - Internal Minimum Charge	Discretionary	Outside scope	£ 2,520.58	Yes	£ 2,616.36	None	£ 2,616.36	£ -	Yes	Anthony Stanford	No	Staff time not charged on internal TRO's
Streetscene	Traffic Regulation Orders	Traffic Regulation Orders - Internal Maximum Charge	Discretionary	Outside scope	£ 3,727.62	Yes	£ 3,869.27	None	£ 3,869.27	£ -	Yes	Anthony Stanford	No	There were 0 Traffic regulation Orders completed (Apr 23 to March 24) for other Council Departments or to any external clients.
Streetscene	Traffic Regulation Orders	Traffic Regulation Orders - External Minimum Charge	Discretionary	Standard Rate	£ 4,266.05	Yes	£ 4,428.16	£ 885.63	£ 5,313.79	£ -	Yes	Anthony Stanford	No	
Streetscene	Traffic Regulation Orders	Traffic Regulation Orders - External Maximum Charge	Discretionary	Standard Rate	£ 5,449.43	Yes	£ 5,656.53	£ 1,131.80	£ 6,787.81	£ -	Yes	Anthony Stanford	No	
Streetscene	Transport	Concessionary Seat - per annum	Discretionary	Outside scope	£ 477.00	Yes	£ 495.13	None	£ 495.13	£ 11,700	No	Anthony Stanford	No	The cost of concessionary seats was agreed by Cabinet therefore any changes / increase would also need to be agreed
Streetscene	Transport	Replacement concessionary Bus Pass	Discretionary	Outside scope	£ 10.60	Yes	£ 11.00	None	£ 11.00	£ -	N/A	Anthony Stanford	No	Applications for replacement Concessionary passes are now directed to TW
Streetscene	Transport	Arriva Scholar Passes	Discretionary	Outside scope	£ 26.50	Yes	£ 27.51	None	£ 27.51	£ 75	Yes	Anthony Stanford	No	
Streetscene	Transport	Adult Social Services - concessionary Seat (per day)	Discretionary	Outside scope	£ 8.08	Yes	£ 8.39	None	£ 8.39	£ -	N/A	Anthony Stanford	No	
Streetscene	Waste	Bulky Waste Collection - Collection of 1 - 5 items	Statutory	Outside scope	£ 40.00	No	£ 40.00	None	£ 40.00		No	Ruth Tully	N/A	A full review of the bulky waste collection charge was requested via the Environment and Economy Overview and Scrutiny Committee. A tender exercise of the service ensured full cost recovery.
Streetscene	Waste	Bulky Waste Collection - Each additional item	Statutory	Outside scope	£ 5.00	No	£ 5.00	None	£ 5.00		No	Ruth Tully	N/A	
Streetscene	Waste	Bulky Waste Collection - Concessions for persons in receipt of benefits/DAPs +	Statutory	Outside scope	£ 20.00	No	£ 20.00	None	£ 20.00		No	Ruth Tully	N/A	
Streetscene	Waste	Garden Waste Collection - online payments	Discretionary	Outside scope	£ 35.00	No	£ 35.00	None	£ 35.00		No	Ruth Tully	N/A	
Streetscene	Waste	Garden Waste Collection - payments made on or before 29th February	Discretionary	Outside scope	£ 35.00	No	£ 35.00	None	£ 35.00		No	Ruth Tully	N/A	Annual uplifts to be applied every three years, this will be further reviewed during 2024/25

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Fees and Charges Schedule 2024

Portfolio	Sub Header	Service and associated fees and charges	Discretionary or Statutory	VAT Status - Outside Scope/Standard Rate	Fee/Charge 1st Oct 2023 (exc VAT)	Inflation Uplift Applicable (CPI, Market rate or Local) - Y/N	New Fee/Charge 1st Oct 2024	VAT 1st Oct 2024 VAT @ 20%	Fee/Charge 1st Oct 2024 Incl. VAT (where applicable)	Total Income Achieved (Apr23 to Mar24)	Does the fee/charge or service overall achieve full cost recovery?	Officer/Manager	Do you apply a concession for this fee/charge? Y/N	2024 Notes
Streetscene	Waste	Garden Waste Collection - payments made on or after 1st March	Discretionary	Outside scope	£ 38.00	No	£ 38.00	None	£ 38.00	£ 1,097,000	No	Ruth Tulley	N/A	
Streetscene	Waste	Greenfield Household Recycling Centre - small trader green waste tipping gate fee	Discretionary	Outside scope	£ 39.00	Yes	£ 40.48	None	£ 40.48		No	Ruth Tulley	N/A	Uplift to be reviewed during 2024/25
Assets	Allotments	Allotments 1/2 Plot	Discretionary	Outside Scope	£ 30.75	Yes	£ 31.92	None	£ 31.92		Yes	Lisa McLellan	No	No
Assets	Allotments	Allotments - Full Plot	Discretionary	Outside scope	£ 61.51	Yes	£ 63.85	None	£ 63.85		Yes	Lisa McLellan	No	No
Assets	Property Rental	licence to allow farmers to use land	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	No
Assets	Property Rental	Rental of adhoc plots of land	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		No	Lisa McLellan	No	No
Assets	Property Rental	Adhoc buildings that are rented out to external clients	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	No
Assets	Property Rental	Recharge of services from Enterprise Centre	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	No
Assets	Property Rental	Rental from industrial units	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	No
Assets	Property Rental	Service charges for industrial units	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	No
Assets	Property Rental	Building Insurance for industrial units	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	No
Assets	Property Rental	Rental from farms	Discretionary	Outside scope	£ -	Yes	£ -	None	£ -		Yes	Lisa McLellan	No	No
Assets	Property Rental	Charge for setting up Tenancies	Discretionary	Standard Rate	£ 83.33	Yes	£ 86.49	£ 17.30	£ 103.79		No	Lisa McLellan	No	No
Assets	Valuation & Estates	Licenses for filming	Discretionary	Outside scope			£ 250.00	None	£ 250.00		Yes	Lisa McLellan		2024 New Charge - Fees vary depending on where filming is and for how long. A commercial view is undertaken but generally ranges between £250 and £500.
Assets	Greenfield Enterprise Centre	Mill Suite	Discretionary	Standard Rate	£ 30.45	Yes	£ 31.61	£ 6.32	£ 37.93			Lisa McLellan	No	No
Assets	Greenfield Enterprise Centre	Abbey Room	Discretionary	Standard Rate	£ 40.60	Yes	£ 42.14	£ 8.43	£ 50.57			Lisa McLellan	No	No
Assets	Greenfield Enterprise Centre	Room 80 & 81	Discretionary	Standard Rate	£ 40.60	Yes	£ 42.14	£ 8.43	£ 50.57		Yes	Lisa McLellan	No	No
Assets	Greenfield Enterprise Centre	Chater Room	Discretionary	Standard Rate	£ 81.20	Yes	£ 84.29	£ 16.86	£ 101.14			Lisa McLellan	No	No
Assets	Deeside Enterprise Centre	Gloucester Room	Discretionary	Standard Rate	£ 81.20	Yes	£ 84.29	£ 16.86	£ 101.14			Lisa McLellan	No	No
Assets	Deeside Enterprise Centre	Meeting Room 1	Discretionary	Standard Rate	£ 30.45	Yes	£ 31.61	£ 6.32	£ 37.93		Yes	Lisa McLellan	No	No
Assets	Deeside Enterprise Centre	Meeting Room 2	Discretionary	Standard Rate	£ 30.45	Yes	£ 31.61	£ 6.32	£ 37.93			Lisa McLellan	No	No
Assets	Deeside Enterprise Centre	Meeting Room 33	Discretionary	Standard Rate	£ 45.68	Yes	£ 47.41	£ 9.48	£ 56.89			Lisa McLellan	No	No
Housing & Communities	Carelink	Alarm installation Unless relief applies	Discretionary	Outside scope	£ 25.38	No	£ 25.00	None	£ 25.00		No	Claire Flint	No	
Housing & Communities	Carelink	Alarm Monitoring - weekly charge Unless relief applies	Discretionary	Outside scope	£ 2.20	Yes	£ 3.21	None	£ 3.21		No	Claire Flint	No	
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - 11-25 age group organisations - per session	Discretionary	Outside scope	£ 3.99	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	Agreement has been made to change the fees for the centres from an hourly cost to a session cost this is to cover the costs that are required for cleaning the premises after their use. The new costs are £23 per session (no limit on hours within the sessions). All user groups have been informed of this rate change.
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - Organisations outside 11-25 - per session	Discretionary	Outside scope	£ 5.26	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - Profit making organisations - per session	Discretionary	Outside scope	£ 8.71	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - Hire on Saturdays - per session	Discretionary	Outside scope	£ 11.25	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	
Education & Youth	Youth and Community Services - Room Hire	Room Hiring - Hire on Sundays - per session	Discretionary	Outside scope	£ 14.52	Yes	£ 23.00	None	£ 23.00		No	Mathew Hayes	No	
Education & Youth	Records Office	Photocopying, scans, permits, reproductions and other services	Discretionary	Outside scope	£ -	No	£ -	None	£ -		No	Claire Harrington	No	North East Wales Archives (NEWA) launched in April 2020. A list of services provided by North East Wales Archives, along with their associated charges, can be found the Council's website. All fees and charges are set jointly, but are currently awaiting confirmation of what the situation is with NEWA reviewing its fees and charges.

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EXERCISE OF DELEGATED POWERS - DECISIONS TAKEN **REPORTED TO CABINET – 25.09.24**

Corporate Services

- **Disposal of Surplus Land**

Declaring Surplus to Requirements – FCC land known as to the rear of 6 Erw'r llan, Nannerch, Flintshire CH7 5RF.

Education and Youth

- **Collaboration Agreement and Lease Arrangements for new Archive Premises and Joint Service with Denbighshire County Council**

A delegated decision was approved by Cabinet on 24th April 2024 for the Chief Executive and the Cabinet Member for Planning, Public Health and Public Protection to enable FCC to enter into a Collaboration Agreement that covers the construction of the new facility, and operation of North East Wales Archives (NEWA), and a Heads of Terms for the Lease of the new archive centre in Mold.

Copies of the Delegated Powers reports are retained by the Team Leader – Committee Services and available to view on request by Members.

**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 September 2024 TO 28 February 2025**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
September					
Social & Health Care Overview & Scrutiny Committee	5/09/24	Social Services	Residential Care Sector Review 2024-2034 To receive an update.	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Social & Health Care Overview & Scrutiny Committee	5/09/24	Social Services	Annual Report on the Social Services Complaints and Compliments Procedure 2023-24 To consider the Annual Report.	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Social & Health Care Overview & Scrutiny Committee	5/09/24	Social Services	Micro-Care To receive an update.	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	5/09/24	Chief Executive's	<p>Annual Performance Report 2023/24 to incorporate the Council Plan End of Year Performance Report 2023/24 To consider the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Social & Health Care Overview & Scrutiny Committee Page 752	5/09/24	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (S&H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	
Education, Youth & Culture Overview & Scrutiny Committee	9/09/24	Education and Youth	<p>School Reserves Year Ending 31 March 2023 and Demographics 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.</p>	Operational	Cabinet Member for Education, Welsh Language and Culture

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education, Youth & Culture Overview & Scrutiny Committee	9/09/24	Education and Youth	Young Flintshire Participation Model To seek support for the approach to engage children and young people in Flintshire.	Operational	Cabinet Member for Education, Welsh Language and Culture
Education, Youth & Culture Overview & Scrutiny Committee	9/09/24	Education and Youth	Flintshire Youth Justice Service HMIP Inspection To present the report following the recent Youth Justice Service Inspection.	Operational	Cabinet Member for Education, Welsh Language and Culture
Education, Youth & Culture Overview & Scrutiny Committee	9/09/24	Chief Executive's	Annual Performance Report 2023/24 to incorporate the Council Plan End of Year Performance Report 2023/24 To consider the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.	Operational	Cabinet Member for Education, Welsh Language and Culture

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education, Youth & Culture Overview & Scrutiny Committee	9/09/24	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (EY&C OSC)</p> <p>To consider the Forward Work Programme of the Education, Youth & Culture Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	
Education, Youth & Culture Overview & Scrutiny Committee	9/09/24	Chief Executive's	<p>Leisure, Libraries, Play, and Museum Services Update Report</p> <p>To update Members on developments and progress made since reports were last presented in May.</p>	Operational	Cabinet Member for Education, Welsh Language and Culture
Environment & Economy Overview & Scrutiny Committee	10/09/24	Streetscene and Transportation	<p>Winter Maintenance - Decision Making Review 2024</p> <p>To receive an update.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Environment & Economy Overview & Scrutiny Committee	10/09/24	Planning, Environment and Economy	<p>North Wales Economic Ambition Report</p> <p>To consider the progress report.</p>	Operational	Leader of the Council

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment & Economy Overview & Scrutiny Committee	10/09/24	Chief Executive's	<p>Annual Performance Report 2023/24 to incorporate the Council Plan End of Year Performance Report 2023/24</p> <p>To consider the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.</p>	Operational	Cabinet Member for Planning, Public Health and Public Protection, Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation, Cabinet Member for Climate Change and Economy
Environment & Economy Overview & Scrutiny Committee	10/09/24	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (E&E OSC)</p> <p>To consider the Forward Work Programme of the Environment & Economy Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community & Housing Overview & Scrutiny Committee	11/09/24	Housing and Communities	Housing Rent Income To provide the latest operational update on the collection of housing rent and to set out proposed changes to the Corporate Debt Recovery Policy to strengthen the rent enforcement process.	Operational	Cabinet Member for Housing
Community & Housing Overview & Scrutiny Committee	11/09/24	Housing and Communities	Welfare Reform Update To provide an update on the impacts of welfare reforms and the work that is ongoing to mitigate them.	Operational	Cabinet Member for Housing
Community & Housing Overview & Scrutiny Committee	11/09/24	Housing and Communities	Gypsy and Traveller Accommodation Assessment To present the Gypsy and Traveller Accommodation Assessment.	Operational	Cabinet Member for Housing
Community & Housing Overview & Scrutiny Committee	11/09/24	Housing and Communities	Void Management To provide an update to the Committee on the number of Void properties and the work being undertaken to bring the properties back into use.	Operational	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community & Housing Overview & Scrutiny Committee	13/11/24	Housing and Communities	NEW Homes review To outline the outcome of the NEW Homes review.	Operational	Cabinet Member for Housing
Community & Housing Overview & Scrutiny Committee	11/09/24	Chief Executive's	Annual Performance Report 2023/24 to incorporate the Council Plan End of Year Performance Report 2023/24 To consider the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.	Operational	Cabinet Member for Housing
Community & Housing Overview & Scrutiny Committee	11/09/24	Overview and Scrutiny	Forward Work Programme and Action Tracking (C&H) To consider the Forward Work Programme of the Community & Housing Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	12/09/24	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12/09/24	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	12/09/24	Chief Executive's	Corporate Self-assessment 2023/24 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.	Operational	Cabinet Member for Corporate Services
Corporate Resources Overview & Scrutiny Committee	12/09/24	Chief Executive's	Setting of Well-being Objectives To review the recommendations for improvement advised by Audit Wales, along with the Council's response.	Operational	Cabinet Member for Corporate Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12/09/24	Finance	<p>Revenue Budget Monitoring 2024/25 (Month 4) and Capital Programme Monitoring 2024/25 (Month 4)</p> <p>To provide Members with the Revenue Budget Monitoring 2024/25 (Month 4) Report and the Capital Programme 2024/25 (Month 4) Report and Significant Variances.</p>	Operational	Cabinet Member for Finance and Social Value
Corporate Resources Overview & Scrutiny Committee	12/09/24	Governance	<p>Council Tax Premium Scheme for Second Homes and Long-term Empty Properties</p> <p>To consider the feedback from the 12-week public consultation and the council tax premium rates on second homes and long-term empty properties and whether the rates should remain the same or be increased from April 2025.</p>	Strategic	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12/09/24	Chief Executive's	Annual Performance Report 2023/24 to incorporate the Council Plan End of Year Performance Report 2023/24 To consider the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.	Operational	Cabinet Member for Corporate Services
Corporate Resources Overview & Scrutiny Committee	12/09/24	Chief Executive's	Medium Term Financial Strategy and Budget 2025/26 To update on the budget estimates and strategy for the setting of the 2025/26 budget.	Strategic	Cabinet Member for Finance and Social Value
Corporate Resources Overview & Scrutiny Committee	12/09/24	Social Services	Joint Funded Care Packages - Update Report To provide an update on the latest position regarding outstanding Continuing Health Care invoices raised by the Council for payment by Betsi Cadwaladr University Health Board.	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12/09/24	Chief Executive's	Social Value Progress Update To present social value performance data for the latter six months of the financial year 2023/24.	Operational	Cabinet Member for Finance and Social Value
Corporate Resources Overview & Scrutiny Committee	12/09/24	Governance	Flintshire Connects Annual Report 2023-24 To provide an overview of the annual performance of Flintshire Connects during 2023-24	Operational	Cabinet Member for Corporate Services
Corporate Resources Overview & Scrutiny Committee	12/09/24	Chief Executive's	Flintshire and Wrexham Public Services Board (PSB) Annual Report 2023/2024 To present the Flintshire and Wrexham Public Services Board (PSB) Annual Report 2023.	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Corporate Resources Overview & Scrutiny Committee	12/09/24	Chief Executive's	Flintshire Funds Impact Report 2024 To present the Flintshire Funds Impact Report 2024 which has been produced by the Community Foundation in Wales.	Operational	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	24/09/24	Governance	<p>Recruitment of a Lay Member to the Governance and Audit Committee To approve the recruitment process of a Lay Member to the Governance and Audit Committee as required by the Local Government and Elections (Wales) Bill</p>		
<p>Flintshire County Council</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 762</p>	24/09/24	Governance	<p>Petitions received at Council To inform Council of the outcomes of petitions which have been submitted over the past year.</p>		
Cabinet	25/09/24	Chief Executive's	<p>Annual Performance Report 2023/24 to incorporate the Council Plan End of Year Performance Report 2023/24 To approve the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.</p>	Strategic	Cabinet Member for Corporate Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	25/09/24	Chief Executive's	<p>Revenue Budget Monitoring 2024/25 (Month 4) This regular monthly report provides the latest revenue budget monitoring position for 2024/25 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 4, and projects forward to year-end.</p>	Operational	Cabinet Member for Finance and Social Value
Cabinet	25/09/24	Governance	<p>Call-in report - Annual Review of Fees and Charges 2024 To update Cabinet following the call-in meeting relating to Annual Review of Fees and Charges 2024 held on Wednesday 7th August.</p>	Operational	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	25/09/24	Governance	Call-in report - Council's Transition to a Restricted Capacity Residual Waste Collection Model To update Cabinet following the call-in meeting relating to the Council's Transition to a Restricted Capacity Residual Waste Collection Model held on Tuesday 30th July.	Operational	Cabinet Member for Corporate Services
Cabinet	25/09/24	Chief Executive's	Capital Programme Monitoring 2024/25 (Month 4) To present the Month 4 Capital Programme information for 2024/25.	Operational	Cabinet Member for Finance and Social Value
Cabinet	25/09/24	Governance	Flintshire Connects Annual Report 2023-24 To provide an overview of the annual performance of Flintshire Connects during 2023-24.	Operational	Cabinet Member for Corporate Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	25/09/24	Chief Executive's	<p>Corporate Self-assessment 2023/24 To accept and approve the findings of the Corporate Self-Assessment 2023/24. To approve the opportunities for improvement identified in Corporate Self-Assessment 2023/24.</p>	Strategic	Cabinet Member for Corporate Services
Cabinet	25/09/24	Housing and Communities	<p>Capital Works – Procurement works relating to fire safety (High-rise) To seek approval to award a contract procured through the North Wales Construction Partnership, phase 3 (NWCP3) procurement framework, enabling the Council to continue with the fire safety and compliance related works to our council owned assets, in particular the high-rise blocks in Flint.</p>	Operational	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	25/09/24	Chief Executive's	Treasury Management Annual Report 2023/24 To present the draft Annual Treasury Management Report for 2023/24 for recommendation to Council.	Operational	Cabinet Member for Finance and Social Value
Cabinet	25/09/24	Housing and Communities	Capital Works – Procurement of WHQS Internal Works To seek approval to award a contract procured through the Procure Plus Framework, enabling the Council to continue with the WHQS Whole House Internal works to approximately 400 properties over the next two financial years.	Operational	Cabinet Member for Housing
Cabinet	25/09/24	Social Services	Flintshire Micro-Care Project To provide an update on Flintshire's Micro-Carer market, provide an evaluation of the project to date, and to inform of any key developments going forward.	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

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Cabinet	25/09/24	Chief Executive's	<p>Flintshire and Wrexham PSB Annual Report 2023/2024</p> <p>To present the Flintshire and Wrexham Public Services Board (PSB) Annual Report 2023.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Cabinet	25/09/24	Social Services	<p>Residential Care Sector Review 2024-2034 and Tŷ Croes Atti Progress Report</p> <p>To review and update the residential care review completed in 2016/2019, and to examine the changes the residential care sector, locally and nationally, is projected to experience by the year 2034. It will assess the current state of Flintshire's market as well as predict the likely situation in 2034 and offer recommendations to manage and mitigate the forecasted risks. The report will also cover an update on the development of Ty Croes Atti Care Home.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	25/09/24	Education and Youth	Young Flintshire Participation Model To seek support for the approach to engage children and young people in Flintshire.	Operational	Cabinet Member for Education, Welsh Language and Culture
Cabinet	25/09/24	Chief Executive's	Social Value Progress Update To present social value performance data for the latter six months of the financial year 2023/24.	Operational	Cabinet Member for Finance and Social Value
Cabinet	25/09/24	Chief Executive's	Medium Term Financial Strategy and Budget 2025/26 To provide an update on the budget estimates and strategy for the setting of the 2025/26 budget and to refer to the relevant Overview and Scrutiny Committees.	Strategic	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	25/09/24	Chief Executive's	Audit Wales report (Setting of the Well-being Objectives) To review the recommendations for improvement advised by Audit Wales, along with the Council's response.	Operational	Cabinet Member for Finance and Social Value, Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Cabinet	25/09/24	Social Services	Annual Report on the Social Services Complaints and Compliments Procedure To scrutinise the effectiveness of the complaints procedure with lessons being learnt to improve service provision.	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Cabinet	25/09/24	Social Services	Domiciliary and Residential Care Budget To propose and discuss changes to the financial assessment and charging for Domiciliary Care and Residential Care Services.	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	25/09/24	Chief Executive's	Workforce Survey 2023 To share the outcomes of the latest workforce survey and seek approval for the introduction of a new set of core values.	Operational	Cllr Linda Thomas
Cabinet	25/09/24	Education and Youth	Flintshire Youth Justice Service HMIP Inspection To provide assurance on the quality of the Youth Justice Service in Flintshire.	Operational	Cabinet Member for Education, Welsh Language and Culture
Cabinet	25/09/24	Chief Executive's	Leisure, Libraries, Play, and Museum Services Update Report To provide an update on developments and progress made since reports were last presented in May.	Operational	Cabinet Member for Education, Welsh Language and Culture

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	25/09/24	Streetscene and Transportation	<p>Winter Maintenance – Decision Making Review 2024</p> <p>To provide an update of the proposed alterations to the current decision-making process within the ‘Winter Maintenance Policy 2023 – 2025,’ which was reviewed and agreed in September 2023, and set out to achieve savings identified in budget setting in February 2024.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Flintshire County Council	24/09/24	Governance	<p>Council Tax Premium Scheme for Second Homes and Long-term Empty Properties</p> <p>To consider the feedback from the 12-week public consultation and the council tax premium rates on second homes and long-term empty properties and whether the rates should remain the same or be increased from April 2025.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	24/09/24	Chief Executive's	<p>Annual Performance Report 2023/24 to incorporate the Council Plan End of Year Performance Report 2023/24 To approve the Annual Performance Report 2023-24, noting the Council Plan (2023-28) end of year performance for 2023-24.</p>		
Flintshire County Council Page 772	24/09/24	Governance	<p>Review of Political Balance Due to a change in group membership we need to review the Political Balance and the allocation of seats on Committees.</p>		
Governance and Audit Committee	26/09/24	Education and Youth	<p>School Reserves Year Ending 31 March 2024 and Demographics 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.</p>	Operational	Cabinet Member for Education, Welsh Language and Culture

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Governance and Audit Committee	26/09/24	Chief Executive's	Corporate Self-assessment 2023/24 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.	Operational	Cabinet Member for Corporate Services
Governance and Audit Committee	26/09/24	Chief Executive's	Audit Wales report (Setting of the Well-being Objectives) To review the recommendations for improvement advised by Audit Wales, along with the Council's response.	Operational	Cabinet Member for Corporate Services
Governance and Audit Committee	26/09/24	Governance	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	

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Governance and Audit Committee	26/09/24	Governance	Action Tracking To inform the Committee of the actions resulting from points raised at previous Governance and Audit Committee meetings.	All Report Types	
Governance and Audit Committee	26/09/24	Governance	Forward Work Programme To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	
Governance and Audit Committee	26/09/24	Governance	Nominating Members to the Corporate Joint Committee's own Governance and Audit Committee 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.	All Report Types	Cabinet Member for Corporate Services
October					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment & Economy Overview & Scrutiny Committee	8/10/24	Streetscene and Transportation	20 mph Speed Limit Update To receive an update.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Environment & Economy Overview & Scrutiny Committee	8/10/24	Streetscene and Transportation	Update on Local Bus Services in Flintshire To receive an update.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Environment & Economy Overview & Scrutiny Committee	8/10/24	Streetscene and Transportation	Review of Highways Asset Management Plan and Highway and Car Park Inspection Policy To provide Scrutiny with an update on the refreshed Highway Asset Management Plan (HAMP) and reviewed Highway and Car Park Inspection Policy.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment & Economy Overview & Scrutiny Committee	8/10/24	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (E&E OSC) To consider the Forward Work Programme of the Environment & Economy Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	
Environment & Economy Overview Scrutiny Committee	8/10/24	Streetscene and Transportation	<p>Review of reduced opening hours at Household Recycling Centres As requested at June meeting.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Community & Housing Overview & Scrutiny Committee	9/10/24	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (C&H) To consider the Forward Work Programme of the Community & Housing Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community & Housing Overview & Scrutiny Committee	9/10/24	Housing and Communities	Independent Review of Homelessness To provide an update on the findings and recommendations following an independent review of the Council's homelessness services.	Operational	Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	10/10/24	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	10/10/24	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	10/10/24	Chief Executive's	Strategic Equality Plan Annual Report 2023/24 To present the Strategic Equality Plan Annual Report 2023/24	Operational	Cllr Linda Thomas

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	10/10/24	Finance	Revenue Budget Monitoring 2024/25 (Month 5) To provide the latest revenue budget monitoring position for 2024/25 for the Council Fund and Housing Revenue Account.	Operational	Cabinet Member for Finance and Social Value
Cabinet	15/10/24	Chief Executive's	Strategic Risk Overview To provide Cabinet quarterly with an overview of strategic risks across the Council, including: <ul style="list-style-type: none"> • Details of all the strategic risks across the Council • High level overview of escalated and deteriorating risks • A real time view of what position the Council is at, at the date the report is produced. 	Strategic	Cabinet Member for Corporate Services
Cabinet	15/10/24	Chief Executive's	Cambrian Aquatics To provide an update report on Cambrian Aquatics	Operational	Cabinet Member for Education, Welsh Language and Culture

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15/10/24	Social Services	<p>Welsh Government Consultation: Inspection Ratings Regulations The Welsh Government is seeking our views on draft regulations which provide a system of published inspection ratings for care home services (for both adults and children) and domiciliary support services from April 2025. This report details the Councils draft response to the consultation questions.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Cabinet	15/10/24	Social Services	<p>Mockingbird Fostering Project To update on the progress of the implementation of the Mockingbird model of care.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

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Cabinet	15/10/24	Social Services	<p>Response to the Audit Wales Review “Urgent and Emergency Care: Flow out of Hospital – North Wales Region”</p> <p>To present findings and the council response to the Auditor General’s review of the arrangements to support effective flow out of hospital in the North Wales region detailed within “Urgent and Emergency Care: Flow out of Hospital – North Wales Region”.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Cabinet	15/10/24	Streetscene and Transportation	<p>Outstanding Debt - Write Off</p> <p>The report seeks approval to write off the debt on ledger relating to Go Plant Fleet Services Ltd following the company’s insolvency.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation

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Cabinet	15/10/24	Streetscene and Transportation	<p>Update on the Bus Network Grant and Local Bus Services in Flintshire Update report on the funding arrangements for local bus services through the Bus Network Grant provided by Welsh Government and to inform members of the available options to address the £270k shortfall for local bus services in Flintshire, as well as a further pressure of £47k to address the shortfall of the Bus Network Grant across the wider north Wales region</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Cabinet	15/10/24	Streetscene and Transportation	<p>Review of Highways Asset Management Plan (HAMP) and Highway and Car Park Inspection Policy To seek Cabinet approval of the refreshed Highway Asset Management Plan (HAMP) and reviewed Highway and Car Park Inspection Policy.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation

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Cabinet	15/10/24	Social Services	<p>Procurement of Client Information System To update on progress to procure a replacement client information system to the current system (Civica PARIS).</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Cabinet	15/10/24	Social Services	<p>Social Services Workforce Development Report This report provides a summary of the work undertaken by the Social Services Workforce Development Team over the past 12 months, including details relating to recruitment activity in Social Services.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Cabinet	15/10/24	Planning, Environment and Economy	<p>Additional Licensing for Houses of Multiple Occupation To request the authority of Cabinet Members to undertake a consultation exercise to consider whether 'Additional Licensing' for smaller Houses of Multiple Occupation (HMO'S) should be introduced to the county as a whole.</p>	Operational	Cabinet Member for Planning, Public Health and Public Protection

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Cabinet	15/10/24	Planning, Environment and Economy	Food Service Plan 2024-25 for Flintshire County Council To approve the Food Service Plan 2024-25	Operational	Cabinet Member for Planning, Public Health and Public Protection
Cabinet	15/10/24	Chief Executive's	Strategic Equality Plan Annual Report 2023/24 To present the Strategic Equality Plan Annual Report 2023/24	Operational	Cllr Linda Thomas
Cabinet	15/10/24	Housing and Communities	Independent Review of Homelessness To provide an update on the findings and recommendations following an independent review of the Council's homelessness services.	Strategic	Cabinet Member for Housing
Cabinet	15/10/24	Social Services	Procurement of Client Information System (Social Services) To provide an update on progress to procure a replacement client information system to the current system (Civica PARIS).	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15/10/24	Chief Executive's	<p>Revenue Budget Monitoring 2024/25 (Month 5) This regular monthly report provides the latest revenue budget monitoring position for 2024/25 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 5, and projects forward to year-end.</p>	Operational	Cabinet Member for Finance and Social Value
Education, Youth & Culture Overview & Scrutiny Committee	17/10/24	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (EY&C OSC) To consider the Forward Work Programme of the Education, Youth & Culture Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	
Social & Health Care Overview & Scrutiny Committee	24/10/24	Social Services	<p>Safeguarding Hub To receive a report outlining the strengths and challenges from the newly established Safeguarding Hub.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	24/10/24	Social Services	<p>Proposed Changes to Charges for Domiciliary and Residential Care To propose and discuss changes to the financial assessment and charging for Domiciliary Care and Residential Care Services.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Social & Health Care Overview & Scrutiny Committee	24/10/24	Social Services	<p>Mockingbird Fostering Project To update on the progress of the implementation of the Mockingbird model of care.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Social & Health Care Overview & Scrutiny Committee	24/10/24	Social Services	<p>Financial Assessments and Charging Team To provide Members with information regarding the work undertaken within the Financial Assessment and Charging Team.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	24/10/24	Social Services	<p>Response to the Audit Wales Review “Urgent and Emergency Care: Flow out of Hospital – North Wales Region”</p> <p>To present findings and the council response to the Auditor General’s review of the arrangements to support effective flow out of hospital in the North Wales region detailed within “Urgent and Emergency Care: Flow out of Hospital – North Wales Region”.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing
Social & Health Care Overview & Scrutiny Committee	24/10/24	Social Services	<p>Social Services Workforce Development Report</p> <p>This report provides a summary of the work undertaken by the Social Services Workforce Development Team over the past 12 months, including details relating to recruitment activity in Social Services.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Social Services and Wellbeing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	24/10/24	Overview and Scrutiny	Forward Work Programme and Action Tracking (S&H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	
November					
Environment & Economy Overview & Scrutiny Committee	12/11/24	Streetscene and Transportation	Residual Waste Collections Change and Communication Plan To consider the proposals.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Environment & Economy Overview & Scrutiny Committee	12/11/24	Overview and Scrutiny	Forward Work Programme and Action Tracking (E&E OSC) To consider the Forward Work Programme of the Environment & Economy Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community & Housing Overview & Scrutiny Committee	13/11/24	Overview and Scrutiny	Forward Work Programme and Action Tracking (C&H) To consider the Forward Work Programme of the Community & Housing Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	14/11/24	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	14/11/24	Governance	Public Services Ombudsman for Wales Annual Letter 2023-24 and half-year complaints performance 2024-25. To share the Public Services Ombudsman for Wales Annual Letter 2023-24 for Flintshire County Council and an overview of complaints received by each portfolio of the Council between 1 April 2024 – 30 September 2024.	Operational	Cabinet Member for Corporate Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/11/24	Chief Executive's	Capital Strategy including Prudential Indicators 2025/26 – 2027/28 To present the Capital Strategy 2025/26 – 2027/28 for review	Strategic	Cabinet Member for Finance and Social Value
Corporate Resources Overview & Scrutiny Committee	14/11/24	Chief Executive's	Capital Programme 2025/26 – 2027/28 To present the Capital Programme 2025/26 – 2027/28 for review.	Strategic	Cabinet Member for Finance and Social Value
Corporate Resources Overview & Scrutiny Committee	14/11/24	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	14/11/24	Finance	Revenue Budget Monitoring 2024/25 (Month 6) and Capital Programme Monitoring 2024/25 (Month 6) To provide the Revenue Budget Monitoring 2024/25 (Month 6) Report and the Capital Programme 2024/25 (Month 6) Report.	Operational	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/11/24	People and Resources	Employment and Workforce Mid-year Update This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.	Operational	Cabinet Member for Corporate Services
Cabinet	19/11/24	Governance	Council Tax Base for 2025/26 To approve the Council Tax Base for the financial year 2025/26 as part of the process of the revenue budget setting and Council Tax setting process for the new year.	Operational	Cabinet Member for Finance and Social Value
Cabinet	19/11/24	Chief Executive's	Capital Programme 2025/26 – 2027/28 To present the Capital Programme 2025/26 – 2027/28 for recommendation to Council.	Strategic	Cabinet Member for Finance and Social Value
Cabinet	19/11/24	Chief Executive's	Capital Strategy including Prudential Indicators 2025/26 – 2027/28 To present the Capital Strategy 2025/26 – 2027/28 for recommendation to Council	Strategic	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/11/24	Chief Executive's	<p>Capital Programme Monitoring 2024/25 (Month 6) To present the Month 6 Capital Programme information for 2024/25</p>	Operational	Cabinet Member for Finance and Social Value
Cabinet	19/11/24	Governance	<p>Public Services Ombudsman for Wales Annual Letter 2023-24 and half-year complaints performance 2024-25. To share the Public Services Ombudsman for Wales Annual Letter 2023-24 for Flintshire County Council and an overview of complaints received by each portfolio of the Council between 1 April 2024 – 30 September 2024.</p>	Operational	Cabinet Member for Corporate Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/11/24	Chief Executive's	<p>Revenue Budget Monitoring 2024/25 (Month 6) This regular monthly report provides the latest revenue budget monitoring position for 2024/25 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 6, and projects forward to year-end.</p>	Operational	Cabinet Member for Finance and Social Value
Wiltshire County Council	21/11/24	Chief Executive's	<p>Treasury Management Annual Report 2023/24 To present to Members the draft Annual Treasury Management Report 2023/24</p>		
Governance and Audit Committee	25/11/24	Chief Executive's	<p>Governance & Audit Committee Self-Assessment - Action Plan To present to Committee a detailed action plan to support the results of the Committee's self-assessment. It will also form the basis for the provision of any further training required by the Committee.</p>	All Report Types	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Governance and Audit Committee	25/11/24	Finance	Statement of Accounts 2023/24 To present the final audited version of the Statement of Accounts 2023/24 for approval.	Operational	Cabinet Member for Finance and Social Value
Governance and Audit Committee	25/11/24	Governance	Risk Management Update To be assured that the updated risk management framework is comprehensive and functional.	All Report Types	
Education, Youth & Culture Overview & Scrutiny Committee	28/11/24	Overview and Scrutiny	Forward Work Programme and Action Tracking (EY&C OSC) To consider the Forward Work Programme of the Education, Youth & Culture Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	
December					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	4/12/24	Chief Executive's	Capital Strategy including Prudential Indicators 2025/26 – 2027/28 To present the Capital Strategy 2025/26 – 2027/28 for approval		
Flintshire County Council	4/12/24	Chief Executive's	Capital Programme 2025/26 – 2027/28 To present the Capital Programme 2025/26 – 2027/28 for approval		
Social & Health Care Overview & Scrutiny Committee	5/12/24	Overview and Scrutiny	Forward Work Programme and Action Tracking (S&H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment & Economy Overview & Scrutiny Committee	10/12/24	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (E&E OSC) To consider the Forward Work Programme of the Environment & Economy Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	
Community & Housing Overview & Scrutiny Committee Page 795	11/12/24	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (C&H) To consider the Forward Work Programme of the Community & Housing Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	
Corporate Resources Overview & Scrutiny Committee	12/12/24	Overview and Scrutiny	<p>Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.</p>	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12/12/24	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	12/12/24	Finance	Revenue Budget Monitoring 2024/25 (Month 7) To provide Members with the Revenue Budget Monitoring 2024/25 (Month 7) Report and Significant Variances.	Operational	Cabinet Member for Finance and Social Value
Cabinet	17/12/24	Chief Executive's	Treasury Management Mid-Year Review 2024/25 To present to Members the draft Treasury Management Mid-Year Review for 2024/25 for recommendation to Council.	Operational	Cabinet Member for Finance and Social Value

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17/12/24	Chief Executive's	Revenue Budget Monitoring 2024/25 (Month 7) This regular monthly report provides the latest revenue budget monitoring position for 2024/25 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7, and projects forward to year-end.	Operational	Cabinet Member for Finance and Social Value
January					
Corporate Resources Overview & Scrutiny Committee	16/01/25	Finance	Revenue Budget Monitoring 2024/25 (Month 8) To provide Members with the Revenue Budget Monitoring 2024/25 (Month 8) Report and Significant Variances.	Operational	Cabinet Member for Finance and Social Value
February					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13/02/25	Finance	<p>Revenue Budget Monitoring 2024/25 (Month 9) and Capital Programme Monitoring 2024/25 (Month 9)</p> <p>To provide the Revenue Budget Monitoring 2024/25 (Month 9) Report and the Capital Programme 2024/25 (Month 9) Report.</p>	Operational	Cabinet Member for Finance and Social Value

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