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Contact Officer:
Sharon Thomas 01352 702324
sharon.b.thomas@flintshire.gov.uk

To: Cllr Clive Carver (Chairman)

Councillors: Haydn Bateman, Bob Connah, Paul Cunningham, Ron Hampson, Patrick Heesom, Andrew Holgate, Dave Hughes, Paul Johnson, Richard Jones, Mike Lowe, Hilary McGuill, Michelle Perfect, Vicky Perfect and Arnold Woolley

7 July 2017

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 13th July, 2017 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 4)

Purpose: To confirm as a correct record the minutes of the meeting on 15 June 2017.

4 COUNCIL PLAN 2017-23 (Pages 5 - 46)

Report of Chief Executive - Leader of the Council and Cabinet Member for Finance

Purpose: To consider and endorse specific targets set within the Council Plan 2017-23, plus national performance indicators

5 **REVENUE BUDGET MONITORING 2016/17 (OUTTURN) AND CAPITAL PROGRAMME MONITORING (OUTTURN)** (Pages 47 - 110)

Report of Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

Purpose: This report provides the revenue budget outturn position for 2016/17 for the Council Fund and Housing Revenue Account and to present the Capital Programme outturn for 2016/17.

6 **REVENUE BUDGET MONITORING 2017/18 (INTERIM)** (Pages 111 - 120)

Report of Chief Executive - Leader of the Council and Cabinet Member for Finance

Purpose: This report provides known key risks and issues to the revenue budget outturn position for 2017/18 for the Council Fund and Housing Revenue Account

7 **MEDIUM TERM FINANCIAL STRATEGY UPDATE** (Pages 121 - 134)

Report of Chief Executive - Leader of the Council and Cabinet Member for Finance

Purpose: To present the financial forecast for 2018/19.

8 **IMPROVEMENT PLAN 2016/17 OUTTURN REPORT** (Pages 135 - 170)

Report of Chief Executive, Chief Officer (Governance) - Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management and Assets,

Purpose: To enable Members to fulfil their scrutiny role in relation to performance monitoring.

9 **FORWARD WORK PROGRAMME** (Pages 171 - 178)

Report of Democratic Services Manager -

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

Yours sincerely



Robert Robins
Democratic Services Manager

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **15 JUNE 2017**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 15 June 2016

PRESENT:

Councillors: Haydn Bateman, Clive Carver, Bob Connah, Paul Cunningham, Patrick Heesom, Andrew Holgate, Paul Johnson, Richard Jones, Hilary McGill, Michelle Perfect, Vicky Perfect and Arnold Woolley

SUBSTITUTES: Councillors: David Cox (for Mike Lowe), Ian Dunbar (for Dave Hughes) and Paul Shotton (for Ron Hampson)

ALSO PRESENT: Councillor Bernie Attridge, Deputy Leader and Cabinet Member for Housing; Councillor Christine Jones, Cabinet Member for Social Services; and Councillor David Wisinger

CONTRIBUTORS: Councillor Billy Mullin, Cabinet Member for Corporate Management; Chief Executive; Chief Officer (Governance); Chief Officer (Organisational Change); Senior Manager, Human Resources and Organisational Development; and Corporate Business and Communications Executive Officer

IN ATTENDANCE: Democratic Services Manager and Committee Officer

1. APPOINTMENT OF CHAIR

The Democratic Services Manager gave a reminder that at the Annual General Meeting, Council had resolved that the Conservative group should nominate the Chair of the Committee. The nomination from the group had been for Councillor Clive Carver. On being put to the vote, the nomination was confirmed.

RESOLVED:

That Councillor Clive Carver be confirmed as Chairman of the Committee for the municipal year.

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

2. APPOINTMENT OF VICE-CHAIR

The Chairman sought nominations for the appointment of Vice-Chair. Councillor Paul Johnson was nominated by Councillor Paul Shotton and this was duly seconded. On being put to the vote, the nomination was carried. No further nominations were received.

RESOLVED:

That Councillor Paul Johnson be appointed Vice-Chair of the Committee for the municipal year.

Following the vote, the Chairman asked the Committee to join him in a moment's silence in tribute to the recent incidents in Manchester and London.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTES

The minutes of the meeting of the Committee held on 9 March 2017 had been circulated with the agenda.

Matters Arising

Minute number 90: Customer Service Strategy - Councillor Paul Shotton referred to his request for Members to be copied in on responses to enquiries they had made on behalf of residents. The Democratic Services Manager agreed to look into whether this was in practice and circulate information to the Committee.

RESOLVED:

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

5. QUESTION FROM A MEMBER

In response to a query from Councillor Richard Jones, the Democratic Services Manager explained that the Forward Work Programme was not on the agenda as it would form part of the induction session following the meeting.

6. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There were no members of the press and public in attendance.

(The meeting started at 10am and ended at 10.05am)

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Chairman



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 13 July, 2017
Report Subject	Council (Improvement) Plan 2017-23
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council (Improvement) Plan for 2017-23 has been reviewed and refreshed to reflect the key priorities of the Council for the 5 year term of the new administration.

The super-structure of the plan remains the same as previous plans and now comprises of six priorities and relevant sub priorities. The six priorities take a long term view of projects and ambitions over the next five years.

The Council Plan is published in a similar format to previous years highlighting objectives and actions to achieve within each sub priority and referencing national issues which have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2017-2020.

RECOMMENDATIONS

1	That the Committee consider the structure, format and content of the “public” version of the Council (Improvement) Plan 2017-23 and feed back to Cabinet prior to adoption by the County Council for final publication.
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REPORT DETAILS

1.00	COUNCIL PLAN 2017-23
1.01	It is a requirement of the Local Government (Wales) Measure 2009 (the Measure) to set Objectives and publish a Council Plan. It is a statutory requirement for the County Council to adopt the Council Plan.
1.02	The title of 'Improvement' Plan is changed to 'Council' Plan as the Plan is a combination of priorities service protection and growth and areas for improvement on current performance.
1.03	<p>Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For 2013-14 the Council thoroughly reviewed the priorities to streamline and reset them with clearer outcome based aims which continued through to 2016-17. These have been reviewed again in light of the Well-being for Future Generations (Wales) Act 2015 to reflect a more outcome based approach for the priorities themselves. This has resulted in a revised set of six priorities supported by a structure of sub-priorities is proposed for adoption by the Council as follows:</p> <p>Priority: Supportive Council Sub-Priorities: Appropriate and Affordable Homes Modern, Efficient and Adapted Homes Protecting people from poverty Independent Living Integrated Community Social & Health Services Safeguarding</p> <p>Priority: Ambitious Council Sub-Priority: Business Sector Growth and Regeneration</p> <p>Priority: Learning Council Sub-Priority: Modernised High Performing Education and Training</p> <p>Priority: Green Council Sub-Priority: Sustainable Development & Environmental Management Sub-Priority: Support and enable safe and sustainable travel services</p> <p>Priority: Connected Council Sub-Priority: Developing and Inspiring Resilient Communities Improving Resource Management</p> <p>Priority: Serving Council Sub-Priority: Improving Resource Management</p>

1.04	The Plan presentation remains largely unchanged, as it has been well received and commented upon favourably. The main change has been the reduction from eight priorities to six. National policy issues have been updated and listed within each relevant sub-priority. These are issues over which we have little control and which may restrict successful and or timely delivery of our priorities. They are issues of national interest and have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2017-2020.
1.05	For each sub-priority for 2017-18 there has been a review based on:- <ul style="list-style-type: none"> • the reasoning for the priority status; • what we will do and how we will measure achievement; and • the risks that will need to be managed.
1.06	The Council Plan in totality is presented as 2 documents that are inter-related; firstly the 'public' version of our statements of intent around the 6 priorities (Appendix 1) and secondly the document that describes the targets and milestones on which achievement will be measured. These targets and milestones in the "How we Measure" document are being considered by the relevant Overview and Scrutiny Committees prior to final agreement by Cabinet in September. This will be the document that is used by Cabinet and Overview and Scrutiny Committees to monitor progress during the year.
1.07	The final Council Plan will be available as a web-based document published on the website before the end of September following endorsement by County Council.

2.00	RESOURCE IMPLICATIONS
2.01	Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All Overview and Scrutiny Committees have had the opportunity to consider and review the content of the draft Plan priorities including the opportunity to scrutinise targets set for 2017-18. A summary of the considerations will be appended in the September Cabinet and County Council reports.

4.00	RISK MANAGEMENT
4.01	Delivery of the Plan objectives is risk managed within each of the sub priorities of the Council Plan and monitored and reported against quarterly

	<p>by the Overview and Scrutiny Committees.</p> <p>The risks to the statutory requirements of the Plan include: not publishing the plan within statutory timescales and, not adhering to the prerequisite content.</p> <p>Both these risks are managed through adherence to well established procedures for i) publishing the Plan and ii) ensuring that the content of the plan reflects the requirements of the Measure.</p> <p>An additional risk is that the Plan is not endorsed by Members; consultation with Members both individually and as part of the Scrutiny process allows for full engagement.</p>
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5.00	APPENDICES
5.01	Appendix 1: Council Plan 2017-18.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Karen Armstrong, Corporate Business and Communications Executive Officer Telephone: 01352 702740 E-mail: Karen.armstrong@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Objectives and publish a Plan.
7.02	Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

Flintshire County Council

Draft Council (Improvement)
Plan 2017 to 2023

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Welcome to Flintshire County Council's (Improvement) Plan for 2017 to 2023

The new version of our Council (Improvement) Plan sets out our priorities for the forthcoming five years of the Council and what we aim to achieve. It does however focus on the objectives we intend to deliver during 2017/18. Flintshire prides itself on being a council which performs highly for its local communities and one which is motivated by a set of strong social values.

Flintshire is a well-governed and progressive council. We continue to perform well as a direct provider and commissioner of public services, and as a partner to others. Our recent track record in key services such as education, social care, housing, anti-poverty and environment show that we do deliver on what we say we will do.

Everything we do is important to someone, so selecting a set of priorities for the year is never an easy task. We have set six new priorities for the Council itself. The Council's new themed framework of six priorities has been developed to reflect the impact of the medium term financial strategy and protection of core services. Through our priorities we aim to make a real and noticeable impact.

We are under huge financial pressure during this period of unprecedented austerity. Despite this we still aim high on our priorities. If we fall short against our priorities it will be because of under-funding and not because we are not committed or are not capable. For this reason we have changed the name of the plan from the Improvement Plan to Council Plan.

The plan sets out the Council's six priorities and detailed sub-priorities for action, where we aim to achieve impact this year, page by page. An explanation for the choice of each one is given. In addition we have also taken into consideration the Well-being of Future Generations (Wales) Act by linking the impact statements to the Council's well-being objectives.

For 2017/18 a review of previous priorities and sub-priorities has been undertaken to set: -

- priorities that continue into 2017/18 for sustained attention;
- activities that can now be removed as completion of a time-limited piece of work which are now embedded;
- priorities which could be broadened to include more strategic issues e.g. 'growing the local economy', and sustainability of the social care market;
- emerging priority activities for 2017/18 e.g. managing local impact of the full service Universal Credit (UC) roll out .

Over the five year life of the Council, 2017/18 being the first year, the full set of priorities will be underpinned by the development of strategies. As these are developed new measures and actions will emerge in future years.

We hope that you find the Plan both informative and uplifting. Your feedback on the Plan itself, and on what we aim to achieve, would be very welcome.



Colin Everett
Chief Executive



Aaron Shotton
Leader of the Council

Setting Our Priorities and Judging our Performance

The priorities for Flintshire as a County are set by the Council and its local public sector partners. We work together as a Public Services Board (PSB) combining our resources for the benefit of Flintshire.

The sub-priorities shown with a **(insert shaking hands symbol)** symbol denote those we share with our partners. These have been selected for special attention where we believe that concentrated effort by the partners working together will make a big difference to the communities of Flintshire. These sub-priorities currently¹ are:

- Independent Living
- Integrated Community Social and Health Services
- Developing and Inspiring Resilient Communities
- Safeguarding

Our Public Services Board partners include: Coleg Cambria, Natural Resources Wales, Public Health Wales, North Wales Police, Betsi Cadwaladr University Health Board, Wales Probation, Flintshire Local Voluntary Council, North Wales Fire & Rescue Service, Coleg Cambria, Glyndwr University and Welsh Government.

The Council has also set a number of priorities for itself as an individual partner organisation. Setting priorities helps us focus our attention and resources on the things that matter most; these priorities are echoed in the Council's business plans. We are legally required to set priorities known as Improvement Objectives (under the Local Government (Wales) Measure 2009). We call these our Council Priorities.

In setting our Council Priorities we have to take a number of factors into account from Welsh Government policy, to the expectations of our key partners, to our legal responsibilities, and to the views of local people.

We then set our targets, and judge our performance against them by using a wide range of information both quantitative (performance judged by numbers) and qualitative (performance judged by feedback, the results of consultation etc).

To ensure that we know how well we are doing in meeting the expectations for our priorities we have a series of 'measures' which we keep under regular review. These performance measures are set out for each of our priorities page by page. They are detailed more fully in the supporting document 'How we measure achievement'. Both these e-documents are linked together by hyperlinks.

Each of our sub-priorities is described individually on the following pages. We provide information about:

- The impact - what difference will be made
- Why the priority is important in 2017/18
- The national policy issues which impact on delivery of the sub-priority
- What we will do
- How we will measure achievement
- What risks we need to manage
- What some of our language means

We will let you know how well we have performed against our outcomes in two ways:

- 1) regular reports to the Council's Cabinet and Scrutiny committees, and
- 2) next year's published Annual Performance Report for 2017/18.

¹ The priorities of the Public Services Board are currently under review as part of the development of the County's Well-being Plan, to be published April 2018



Following the Plan – An Easy Guide

The previous page sets out the Council's six priorities and the sub-priorities which support them, where we aim to make a positive impact in 2017/18.

Each standing priority is illustrated with a different colour. For example, **Supportive Council** is **amber** and **Ambitious Council** is **dark pink**. This colour coding should make the priorities easier to follow as the reader works through the document and also the supporting document 'How we measure achievement'.

On the graphic illustration we have set out against each priority the impacts we aim to make. Under each impact we list the sub-priorities where action and achievement will help achieve the impact. A sub-priority is simply a specific programme of work on a given theme. Taken together, success in achieving the aims of a set of sub-priorities will deliver the ambition for the bigger, standing priority of the same theme.

Every organisation has to prioritise its attention and its resources to make an impact. The Council has selected a number of the sub-priorities for special attention in the 2017/18 Council year. Each of these selected sub-priorities then has a dedicated page to itself later in the document.

For example on page 24 you will see the priority for **Learning Council**.

This has 3 impacts: -

- **Providing high quality learning opportunities, and learning environments for learners of all ages.**
- **Supporting children and younger people to achieve their potential.**
- **Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.**

This impact has one sub-priority selected for attention in 2017/18. The reason for selection is explained on the dedicated page (pages 24): -

- **Modernised High Performing Education and Training**

What's changed for 2017/18?

The Council Plan is now based on 6 new themes which are detailed as priorities. The impact statements are our Well-being objectives which outline our commitment to the Well-being of Future Generations (Wales) Act 2015.

Regulation, Audit and Inspection

As a public organisation the Council is regularly inspected to examine and challenge its performance and effectiveness. This work is mainly undertaken by a number of appointed bodies including Wales Audit Office (WAO), Estyn and the Care and Social Services Inspectorate (CSSIW).

The Council received a favourable Corporate Assessment from the Wales Audit Office in 2015 and has sustained a good level of progress and achievement in subsequent reviews and Annual Improvement Reports.

CSSIW's performance review of Social Services (June 2017) notes sustained progress in meeting the requirements of the Social Services and Wellbeing (Wales) Act 2014, with positive comments regarding the development of the Information, Advice & Assistance Service and the Early Help Hub.

CSSIW's focus themes for last year were carers and adult safeguarding; implementation of the new safeguarding thresholds and guidance will continue as a priority into next year.

Other Audit / Regulatory Activity

The Council prepares an annual summary of all external audit and regulatory activity. The last one was produced in May 2017 and considered by the Council's Audit Committee.

How Consultation Informs our Plan

The priorities set for this Council Plan (and the former Improvement Plans) were, from the outset, based on a wide range of previous consultations in service areas with both partners and representative groups (e.g. community safety, anti-poverty, education, economic development) and, in some cases, service users directly (e.g. housing).

There has been no single intensive consultation exercise on the Plan itself, by local choice, given this background. Elected members, on behalf of the communities they represent, have contributed to setting the priorities of the Council and used their representative role to test the relevance of the Plan against local public opinion. This has been facilitated through the sharing of the draft plan with all elected members and through its presentation at Scrutiny Committees covering all service areas. Feedback has been used to develop this final version of the Plan. In addition, elected members have been consulted on the targets and milestones to be used to measure achievement of the Plan and ensure there is sufficient pace and ambition.

Consultation on all parts of the Plan is continuous with stakeholders and Welsh Government. The Council remains open to feedback on the plan and amending it at any time following receipt of feedback as well as through new service based consultations or local and national policy issues.

Council Plan and 'How we measure achievement'

These 2 documents are linked, with the 'measuring achievement' supporting document providing greater detail about the target performance and milestones we have set ourselves. The documents are hyperlinked at the relevant pages, or this table can be used as a guide.

Improvement Plan Page Numbers	Priority	Sub-Priority	Impact	Corresponding page numbers in 'How we measure achievement'
9 - 10	Supportive Council	Appropriate and Affordable Homes	Ensuring the supply of affordable and quality council housing of all tenures.	TBA
11 - 12		Modern, Efficient and Adapted Homes	Ensuring the supply of affordable and quality housing of all tenures	
13 - 14		Protecting people from poverty	Protecting people from poverty by maximising their income and employability	TBA
15 - 16		Independent Living	Making early interventions to support healthy and independent living Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support	TBA
				TBA
17 - 18		Integrated Community Social & Health Services	Enabling more people to live independently and well at home Giving equal opportunity to all to fulfil their lives Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families	TBA
	TBA			
	TBA			
19 - 20	Safeguarding	Protecting people from the risk of any form of abuse Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour	TBA	
			TBA	
21 - 23	Ambitious Council	Business Sector Growth and Regeneration	Sustaining economic growth through local and regional business development, employment and training sites	TBA
			Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites	TBA
			Creating a supply of diverse and quality training and employment opportunities	TBA
24 - 27	Learning Council	Modernised High Performing Education and Training	Providing high quality learning opportunities, and learning environments for learners of all ages	TBA
			Supporting children and younger people to achieve their potential	TBA
			Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement	TBA
28 - 29	Green Council	Sustainable Development & Environmental Management	Enhancing the natural environment and promoting access to open and green space	TBA
			Reducing energy consumption and using and developing alternative/renewable energy production	TBA
			Maximising the recovery and recycling of waste	TBA
30 - 31	Connected Council	Support and enable safe and sustainable travel services	Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites	TBA
32 - 34		Developing and Inspiring Resilient Communities	Supporting local communities to be resilient and self-supporting	TBA
	Committing to resilient service models to sustain local public services		TBA	
	Widening digital access to public services		TBA	
35 - 37	Serving Council	Improving Resource Management	Continuing to be a high performing and innovative public sector organisation with social values	TBA
			Providing high quality, accessible, responsive and cost effective public services	TBA

Priority: Supportive Council

Sub-Priority: Appropriate and Affordable Homes

Impact: Ensuring the supply of affordable and quality housing of all tenures.

This is a priority this year because we need to:

- Prevent homelessness
- Meet the diverse housing and accommodation needs of the local population
- Develop more opportunities for people to access affordable rent and low cost home ownership
- Build the maximum number of Council houses possible as part of the housing supply solution
- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

National Policy Issues:

- Welfare Reform and Work Act 2016
- Local Authorities to be able to access grant funding to support new build affordable and social housing
- Sufficiency of resourcing to fulfil the duties of the Wales Housing Act
- Capital limits on borrowing for councils to build new houses.
- Maintaining the funding of Major Repairs Allowance (MRA) so that the council can meet the WHQS by 2020
- Maintaining current rent policy so that the council can achieve WHQS by 2020.

What we will do in 2017/18:

1. Provide new social and affordable homes.

Achievement will be measured through:

- Delivery of HRA and NEW Homes Business Plans by: -

- Building 79 new Council and 62 new affordable homes through the SHARP programme
- Increasing the number of properties managed by NEW Homes to 144 in 2017/18
- Delivering options for new, innovative low rent housing schemes for under 35's.

2. Welsh Housing Quality Standard (WHQS) investment plan targets achieved.

Achievement will be measured through:

- Completing WHQS work schemes in line with the housing asset management strategy

3. Develop solutions to the increasing frequency of unauthorised gypsy and traveller encampments

Achievement will be measured through:

- Agreed options appraisal identifying a range of measures to address this

Risks to manage:

- Homelessness will remain a growing area of demand due to the current economic climate
- The supply of affordable housing will continue to be insufficient to meet community needs

- Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing
- Land supply for council housing construction
- Capital borrowing limits for council housing.

What we mean by:

WHQS: Welsh Government's physical quality standard for modern social housing.

NEW Homes: North East Wales Homes and Property Management provide a service to increase housing options available to local residents.

HRA: Housing Revenue Account

Welfare Reform Programme: A strategy to manage the impact and implementation of welfare reforms in terms of employment, financial inclusion, and integrated support for the most disadvantaged.

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Priority: Supportive Council

Sub-Priority: Modern, Efficient and Adapted Homes

Impact: Ensuring the supply of affordable and quality housing of all tenures.

This is a priority this year because we need to:

- Meet the needs of vulnerable groups including the need for adapted housing, Extra Care, Learning Disability and transitional social care beds/units
- Improve housing quality in owner occupied and private rented sectors
- Reduce the number of empty properties in the County
- Provide good quality housing for residents and maximise funding to improve homes.

National Policy Issues:

- Practical implementation of Welsh Government's Rent Smart guidelines across the private rented sector in Flintshire.
- Influencing the direction of national funding priorities for housing regeneration.
- Funding levels needed to address poor housing quality in private rented and owner occupied sectors.

What we will do in 2017/18:

1. Improve standards within the private rented sector.

Achievement will be measured through:

- Working positively with private sector landlords to support growth of the sector
- Ensuring landlords and letting agents comply with the Rent Smart code of practice

2. Deliver the council's housing growth needs.

Achievement will be measured through:

- Increasing the number of new affordable homes agreed through the planning system by 50 during 2017/18
- Delivering 49 social and affordable homes through Welsh Government funding programmes
- Increasing the number of new homes created as a result of bringing empty properties back into use

3. Meeting the housing needs of vulnerable groups.

Achievement will be measured through:

- Reducing the average number of calendar days taken to deliver a Disabled Facilities Grant
- Providing additional Extra Care homes:
 - Constructing Flint Extra Care (Llys Raddington) providing 70 new units
 - Confirming and agreeing plans for Holywell Extra Care providing 55 new units
- Working strategically to address housing needs of adults with learning disabilities and other vulnerable individuals.

Risks to manage:

- Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants may not be met due to competing demands on resources
- Availability of sufficient funding to resource key priorities.

What we mean by:

SHARP: Strategic Housing and Regeneration Programme – programme to build 500 new council and affordable homes over the next four years.

Rent Smart: Service to process registrations and grant licenses to landlords and agents who are required to comply with the Housing (Wales) Act 2014.

Transitional Social Care: Transition from inpatient hospital and community or care homes.

Extra Care homes: Development of high quality apartments for rent to meet varying needs of support, some of which are specifically adapted for older people with memory loss or living with dementia.

Social Housing Grant (SHG): funds housing schemes that meet local needs and priorities as identified by local authorities including providing housing for rent or low cost home ownership through new build or the use of existing buildings.

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Priority: Supportive Council

Sub-Priority: Protecting people from poverty

Impact: Protecting people from poverty by maximising their income and employability

This is a priority this year because we need to:

- Support people to manage the ongoing impact of Welfare Reform
- Help people claim the benefits they are entitled to
- Help people manage their financial commitments
- Reduce the risk of poverty amongst Flintshire households
- Reduce the impact of rises in fuel cost
- Help people access affordable credit
- Help people to manage their income, and provide support to access employment training.

National Policy Issues:

- Sustainability of funding for fuel poverty measures
- European Social Fund (ESF) Programmes affecting delivery of local targets
- Welfare Reform Act 2016
- Welsh Government approach to regeneration programmes.

What we will do in 2017/18:

1. Support Flintshire residents to better manage their financial commitments.

Achievement will be measured through:

- Assisting people with Welfare Reform changes through the effective application of the Council's Discretionary Housing Payment Policy
- Providing advice and support services to help people manage their income, including supporting people to access affordable credit and local Credit Unions
- Timely processing of Housing Benefit claims
- Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled.

2. Manage local impact of the full service Universal Credit (UC) roll out.

Achievement will be measured through:

- Achieving the Homeless prevention target
- Delivering the UC Operational board action plan
- Delivering Personal Budgeting and Digital Support Services.

3. Develop and deliver programmes that improve employability and help people to gain employment.

Achievement will be measured through:

- Developing an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support
- Developing an enhanced careers and guidance service for North Wales to match young people to the labour market
- Increasing the number of local people who, following attendance on a programme report they are closer to work or becoming ready to enter work.

4. Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty.

Achievement will be measured through:

- Reducing the overall annual fuel bill for residents
- Increasing the number of private sector and Council homes receiving energy efficiency measures
- Securing Welsh Government ARBED3 Programme Funding by March 2018.

5. Develop a strategy to address food poverty.

Achievement will be measured through:

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty
- Undertaking feasibility work for the development of a food-based social enterprise by December 2017.

6. Assist residents of Flintshire to access affordable credit

Achievement will be measured through:

- Develop effective partnerships with local Credit Unions to enable residents to access banking services and affordable credit.

Risks to manage:

- Universal Credit Full Service roll out - negative impact upon FCC services
- Demand for advice and support services will not be met
- Debt levels will rise if tenants are unable to afford to pay their rent or council tax
- The local economy will suffer if residents have less income to spend
- Residents do not take up the energy efficiency measures available
- Available funding for energy efficiency measures falls short of public demand.

What we mean by:

Welfare Reform: A range of measures introduced by Central Government to reform the Welfare Benefits system.

Discretionary Housing Policy: Aims to provide a fair and consistent approach to help customers who require further financial assistance with their housing costs.

Universal Credit Full Service roll out: a new way of paying benefits on a monthly basis; now being expanded to cover all claimants.

Regional Economic Growth Bid: The proposals for economic growth in North Wales produced by local government, business leaders and the further and higher education sectors.

Credit Unions: Regulated financial cooperative which and subject to broadly the same scrutiny by the Financial Conduct Authority as any other bank or building society. Credit Unions are also part of the Government backed Financial Service to provide loans and saving schemes.

ARBED 3 Programme: A programme to support our commitment to reducing climate change, help eradicate fuel poverty, and boost economic development and regeneration.

Priority: Supportive Council

Sub-Priority: Independent Living

- Impacts:**
- 1) Making early interventions to support healthy and independent living.
 - 2) Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support.

This is a priority this year because we need to:

- Help people to live independently as they get older
- Support people with dementia
- Develop a model of support for persons with a disability which enables independent living
- Support families to support each other to live independently
- Ensure the sustainability of social care models.

National Policy Issues:

- Implementation of the Social Services & Well-being Act (Wales) 2014
- Registration and Inspection Act
- Living wage issues for care providers
- Care market fragility
- Insufficient national funding to meet escalating social care costs
- Aging population locally and nationally
- Welfare Reform Act 2016.

What we will do in 2017/18:

1. Ensure care provision within Flintshire enables people to live well and have a good quality of life.

Achievement will be measured through:

- Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market
- Supporting care home providers to ensure service sustainability
- Delivering dementia awareness training to the care homes workforce
- Working with Betsi Cadwaladr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision
- Delivering a strategy for independent sector domiciliary care agencies to support service sustainability.

2. Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation.

Achievement will be measured through:

- Adults who are satisfied with their care and support
- Implementation of a joint Community Resource Team with BCUHB which is able to offer advice and support through the single point of access
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Well-being Act (Wales) 2014.

3. Improve outcomes for looked after children.

Achievement will be measured through:

- Supporting children in stable, local placements
- Strengthening partnership working with BCUHB to ensure timely access to health assessments including CAMHS.

Risks to manage:

- Population needs assessment indicates that demand will outstrip supply.

What we mean by:

Registration and Inspection Act: Registration process to ensure all social workers and social care workers are suitable for work in social care.

Welfare Reform Act 2016: A range of measures introduced by Central Government to reform the Welfare Benefits system.

CAMHS: Child and Adolescent Mental Health Services – NHS – Provision of mental health services for children, generally until school leaving age in the UK.

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Priority: Supportive Council

Sub-Priority: Integrated Community Social & Health Services

Impacts: 1) Enabling more people to live independently and well at home.

2) Giving equal opportunity to all to fulfil their lives.

3) Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.

This is a priority this year because we need to:

- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop Health and Social Care models for the future
- Avoid unnecessary admissions to hospital and support early and successful discharges
- Co-ordinate the provision of support for service users more effectively with BCUHB and other providers
- Work together with BCUHB to support people with dementia within the local community
- Work with the Public Services Board to identify and engage families early, who are at greater risk of escalating needs.

National Policy Issues:

- National trend for increasing demand on Children's Services
- National focus on supporting integrated approaches between health and social care
- NHS Service pressures and capacity
- Parity of funding between local authorities and NHS funded provision.

What we will do in 2017/18:

1. Ensure that effective services to support carers are in place as part of collaborative social and health services.

Achievement will be measured through:

- Increasing the number of carers identified through the single point of access
- Increasing the number of Carers that feel supported
- Evidencing improved outcomes for carers
- Developing the Carers Action Plan.

2. Further develop the use of Integrated Care Fund (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievement will be measured through:

- Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital
- Maintaining the rate of delayed transfers of care for social care reasons.

3. Establish an Early Help Hub, involving all statutory partners and the third sector.

Achievement will be measured through:

- Establishing the Early Help Hub to provide effective and timely support to families
- Reducing referrals that result in "no further action".

4. Further develop dementia awareness across the county.

Achievement will be measured through:

- The number of dementia friendly cafes in Flintshire
- Increasing number of dementia friendly communities in Flintshire.

Risks to manage:

- Annual allocation of ICF - Short term funding may undermine medium term service delivery
- Unable to secure a multi-agency agreement for an information sharing protocol across all agencies.

What we mean by:

Integrated Care Fund (ICF): Funding from Welsh Government being used to support older people to maintain their independence and remain in their own home for as long as possible.

Looked After Children: Children who are being looked after by their local authority, including with foster parents, at home with their parents under the supervision of social services, in residential children's homes or in other residential settings like schools or secure units.

Child and Adolescent Mental Health Services (CAMHS): NHS-provided mental health services for children, generally until school-leaving age, in the UK.

Early Help Hub: The newly developed multi-agency Hub in Flintshire. The Hub provides a collective response to support families with greater needs to build their resilience and wellbeing.

Step Up/Step Down beds: Step-down beds are used for people who are not well enough to move from hospital straight to their home, but don't need to be in an acute hospital bed. Step-down beds are usually provided by care homes, and provide care for the interim period until the person is well enough to return home. Similarly, these beds can be used as a "step up" for people who become ill enough to need care, but don't need to be in an acute hospital environment.

Priority: Supportive Council

Sub-Priority: Safeguarding

Impacts: 1) Protecting people from the risk of any form of abuse.

2) Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.

This is a priority this year because we need to:

- Have a Council wide approach to safeguard and protect vulnerable people
- Develop further awareness and support for the Council's approach to safeguarding including the prevention of human trafficking, modern slavery and child sexual exploitation (CSE)
- Comply with the new codes of practice for Safeguarding within the Social Services and Well-being Act (Wales) 2014
- Ensure the wider council workforce are aware of the Council's approach to Safeguarding
- Develop a consistent approach to regional collaboration for Community Safety
- Support achievement of the regional priorities set by the Police and Crime Commissioner.

National Policy Issues:

- Implementation of the Social Services and Well-being Act 2014
- Development of the National Safeguarding Board and structures
- Management of response to Child Sexual Exploitation
- Sustainability of short-term grant funded schemes.

What we will do in 2017/18:

1. Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.

Achievement will be measured through:

- Increasing referral rates from within Council services other than Social Services
- Completion of the online child and adult safeguarding module
- Council officers completing safeguarding awareness training
- Embedding processes and best practice across the council
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage
- Implement the safeguarding policy across all Council Services.

2. Ensure that our response rates to referrals remain within statutory targets.

Achievement will be measured through:

- Meeting statutory procedural targets for child and adult protection.

3. Preventative approach towards Child Sexual Exploitation (CSE).

Achievement will be measured through:

- Delivering a corporate plan linked to regional work to combat CSE

4. Identify and address the signs and symptoms of domestic abuse and sexual violence.

Achievement will be measured through:

- Implementing training for Council employees to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework
- Delivering the level 1 training programme for all Council employees.

5. Strengthen regional community safety through collaboration and partnership arrangements.

Achievement will be measured through:

- Adopting and achieving the priorities of the North Wales Safer Communities Board Plan through formulation of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board.

Priorities of the North Wales Safer Communities Board include:

- Domestic Abuse
- Modern Slavery
- Organised Crime
- Sexual Abuse (Including Child Sexual Exploitation)
- Delivering Safer Neighbourhoods

6. Ensure we meet the requirements of the North Wales Contest Board.

Achievement will be measured through:

- Develop a plan to identify and monitor progress of the prevent duties as outlined within the Counter Terrorism and Security Act 2015

Risks to manage:

- Rate of increase of adult safeguarding referrals will outstrip current resources
- Refocusing resources within the Safeguarding Unit is likely to increase the backlog of DoLS assessments
- Knowledge and awareness of safeguarding not sufficiently developed in all portfolios
- Failure to implement training may impact on cases not being recognised at an early stage.

What we mean by:

Child sexual exploitation (CSE): a type of sexual abuse in which children are sexually exploited for money, power or status. Children or young people may be tricked into believing they're in a loving, consensual relationship. They might be invited to parties and given drugs and alcohol, and may also be groomed online.

Social Services and Well Being (Wales) Act 2014 (SSWB): An Act to reform social services law to make provision about improving well-being outcomes.

Prevent Duty: Forms 1 of the 4 stands of the Government's Counter Terrorism Strategy, known as 'Contest'. The object of this strand is to prevent individuals from within communities becoming radicalised. The Counter Terrorism and Security Act 2015 place statutory requirement on local authorities to meet what is known as 'The Prevent Duties' necessitating the need for effective processes and mechanisms to prevent radicalisation.

Police and Crime Commissioner: The North Wales Police and Crime Commissioner is the local governing body for policing in our area, and the role replaced North Wales Police Authority. The Commissioner has an overarching duty to secure an efficient and effective police force, which demonstrates value for money and, above all, cuts crime.

Priority: Ambitious Council

Sub-Priority: Business Sector Growth and Regeneration

- Impacts:**
- 1) Sustaining economic growth through local and regional business development, employment and training sites.
 - 2) Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites
 - 3) Creating a supply of diverse and quality training and employment opportunities.

This is a priority this year because we need to:

- Continue to grow the local and regional economy
- Secure infrastructure investment needed to facilitate growth both regionally and locally
- Continue to build upon the success of the advanced manufacturing sector in Flintshire
- Protect the economic viability of our town centres and rural areas providing focus on the wider economic growth approach and, housing and employment impact
- Work collaboratively to achieve key priorities for major infrastructure projects which will support economic growth projects
- Develop transport access solutions for our key employment sites

National Policy Issues:

- Confirmed support for growth deals following the general election
- Devolution of powers to support economic growth in North Wales: opportunity and possible threat if powers are insufficient and do not match those across the UK
- Infrastructure investment to create the platform for advancing economic growth
- Uncertainty over Welsh Government approach to regeneration

What we will do in 2017/18:

1. The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales.

Achievement will be measured through:

- Contributing to the development of a new governance framework for the North Wales Economic Ambition Board
- The Council playing its parts in the agreement of a Regional Growth Deal with the UK and Welsh Governments
- Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire
- Developing the Local Development Plan (LDP) economic strategy
- Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application.

2. Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Ensure that the developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.

Achievement will be measured through:

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
- Seeking a revised strategic framework from the Northern Gateway developers
- Completing phase 1 enabling works by Welsh Government
- Securing Welsh Government agreement for phase 2 and / or phase 3 enabling works.

3. Develop long term strategic approach to Council's economic estate and land.

Achievement will be measured through:

- Completing a review of the Council's economic estate and land.

4. Expand the scale and quality of apprenticeships both regionally and locally and make best use of the Apprenticeship Training Levy (ATL)

Achievement will be measured through:

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal.

5. Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County and enables them to derive benefit from wider economic growth.

Achievement will be measured through:

- Developing and agreeing a multi-agency plan
- Identifying options to develop new land uses in town centres, especially for residential use.

6. Ensure that the development of regional and local transport strategy and initiatives maximises their potential for economic benefits, especially access to employment.

Achievement will be measured through:

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
- Implementing the Deeside Plan to co-ordinate transport and economic development programmes.

Risks to manage:

- Infrastructure investment does not keep pace with needs and business is lost to the economy
- Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment.

What we mean by:

Northern Powerhouse: A collaboration concerned with redressing the North-South economic imbalance, aiming to attract investment into northern cities and towns.

LDP Strategy: Delivering sustainable development in the County from 2017 – 2030.

Regional Economic Growth Deal: The North Wales Economic Ambition Board proposal to UK and Welsh Governments to create new employment and housing.

Apprenticeship Tax Levy: The Apprenticeship Levy is a UK-wide employment tax introduced by the UK Government that came into force on 6 April 2017. The Levy applies to all UK employers, and employers with an annual 'pay bill' of £3 million or more will have to pay the Levy.

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Priority: Learning Council

Sub-Priority: Modernised High Performing Education and Training

Impacts: 1) Providing high quality learning opportunities, and learning environments for learners of all ages.

2) Supporting children and younger people to achieve their potential.

3) Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.

This is a priority this year because we need to:

- Utilise resources effectively to achieve the best possible educational outcomes
- Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment
- Improve digital literacy and skills to deliver digital curriculum and enable access to modern employment and economic development opportunities
- Work collaboratively to develop national reforms to curriculum, assessment and professional development models
- Work effectively with partners across the region to secure efficiency and improved outcomes from educational improvement programmes
- Reduce barriers to engagement, ensure equality of access and participation opportunities
- Make more efficient use of education resources through programmes of School Modernisation
- Engage young people more fully

National Policy Issues:

- Sustainability of Welsh Government short term grant funding
- Rationalisation of the provision, planning and accountability processes for education related specific grants
- Affordability of the 21st Century Schools programme
- Simplification of the process for school place planning and provision
- Additional learning needs reforms
- Increase in national child care offer
- European funding schemes
- Capital provision for schools' repair and maintenance
- Inadequate revenue funding for schools.

What we will do in 2017/18:

1. Develop Education and Integrated Youth Services by:

- Continuing to work with the Regional School Improvement Service (GwE) to:
 - Provide support and challenge to all schools to achieve the best possible educational outcomes for all learners;
 - Identify and target support for those schools most in need;
 - Develop the capacity of schools to respond to national initiatives and curriculum reforms;
 - Improve skills in digital literacy, literacy and numeracy.

- Implementing proposed reforms for the portfolio Pupil Referral Unit provision
- Embedding Welsh in the Education Strategic Plan
- Developing an effective local approach to national inclusion reforms
- Developing strategies to support broader well-being needs of children and young people
- Improving outcomes in Foundation Phase
- Maintain relative performance in Mathematics, English/Welsh 1st Language and Core Subject Indicators at KS2 and KS3
- Improving outcomes in Key Stage 4
- Raising standards achieved by learners who are entitled to free school meals
- Improving attendance
- Developing an effective local approach to national inclusion reforms
- Developing a sustainable strategy for the Flintshire Music Service
- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Further developing the Youth Engagement and Progression work programme for learners in danger of disengaging through:

Achievement will be measured through:

- Delivering and embedding the Families First Programme and Flintshire's Integrated Youth Services Strategy "Delivering Together"
 - Targeting vocational and employability skills
 - Enhancing personal support, including coaching, mentoring and help with transition
 - Realising the benefits of regional European Social Fund programmes
 - Measuring reduction in first time entrance to the youth justice system
 - Improving the number of hours in education, training or employment that young people in the youth justice system can access; and
 - Improving outcomes for targeted groups of vulnerable learners, e.g. Looked After Children and young people exiting the Youth Justice System
- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process.

Achievement will be measured through:

- Creating a delivery plan for the launch of the young peoples' council by October 2017.

- Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School programme

Achievement will be measured through:

- Completing key milestones in the Schools Modernisation programme

- Maintaining a schedule of repairs and maintenance of school buildings

Achievement will be measured through:

- By maintaining an annual repairs and maintenance programme of school buildings through the Council's Capital programme.

2. Enhance skills to improve employment opportunities by:-

- Working with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities
- Increasing training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
- Strengthening and cultivating attractive routes into education for the workforce
- Embedding regional skills strategy for Science, Technology, English and Maths (STEM).
- Securing schools' active participation in events and activities to promote the development of young people's work-related skills

Achievement will be measured through:

- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance.

3. Implementing the Welsh Government pilot of the 30 hour childcare offer by:-

- Implementation of the Childcare Pilot project plan from October 2017

Achievement will be measured through:

- Number of registered settings to deliver the 'offer'
- Number of children accessing the 'offer'.

4. Families First Collaborative Programme

- Implementation of a Collaborative Families First strategy from 2017 - 2020

Achievement will be measured through:

- Develop a fully Commissioned collaborative Families First
- Number of young people accessing the 'offer'.

Risks to manage:

- Those schools who do not recognise their need for improvement and external support
- Leadership capacity does not match school needs
- Impact of Additional Learning Needs reforms
- Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future
- Sustainability of funding streams.
- Numbers of school places not matching the changing demographics
- Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets

What we mean by:

Regional School Improvement Service (GwE): School Effectiveness and Improvement Service for North Wales, works alongside and on behalf of the Local Authorities to develop excellent schools across the region.

European Social Fund (ESF) Programmes: To increase the employability of local people (aged 25 and over) who have complex barriers to employment.

Core Subject Indicator: Learners achieve the expected level in Mathematics, English or Welsh 1st language and Science.

21st Century Schools: A national programme of funding to improve school buildings and environments.

School Modernisation: The process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations

Youth Justice Service: Aims to prevent children and young people under 18 from offending or re-offending.

Childcare Offer: Welsh Government initiative to offer working parents of 3-4 year olds 30 hours of funded early education and childcare per week (up to 48 weeks of the year).

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Priority: Green Council

Sub-Priority: Sustainable Development & Environmental Management

- Impacts:**
- 1) Enhancing the natural environment and promoting access to open and green space.
 - 2) Reducing energy consumption and using and developing alternative/renewable energy production.
 - 3) Maximising the recovery and recycling of waste.

This is a priority this year because we need to:

- Address the requirements of the sustainable development principles of the Well-being of Future Generations Act and Environment Bill
- Balance the need for sustainable development with the protection of the natural environment
- Continue to reduce our carbon emissions to meet Welsh Government targets and play our part in helping to address the consequences of climate change.

National Issues:

- Reduction of the Single Environment Grant whilst delivering the priority area of natural resource management
- Reliance on external funding for large scale developments
- Government cap on financial support for solar farms
- Capacity and funding to address flood risks.

What we will do in 2017/18:

1. Improve, protect and enhance the built environment.

Achievement will be measured through:

- Adoption of a Local Heritage Strategy.

2. Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.

Achievement will be measured through:

- Reviewing the rights of way improvement plan
- Delivering projects set out within the ESD grant application including flood defence, biodiversity duty and green-space enhancement

3. Maximise the potential of the Council's estate and assets for energy efficiency and renewable energy production, reducing the reliance on fossil fuels.

Achievement will be measured through:

- Delivery of the renewable energy plan for the Council's estates and assets which was adopted in 2015
- Increasing usage of environmentally efficient vehicles
- Reduction in carbon emissions.

4. Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.
Achievement will be measured through:
 - Improving recycling performance
 - Recycling rates per Household Recycling Centre (HRC)
 - Modernisation of the HRC site network.

5. Strengthen regional air quality collaboration to help promote better health and well-being outcomes.
Achievement will be measured through:
 - Developing a regional strategic approach to the collation of air quality data.

6. Identification of the Local Development Plan preferred strategy.
Achievement will be measured through:
 - Adoption of the Local Development Plan to support Sustainable Development & Environmental Management.

Risks to manage:

- Reduction of the Single Environment Grant
- Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid
- Funding will not be secured for priority flood alleviation schemes
- Customer expectations around the delivery of flood alleviation schemes are not effectively managed
- Lack of holistic air quality data across the region leading to on cost for the Council to manage its own review.

What we mean by:

Well-being of Future Generations Act and Environment Bill: Welsh Government (WG) approaches to managing the country's natural resources.

Single Environment Grant: A WG grant to support integrated delivery of natural resource management, waste and resource efficiency and local environmental quality.

LDP Strategy: Delivering sustainable development in the County from 2017 – 2030.

Local Heritage Strategy: To ensure that the distinct heritage of Flintshire County is fully appreciated and recognised, and enhanced for the overall benefit of the community.

ESD Grant (Environment and Sustainable Development): A Welsh Government grant to support integrated delivery of natural resource management, waste & resource efficiency and local environmental quality.

Civic Amenity Site Network: A network of collection spaces at fixed locations to increase recycling and raise awareness of the positive impact of selective collection.

Single Air Quality Review and Assessment: A strategy which aims to protect people's health and the environment under the provisions of the Environment Act 1995

Priority: Green Council

Sub-Priority: Support and enable safe and sustainable travel services

Impact: Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.

This is a priority this year because we need to:

- Enable people to access key services and link communities across Flintshire
- Minimise congestion and delays on our highway network
- Maximise the benefits of available funding
- Include local transport solutions in the regional Economic Growth Deal bid.

National Policy Issues:

- Uncertainty of future grant funding
- Rail franchise renewal
- Impact of major road and rail infrastructure decisions
- Reductions in bus subsidies
- Outcomes of regional Economic Growth Bid deal

What we will do in 2017/18:

1. Access and use available grant funding to support Council priorities for accessing employment, health, leisure and education.

Achievement will be measured through:

- Successfully delivering projects and services through national grant funded schemes
 - Local transport fund
 - Rural Communities and Development Fund
 - Road Safety
 - Safe Routes
 - Bus Service Support Grant
 - Active Travel integrated network map
- Development of sub-regional and Metro inter-modal transport projects.

2. Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.

Achievement will be measured through:

- Monitoring the condition of the highway's infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire's network
- Delivery of the Highways Asset Management Plan.

3. Work closely with the communities to develop innovative and sustainable community based transport schemes.

Achievement will be measured through:

- Development of community based transport schemes within available funding.

- Developing and supporting community based transport schemes to complement the core network of bus services

4. Deliver a compliant, safe and integrated transport service.

Achievement will be measured through:

- Increasing the number of financially compliant contracts
- Increasing the number of safety compliant checks
- Ensure safety compliant checks for transport services are maintained.

Risks to manage:

- Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth
- Sufficient funding will not be found to continue to provide subsidised bus services.
- Supply chain resilience
- Adverse weather conditions on the highway network
- Lack of community support for transport options.

What we mean by:

Infrastructure: Facilities, systems, sites and networks that are necessary for the County to function.

“Active Travel”: Walking or cycling as an alternative means to motorised transport for the purpose of making every day journeys.

Community Transport: Passenger transport schemes which are owned and operated by local community groups.

Commercial bus services: Following changes made in the 1980s, the majority of local bus services in Wales are commercially operated by bus companies.

Regional Economic Growth Deal bid: the North Wales Economic Ambition Board proposal to UK and Welsh Governments to create new employment and housing.

Priority: Connected Council

Sub-Priority: Developing and Inspiring Resilient Communities

- Impact:** 1) **Supporting local communities to be resilient and self-supporting.**
2) **Committing to resilient service models to sustain local public services.**
3) **Widening digital access to public services.**

This is a priority this year because we need to:

- Build on what has been completed in 2016/17 with support for local communities. In year two this will concentrate on:
 - Developing the community and social sectors to support local communities to be more self-sufficient
 - Creating alternative delivery models within the community and social sector to sustain valued public services
 - Developing social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities
 - Realising social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping local money in the community.
- Ensuring our Armed Forces Community and their families are recognised for their commitment.

National Policy Issues:

- Lack of support programmes for the development of alternative delivery models
- Role of Town and Community Councils in cooperative working and local governance as detailed in the Local Government Bill 2015
- Strengthening of the social sector to be more commercial and less reliant on grant funding.

What we will do in 2017/18:

1. Build stronger social enterprises with the sector itself leading development of the sector.

Achievement will be measured through:

- Develop a strategy to grow existing social enterprises.

2. Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADM's) to become more self-sustaining.

Achievement will be measured through:

- Monitoring the level of efficiencies ADMs have supported
- Establishing two new social enterprises operating in Flintshire through the ADM and Community Asset Transfer Programme
- Monitoring community benefits delivered by Community Asset Transfers

3. Implement the Digital Strategy and resources to meet future customer needs.

Achievement will be measured through:

- Development of an action plan to improve community access to digital services and to raise skill levels
- Review the Charter between Welsh Government and the Council for digital business to maximise the value of WG support to businesses in the County.

4. Ensuring and delivering community benefits.

Achievement will be measured through:

- Establishing a Community Benefits Board with an action plan
- Commissioning of two Council contracts with specific community benefits that provides the third sector with a competitive edge
- Monitoring the percentage of community benefit clauses included in new procurement contracts; and
- Increasing cultural connections.

5. Enabling the third sector to maximise their contribution.

Achievement will be measured through:

- Increasing the number of volunteering placements.

6. Getting Flintshire active through partnership objectives via the Public Services Board.

Achievement will be measured through:

- Increasing participation in activities that contribute to physical and mental well-being including libraries, theatre and countryside
- Increasing community assets
- Identity and equality of participation.

7. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services.

Achievement will be measured through:

- Revising portfolio policies to reflect the ambitions of the Armed Forces Covenant
- Achieving Silver status for our Employee Recognition Scheme
- Optimising the value of the regional grant monies to support a 2 year programme.

Risks to manage:

- The capacity and appetite of the community and social sectors
- The willingness of the workforce and Trade Unions to embrace change
- Market conditions which the new alternative delivery models face
- Limitations on public funding to subsidise alternative models
- Procurement regulations stifling our ability to develop local community and third sector markets

- Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.

What we mean by:

Social Enterprise: Businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.

Community Benefit Clauses: Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities.

Alternative Delivery Models (ADMs): New approaches to service delivery designed to sustain important services and meet future need.

Community Asset Transfers (CAT): The leasehold transfer of a Flintshire County Council asset to an organisation with a social purpose who plans to use it for the benefit of the local community.

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Priority: Serving Council

Sub-Priority: Improving Resource Management

Impacts: 1) Continuing to be a high performing and innovative public sector organisation with social values.
2) Providing high quality, accessible, responsive and cost effective public services.

This is a priority this year because we need to:

- Manage with reducing resources
- Continue to aim high despite reduced financial and people resources
- Make the best use of our capability and capacity in challenging times
- Have the right buildings in the right places for the right uses
- Make our money go further through smarter purchasing
- Achieve the highest possible standards of customer services.

National Policy Issues:

- Reduction in capital investment and resources
- Ongoing austerity policies
- Non-funding of new legislative and policy commitments.

What we will do in 2017/18:

1. Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new council.

Achievement will be measured through:

- Increasing achievement rate of the budgeted efficiency targets to 95%
- Revising our plan to meet the relevant funding gap for 2017-2022
- Matching our priorities with revenue and capital investment
- Ensure sustainable business plans for service portfolios
- Develop a range of operational financial performance indicators.

2. Through the People Strategy we aim to operate effectively as a smaller organisation.

Achievement will be measured through:

- Improving attendance
- Attainment of attendance and appraisal targets
- Increasing the number of managers and employees attending and accessing stress related / management programmes
- Percentage of employees who have secured employment following completion of apprenticeship training
- A single consolidated workforce plan and supporting action plan.

3. Maximise benefits from spending power through optimised purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.

Achievement will be measured through:

- % of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)
- % of Council spend with Welsh businesses
- % of Council spend with Flintshire businesses.

4. Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts.

Achievement will be measured through:

- Development of a programme to support local businesses
- Developing and delivering training and support to improve the inclusion of community benefits in Council contracts
- Developing a system to record and monitor Community Benefits centrally.

5. Delivery of key annualised objectives from the Digital Strategy and Customer Strategies.

Achievement will be measured through:

- Increasing the number of services available online and via the Flintshire App
- Increasing the take-up of online services
- Responding to customer feedback ensuring information is accessed at first point of contact online
- Development of action plans to deliver the Digital Strategy
- Deliver agreed actions from the Digital Strategy for 2017/18.

6. Delivery of key annual objectives from the Capital and Asset Management Strategy.

Achievement will be measured through:

- Critically challenging our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services
- Identifying and considering options available to fund capital expenditure that minimise the ongoing revenue implications of historic capital expenditure and of any new investments
- Establishing effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money.

Risks to manage:

- The scale of the financial challenge
- The capacity and capability of the organisation to implement necessary changes.

What we mean by:

Procurement Collaborations: Ways of purchasing goods and services within agreed terms and conditions.

NPS – National Procurement Service: Welsh Government sponsored organisation established to procure common and repetitive spend across public sector organisations in Wales.

Flintshire App: ios and android application to enable contact with FCC and find out about available services

Community Benefits: Benefits to the local community through delivery of Alternative Delivery Models and procurement of services and works.

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Statement of Responsibility

On-going review about the Council's priorities and this plan is available through our website where feedback forms are available for the public, our partners, our workforce and businesses. We would like to know what you think about our priorities and those for the future. We would value your feedback and hope that you can spend a few minutes to tell us what you think.

In the meantime our contacts for any initial observations are:

Corporate Business and Communications Team:

Tel: 01352 701457

Email: Christopher.x.phillips@flintshire.gov.uk

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13 July 2017
Report Subject	Revenue Budget Monitoring 2016/17 (Outturn) and Capital Programme Monitoring (Outturn)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2016/17 (Outturn) Report and the Capital Programme 2016/17 (Outturn) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2016/17 (Outturn) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
2	That the committee considers and comments on the Capital Programme 2016/17 (Outturn) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2016/17 (OUTTURN) AND CAPITAL PROGRAMME 2016/17 (OUTTURN)
1.01	The Revenue Budget Monitoring 2016/17 (Outturn) report will be presented to Cabinet on Tuesday 18 July 2017. A copy of the report is attached as Appendix A to this report.
1.02	The Capital Programme 2016/17 (Outturn) report will be presented to Cabinet on Tuesday 18 July 2017. A copy of the report is attached as Appendix B to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2016/17 (Outturn) and in Appendix B; Capital Programme 2016/17 (Outturn).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2016/17 (Outturn) and in Appendix B; Capital Programme 2016/17 (Outturn).

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2016/17 (Outturn). Appendix B; Capital Programme 2016/17 (Outturn).

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Cabinet agenda inc Revenue Budget Monitoring Month 12 report Contact Officer: Sara Dulson, Finance Manager Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	(1) 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.
7.02	(2) 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.
7.03	(3) 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.

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CABINET

Date of Meeting	Tuesday, 18 July 2017
Report Subject	Revenue Budget Monitoring 2016/17 (Outturn)
Portfolio Holder	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This report provides the outturn revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account (subject to audit).

The final year end position is as follows:

Council Fund

- The net in-year outturn comprises of an operating deficit of £0.846m.
- The overall outturn includes a positive impact of £2.886m due to the change in accounting policy for MRP as agreed by County Council. This had the effect of eliminating the operating deficit with net spend being £2.039m lower than budget.
- A contingency reserve balance as at 31 March 2017 of £5.133m.

Housing Revenue Account (HRA)

- Net in year expenditure was £0.018m lower than budget.
- A closing un-earmarked balance as at 31 March 2016 of £1.116m and earmarked reserves of £0.526m.

RECOMMENDATIONS	
1	Note the overall report and the Council Fund contingency sum as at 31 st March 2017.
2	Note the final level of balances on the Housing Revenue Account.

REPORT DETAILS

1.00	THE REVENUE BUDGET MONITORING POSITION FOR OUTTURN - 2016/17																																																																														
1.01	Council Fund Outturn The table below shows the final position by portfolio. As has been the practice in recent years where a variance has been due to a conscious decision to change policy or practice, the resulting variance is managed corporately with the relevant Portfolio not expected to meet any shortfall.																																																																														
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	Total	251.990	251.990	249.950	(2.039)
1.03	The reasons for the variances occurring are summarised within appendix 1.				
1.04	Variance between month 12 to outturn				
	There has been a minor variance of £0.011m at outturn, compared with month 12, which relates to the Central Loans and Investment Account within Central & Corporate Finance.				
1.05	Brief Overview of the Year – Council Fund				
	Early on in the year, the Council were made aware that one of its contracted transport operators was going into immediate liquidation. Urgent action was required to secure the school and public transport subsidised routes. Additional costs of £0.440m were projected to be incurred to procure a full replacement service.				
1.06	Month 4 was the first full Revenue Monitoring Report for 2016/17 and an initial working deficit of £1.641m was forecast.				
1.07	Conscious decisions to change proposals for household recycling centres, community assets transfers, town centre & County Hall car parking charging and workforce essential car user allowances resulted in an additional pressure for £0.861m and this pressure was met using the Contingency Reserve which reduced the working deficit to £0.780m.				
1.08	At Month 5 the forecast was revised to project an increase on the working deficit to £0.981m which was mainly due to additional care packages within Social Services.				
1.09	The monthly variance continued to increase until Month 8 at which point the operating deficit was projected to be £1.810m. This was mainly due to increases in Out of County Placements, which influenced by court considerations based on the Social Services and Wellbeing Act (Wales), underachievement of planning fee income, due to reduced number of application fees than anticipated, and under recovery of pension deficit costs.				
1.10	As part of the 2017/18 budget proposals the Council's policy for accounting for minimum Revenue Provision (MRP) was reviewed and approved by Council on 6 December 2016. This resulted in a positive impact of £2.886m on the 2016/17 budget which was reported in Month 8 and meant the projected spend was £1.076m less than the budget.				
1.11	At Month 9 a decrease of £1.011m, from the previous month, was reported which decreased the operating deficit to £0.799m. The largest contributing factor to this decrease was as a result of ongoing negotiations with Betsi Cadwaladr University Health Board as the funding partner in the joint use of				

	Continuing Health Care (CHC) Fund, agreement was reached that the Health Board would increase the funding for a number of high cost Learning Disability care packages.
1.12	The final outturn is reporting an operating deficit of £0.846m. Which when taken into account the change in accounting policy for the MRP results in spend being £2.040m less than budget.
1.13	Throughout the financial year, the Council has successfully lobbied Welsh Government for a fairer funding settlement which led to a lower than anticipated reduction in funding of Revenue Support Grant (RSG). For 2017/18 levels of funding have remained the same, though increasing costs from inflation and the impact of National decisions meant that the Council still had considerable pressures to meet in balancing the 2017/18 budget.
1.14	Further success has been achieved through our campaigning for national and regional funding on Social Care, though this needs to be continued to deliver sustainable services to our residents in the future against a backdrop of increasing demand.
1.15	Work will continue nationally with Welsh Government to enable to build on this success and incorporate into the Council's Medium Term Financial Strategy.
1.16	<p>Programme of Efficiencies</p> <p>The 2016/17 budget initially contained £11.282m of specific efficiencies. An amount of £0.761m was approved from the Contingency Reserve in the month 4 report to meet the impact of conscious decisions to change proposals for household recycling centres, community asset transfers, town centre car parking charging and workforce essential car user allowances resulting in a revised efficiency target of £10.521m.</p>
1.17	Within the year £9.557m (91%) of planned efficiencies were achieved which is an improvement on the previous year where 83% were achieved.
1.18	<p>Inflation</p> <p>Included within the 2016/17 budget was provision for pay (£0.936m), targeted price inflation (£0.573m) and income (£0.185m).</p>
1.19	Following the allocation to portfolios of the provisions described in paragraph 1.14 there was a remaining balance of £0.070m which is included within the overall outturn figure.
	Reserves and Balances
1.20	Unearmarked Reserves

	The 2015/16 outturn reported to Cabinet on 19 July 2016 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769m) of £4.375m.																																																												
1.21	Taking into account the final outturn and previously agreed allocations the balance on the Contingency Reserve at 31 March 2017 is £5.133m as detailed in appendix 3.																																																												
1.22	The table below gives a summary of earmarked reserves as at 31 st March 2017. A full analysis of the movement in reserves from 1 st April 2016 to 31 st March 2017 is contained within the Statement of Accounts.																																																												
1.23	<p>Council Fund Earmarked Reserves 2016/17</p> <table border="1"> <thead> <tr> <th>Reserve Type</th> <th>Balance as at 1/4/16</th> <th>Balance as at 31/3/17</th> </tr> </thead> <tbody> <tr> <td>Service Balances</td> <td>5,024,743</td> <td>4,285,376</td> </tr> <tr> <td>Schools Balances</td> <td>2,306,721</td> <td>1,556,300</td> </tr> <tr> <td>SingleStatus/Equal Pay</td> <td>7,548,813</td> <td>4,484,743</td> </tr> <tr> <td>Investment & Organisational Change</td> <td>1,268,651</td> <td>937,736</td> </tr> <tr> <td>Budget Strategy - General Reserves</td> <td>4,460,118</td> <td>2,891,326</td> </tr> <tr> <td>Benefits Equalisation</td> <td>192,699</td> <td>119,070</td> </tr> <tr> <td>County Elections</td> <td>193,857</td> <td>137,840</td> </tr> <tr> <td>Supporting People</td> <td>832,163</td> <td>386,638</td> </tr> <tr> <td>Unitary Development Plan (UPP)</td> <td>646,982</td> <td>480,000</td> </tr> <tr> <td>Building Control</td> <td>90,611</td> <td>121,719</td> </tr> <tr> <td>Waste Disposal</td> <td>370,859</td> <td>312,080</td> </tr> <tr> <td>Flintshire Enterprise Ltd</td> <td>72,892</td> <td>67,387</td> </tr> <tr> <td>Design Fees</td> <td>200,000</td> <td>200,000</td> </tr> <tr> <td>Winter Maintenance</td> <td>250,000</td> <td>215,000</td> </tr> <tr> <td>Car Parking</td> <td>86,284</td> <td>26,252</td> </tr> <tr> <td>Insurance Funds</td> <td>1,221,558</td> <td>1,471,156</td> </tr> <tr> <td>Cash Receipting Review</td> <td>241,295</td> <td>79,337</td> </tr> <tr> <td>Grants & Contributions</td> <td>2,737,077</td> <td>2,554,749</td> </tr> <tr> <td>Total</td> <td>27,745,323</td> <td>20,326,710</td> </tr> </tbody> </table>	Reserve Type	Balance as at 1/4/16	Balance as at 31/3/17	Service Balances	5,024,743	4,285,376	Schools Balances	2,306,721	1,556,300	SingleStatus/Equal Pay	7,548,813	4,484,743	Investment & Organisational Change	1,268,651	937,736	Budget Strategy - General Reserves	4,460,118	2,891,326	Benefits Equalisation	192,699	119,070	County Elections	193,857	137,840	Supporting People	832,163	386,638	Unitary Development Plan (UPP)	646,982	480,000	Building Control	90,611	121,719	Waste Disposal	370,859	312,080	Flintshire Enterprise Ltd	72,892	67,387	Design Fees	200,000	200,000	Winter Maintenance	250,000	215,000	Car Parking	86,284	26,252	Insurance Funds	1,221,558	1,471,156	Cash Receipting Review	241,295	79,337	Grants & Contributions	2,737,077	2,554,749	Total	27,745,323	20,326,710
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1.24	<p>Housing Revenue Account</p> <p>The 2015/16 Outturn Report to Cabinet on 19 July 2016 showed an un-earmarked closing balance at the end of 2015/16 of £1.178m and earmarked balances of £0.338m</p>																																																												
1.25	The 2016/17 budget for the HRA is £31.979m which includes a movement of £0.080m from reserves.																																																												
1.26	The final outturn for the HRA reports expenditure to be £0.018m lower than budget and an un-earmarked closing balance as at 31 March 2017 of £1.116m, which at 3.5% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.																																																												

1.27	<p>In 2016/17 the HRA generated £31m income. £8m was spent on repairs and maintenance. £7m contributed towards capital financing costs for existing borrowing and self-financing costs. The HRA budget also provided a total revenue contribution of £11m towards the funding of capital expenditure (CERA); an increase of £1m on the previous year and £1.5m more than budget. The closing balance on un-earmarked reserves was £1.116m at 31st March 2017. Earmarked reserves of £0.526m for software, insurance and solar panel income were also carried forward.</p>
1.28	<p>The continued improvement in the financial management of the HRA during 2016/17 has helped to enable delivery of the following service developments and achievements.</p> <ul style="list-style-type: none"> • Work on the first SHARP scheme to build 12 Council homes at Custom House School, Connah's Quay was completed in December 2016. • Good progress is also being made on The Walks, Flint with the construction of 92 new homes. Thirty of these new homes will be managed by the Council through the HRA. The first phase of new Council properties on the scheme were handed over in June 2017. • Work on the construction of 40 new Council homes on five sites at Mold, Leeswood and Connah's Quay has also begun. These will be handed over to the Council later in 2017. This will bring the total number of new Council homes to 82. • Successfully delivered the second year programme of the 6 year WHQS delivery plan (£25m) • Commenced full review of Sheltered & Garage Stock (phase 1) • Completed the Installation of Sprinklers and New Heating/Water Supply Pipe to the High Rise Block in Flint • Completed Phase 1 of the V&V Project works to the Pen Y Llan Courts in Connahs Quay • Completed the first 6 pilots for the Environmental Programme (Car Parking etc.) • Recruitment of 3 Capital Works Team Leaders and 7 Contract Inspectors into the Capital Works Team. • Completed refurbishment works of 4 main communal areas to residential properties in Flintshire. • Fully implemented Total Mobile for Responsive Repairs teams • Delivered c£1m of efficiency savings including voids security costs, material efficiencies and staffing efficiencies • Outperformed all Responsive Repair targets throughout the year • Achieved an average of 99.67% for Gas Safety certificates • Introduced a revised fleet of vehicles for all trades staff • Implemented a revised Housing Management structure and service policies and procedures • Completed 526 disabled adaptations which enable tenants to return home from hospital or maintain independence. The team works closely with the WHQS team so that WHQS work is completed at the same time and disruption is kept to a minimum.

	<ul style="list-style-type: none"> • Our Apprentice Alex McClareon won FCC Apprentice of the year, Coleg Cambria learner of the year (Electrical) and has made the final round of the national Electrical Apprentice competition. • Achieved full roll out of van stocks to Responsive Repairs • Implementation of Service Charges
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2.00	RESOURCE IMPLICATIONS
2.01	The Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations occurring to date.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None Required.

4.00	RISK MANAGEMENT
4.01	As we have closed the 2016/17 accounts are no significant risks to the Final Outturn reported. The summary of in-year risks are therefore not included.

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	None required Contact Officer: Sara Dulson Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	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.
7.02	Council Fund: the fund to which all the Council's revenue expenditure is charged.
7.03	Financial Year: the period of twelve months commencing on 1 April.
7.04	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.
7.05	Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	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.
7.07	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.
7.08	Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.
7.09	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.
7.10	Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	15.692	15.073	(0.619)	(0.619)	Domiciliary Care reflects a projected underspend of (£0.300m) based on existing service users and is influenced by recruitment and retention factors affecting external providers. Other significant influences on this projected underspend include Minor Adaptations (£0.066m) for which local demand is currently being met by the Intermediate Care Fund (ICF). Additional one-off income has also been received from the ICF to contribute to external provider fee increases. Other underspends are as a result of full year vacancy savings from within the Single Point of Access team (£0.116m). Residential Care has a projected underspend of (£0.047m). Locality Teams staffing reflects a projected underspend of (£0.070m) due to short term vacancy savings. Overall net minor variances amount to (£0.020m).	
Reablement Services	0.405	0.297	(0.108)	(0.108)	The underspend is mostly influenced by additional CHC income from Betsi Cadwaladr University Health Board.	

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Community Equipment Contribution	0.477	0.324	(0.153)	(0.153)	Following review of and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have been updated resulting in a reduced level of contribution from FCC going forward.	
Resources & Regulated Services	5.938	5.580	(0.358)	(0.358)	Short term vacancy savings within provider day care services and extra care schemes plus reduced projections for internal catering recharges at Residential Care homes.	
Minor Variances	0.228	0.226	(0.002)	(0.002)		
Disability Services						
Resources & Regulated Services	17.560	18.152	0.592	0.592	Service user demand level is in excess of current budget provision. A number of budget areas have been reviewed and realigned and projections revised. The allocation of £0.146m for external providers fee increase from the budget strategy reserve to meet a shortfall against the increases made to external care providers from April 2016 aided to reduce the pressure.	
Disability Services	0.660	0.713	0.052	0.052	Projected overspend on school leavers on Transition into Adulthood - mainly in residential college placements and domiciliary care.	

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Forensic budget	0.529	0.448	(0.081)	(0.081)	The significant projected underspend of (£0.081m) based on current projected costs and increased income from joint funded care packages has been reduced at period 12 following the re-classification of a care package to Forensic.	
Administrative Support	0.111	(0.249)	(0.359)	(0.359)	This underspend has been influenced by additional joint funding income from Betsi Cadwaladr University Health Board (BCUHB). The income relates to 4 service users from April 2015 and is the outcome of a lengthy disputes process for such cases.	
Minor Variances	0.682	0.660	(0.022)	(0.022)		
Mental Health Services						
Residential Placements	0.844	0.998	0.154	0.154	Service user demand level is in excess of current budget provision. A number of budget areas have been reviewed and projections revised.	
Minor Variances	2.740	2.722	(0.018)	(0.018)		
Children's Services						
Family Placement	2.464	2.519	0.055	0.055	This overspend relates to the high demand for fostering placements and related expenses	
Grants	0.259	0.202	(0.058)	(0.058)	Reduction in contributions to the Integrated Family Support Service (IFSS).	

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Early Years & Family Support	0.325	0.382	0.057	0.057	Impact of historic NOVUS grant claw back of £82k offset by other savings	
Professional Support	4.800	5.144	0.345	0.345	Demand influenced staffing pressures within a number of teams including Children's Integrated Disability Services (CIDS) and Prevention and Support. Further significant influences are legal costs and direct payments within the CIDS.	
Out of County Placements	3.484	4.329	0.845	0.845	There has been an unprecedented increase in the number of Child and Parent placements, being 8 placements of which 7 have been the subject of court/legal determinations	
Minor Variances	1.130	1.211	0.082	0.082		
Development & Resources						
Charging Policy income	(2.002)	(2.056)	(0.054)	(0.054)	Impact of changes to disregards within service user financial assessments	
Good Health	0.860	0.777	(0.083)	(0.083)	The underspend is mainly due to short term vacancy savings and reductions in payments to voluntary organisations.	
Minor Variances	3.367	3.370	0.003	0.003		
Total Social Services	60.551	60.821	0.270	0.270		

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer And Housing Services	1.452	1.482	0.029	0.029	Implementation of the Contact Centre Review is expected to begin towards the end of the 2016/17 financial year resulting in a shortfall of £0.100m. Flintshire Connects efficiency (£0.055m). Customer Services efficiencies due to reduced running costs, additional registrars income and additional Welsh Translation income of (£0.041m). Additional expenditure in respect of Homelessness £0.063m. Other Customer and Housing Services efficiencies identified resulting from vacancy and other service savings of (£0.038m).	
Council Fund Housing	(0.335)	(0.395)	(0.061)	(0.061)	Accommodation Support vacancy savings of (£0.124m) identified to offset the pressures on Telecare resulting from equipment purchase and repairs £0.032m and reduced Telecare income £0.047m. Other minor variances of (£0.016m).	

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Regeneration	0.416	0.464	0.048	0.048	Estimated shortfall of £0.044m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Regeneration efficiency due to the reallocation of officer time to specific grants (£0.031m). Energy Efficiency Framework delayed due to the procurement process - the efficiency will be achieved from 2017/18 onwards, £0.050m. Additional income in respect of Roundabout Sponsorship in year (£0.014m). Other minor variances (£0.001m).	
Revenues & Benefits	10.837	10.065	(0.773)	(0.773)	Underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.413m). Surplus on the Council Tax Collection Fund of (£0.385m). In-year vacancy savings in the revenues service (£0.045m). Housing Benefit Subsidy budgeted shortfall of £0.078m. Other minor variances (£0.008m).	

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Housing Programmes	0.120	0.253	0.133	0.133	Pressure of £0.081m on the SHARP programme relating to feasibility works at the Flint Police Station site. A delay in the progression of the SHARP framework has resulted in a variance of £0.020m. Additional costs in respect of the clean up of unauthorised travellers encampments £0.025m. Other minor variances £0.007m.	
Total Community & Enterprise	12.492	11.868	(0.624)	(0.624)		

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
Ancillary Services & Performance						
Waste Collection	7.559	7.889	0.330	0.330	Solar Energy Production at Landfill commenced from October, resulting in an in-year shortfall of £0.080m. Adverse variance of £0.310m relating to reduced electricity sales from reducing levels of gas extraction at the Standard and Brookhill landfill sites. Final part-year reduced payment of prudential borrowing for black bins (£0.100m). Improved position from recycling income of (£0.180m). Additional costs for disposal of hazardous waste from HRC sites £0.055m. Additional plant hire costs at Greenfield HRC and composting site of £0.060m and cumulative minor variances within waste services of £0.067m.	Gas engine income levels are being monitored monthly and contracts being prepared for the service to be outsourced. Reported in Programme Tracker. Budget Pressure in 2017/18 relating to the ESD grant. WG have confirmed a 3.7% reduction in the grant.

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Highways Network Highways Network	7.477	7.653	0.177	0.177	Due to ongoing discussions on Community Asset Transfers (CATs), the maintenance liability being transferred for Cemeteries to Town/Community Councils totalling £0.050m has not yet been implemented. Probation Service Litter Collection will be implemented later than anticipated, totalling £0.050m. £0.061m of improvement works on the Bagillt flooding event has been capitalised in the land drainage programme. Additional costs and staff time still being picked up by the area teams for ongoing maintenance works. Cumulative minor variances within highways services of £0.030m. Winter maintenance programme to be over spent by £0.035m which will be absorbed by the winter maintenance reserve.	Keep under review as part of MTFs. Reported in Programme Tracker.
Transportation & Logistics Logistics & Resource Services	4.524	4.699	0.175	0.175	Neighbouring Authorities not willing to share specialist plant, £0.050m. Fleet insurance recharge of £0.085m above the budgeted level for the service creating an adverse movement due to late notification of final recharge. Further overspends relate to minor variances across the service area.	Keep under review as part of MTFs. Reported in Programme Tracker.

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
School Transport	4.972	5.117	0.145	0.145	Estimated additional subsidy costs following re-procurement for covering former GHA services for school transport following the company going into liquidation of £0.125m.	WG have been consulted upon with regard to funding the additional costs. Funding highly unlikely due to Statutory provision requirements. Therefore, consideration will be required in the MTFS 2017/18 taking account of full year effect.
Transportation	1.927	2.001	0.075	0.075	Estimated additional subsidy costs following re-procurement for covering former GHA services following the company going into liquidation of £0.285m. This includes the costs of former commercial services routes. Additional bus revenue funding of £0.300m has been awarded in 2016-17 for the North Wales Authorities, of which at this stage it has been confirmed that FCC will receive up to £0.155m following discussions with the Authorities concerned.	Consideration in MTFS 2017/18 if no WG funding is forthcoming after 2016/17, taking account of full year effect.
Other Minor Variances	1.429	1.379	(0.050)	(0.050)		
Total Streetscene & Transportation	28.556	29.364	0.808	0.808		

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Planning & Environment Business						
Pollution Control	0.470	0.544	0.074	0.074	2 Environmental Health Officer posts were taken on due to service demands. Internal funding had been anticipated, however this was not available and the cost has been borne by the service.	
Minor Variances	1.147	1.097	(0.050)	(0.050)	Minor variances less than £0.050m.	
Community						
Minor Variances	0.891	0.853	(0.038)	(0.038)	Minor variances less than £0.050m.	
Development						
Highway Development Control	0.230	0.175	(0.055)	(0.055)	Introduction of Supervision and Plan Vetting fee income from completed schemes.	

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Development Management	(0.345)	0.074	0.419	0.419	Provisional outturn confirms the planning fee income shortfall is finalised at £0.350m as the economy has not continued to recover to the extent which the 3 year Business Plan had forecast. The impact of Welsh Government requirements for major developers to enter into pre consultation for a period of 28 days prior to submitting an application has delayed the submission of some high value applications which in turn will affect the fee income received. This has resulted in a lesser volume of applications being submitted than previously predicted.	

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Minor Variances	(0.049)	(0.046)	0.004	0.004	Minor variances less than £0.050m.	
Access						
Minor Variances	1.319	1.264	(0.055)	(0.055)	Minor variances less than £0.050m.	
Shared Services						
Minor Variances	0.162	0.139	(0.023)	(0.023)	Minor variances less than £0.050m.	
Strategy						
Minor Variances	0.847	0.820	(0.027)	(0.027)	Minor variances less than £0.050m.	
Management Strategy	0.380	0.447	0.067	0.067	Unachieved Business Planning Efficiencies. Expected to be in-year only.	
Total Planning & Environment	5.052	5.368	0.316	0.316		

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Education & Youth						
Inclusion & Progression	7.080	7.067	(0.013)	(0.013)	Minor variance only.	
Integrated Youth Provision	1.395	1.364	(0.031)	(0.031)	Minor variance only.	
School Improvement Systems	1.884	1.843	(0.041)	(0.041)	Variance largely relates to Early Entitlement and is from a reduction in support applications. Includes other minor variances.	
Business Change & Support	0.416	0.307	(0.109)	(0.109)	Variance of £0.049m relates to a current secondment in advance of a regional collaboration service from April 2017, funded by GwE. Additionally, £0.035m relates to delays in the implementation of new School Admission software, costs to be met in 2017/18. Includes other minor variances.	
School Planning & Provision	0.614	0.614	0.000	0.000	Minor variances only.	
Total Education & Youth	11.389	11.196	(0.193)	(0.193)		
Schools	87.751	87.751	0.000	0.000		

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
People & Resources						
HR & OD	2.280	2.220	(0.060)	(0.060)	The underspend is due to workforce variances.	
Corporate Finance	2.380	2.354	(0.026)	(0.026)	Minor variances.	
Total People & Resources	4.660	4.574	(0.086)	(0.086)		
Governance						
Legal Services	0.642	0.709	0.067	0.067	The overspend is due to legal costs incurred.	
Democratic Services	1.872	1.875	0.003	0.003	Minor variances.	
Internal Audit	0.434	0.365	(0.069)	(0.069)	The underspend is due to workforce variances.	Vacancies are expected to remain vacant until the end of the financial year while the level of service is being assessed with reduced capacity.
Procurement	0.166	0.254	0.088	0.088	No income from supplier charging.	The impact of no longer charging suppliers £50 for access to Flintshire County Council's purchasing portal will result in an ongoing pressure which will need to be considered as part of the MTFS.
Business Support	0.001	0.000	(0.001)	(0.001)	Minor variance.	
ICT	4.607	4.576	(0.031)	(0.031)	Minor variances.	
Total Governance	7.722	7.779	0.057	0.057		

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 1						
Public Libraries & Arts, Culture & Events	1.620	1.588	(0.032)	(0.032)	Minor variances.	
Museums	0.064	0.068	0.004	0.004	Minor variances.	
County Archives	0.281	0.272	(0.009)	(0.009)	Minor variances.	
Leisure	4.051	4.149	0.097	0.097	The CAT transfer at Holywell Leisure Centre was completed at 1st April 2017. Continuing to operate the centre as a Council prior to full handover to the community, to ensure continuity of operation, resulted in a pressure of £0.070m in 2016/17 which was identified and reported earlier in the year. Other minor variances of £0.027m.	
Community Assets	0.025	0.034	0.010	0.010	Minor variances.	
Total Organisational Change 1	6.042	6.112	0.070	0.070		

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 2						
Administrative Buildings	1.352	1.283	(0.069)	(0.069)	(£0.024m) Backdated Service charges from Mold Town Hall. (£0.045m) Utility savings due to Asset Rationalisation.	
Agricultural Estates	(0.168)	(0.181)	(0.013)	(0.013)	Minor variances.	
Property Holdings	0.023	(0.007)	(0.031)	(0.031)	Minor variances.	
Property Asset And Development	0.588	0.289	(0.299)	(0.299)	(£0.260m) in year salary savings as a result of the proposed staffing structure. (£0.039m) minor variances	
CPM & Design Services	0.413	0.323	(0.090)	(0.090)	(£0.090m) additional Design Fees generated above income target.	
Industrial Units	(1.237)	(1.136)	0.101	0.101	£0.158m shortfall in rental is offset by in year salary savings. (£.057m) windfall income from the Deeside Power Station.	
Catering	0.790	0.784	(0.006)	(0.006)	Minor variances.	
Facilities HQ	0.200	0.203	0.004	0.004	Minor variances.	
Cleaning	0.005	(0.038)	(0.043)	(0.043)	Minor variances.	
CCTV & Open Spaces	0.192	0.198	0.006	0.006	Minor variances.	
Minor Variances	0.265	0.250	(0.015)	(0.015)		
Total Organisational Change 2	2.423	1.967	(0.456)	(0.456)		
Chief Executive	2.930	2.892	(0.038)	(0.038)		

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance	22.423	20.260	(2.163)	(2.174)	An underspend of (£3.076m) within the Central Loans and Investment Account, (£0.189m) is due to reduced level of borrowing, and higher than projected income from investments, (£2.887m) is due to changes to the Minimum Revenue Provision (MRP) policy as agreed. Additional matrix rebate income of (£0.140m). One off pressure of £0.197m due to liabilities on an unoccupied commercial property. Pension deficit recovery pressure has reduced to £0.141m due to realignment of budget from another portfolio. Increase in Bank Charges of £0.029m. Employment Tribunal provision £0.030m.	Included as a 2017/18 budget pressure

Budget Monitoring Report
Council Fund Variances

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Outturn (£m)	Variance (£m)	Period 12 Variance (£m)	Cause of Major Variance	Action Required
					In year underspend on Audit Fees of (£0.127m).	Included as a 2017/18 budget pressure
					Workforce efficiencies, an underachievement of £0.276m.	
					Additional income generating activities, an underachievement of £0.408m.	
					Charges for Support Services have resulted in a budget shortfall of £0.241m, costs for Support Services have decreased.	
					Remaining Eutical Provision balance (£0.131m), the site has now been sold and the balance remaining in the provision has now been returned to revenue.	
					Minor variances (£0.012m).	
Grand Total	251.990	249.940	(2.039)	(2.050)		

2016/17 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2016/17 £(m)	2016/17 £(m)	2016/17 £(m)
Central & Corporate Finance			
Additional Income Generating Activities.	0.500	0.092	(0.408)
Essential Car User Allowance.	0.500	0.494	(0.006)
Workforce Efficiency.	0.500	0.224	(0.276)
Total Central & Corporate Finance	1.500	0.810	(0.690)
Chief Executive's			
Voluntary Sector Grants review.	0.070	0.072	0.002
Total Chief Executive's	0.070	0.072	0.002
People & Resources			
Finance Modernisation	0.135	0.103	(0.032)
Total People & Resources	0.135	0.103	(0.032)
Organisational Change 1			
Community Asset Transfers.	0.544	0.474	(0.070)
Total Organisational Change 1	0.544	0.474	(0.070)
Community & Enterprise			
Telephone Contact Centre savings.	0.100	0.069	(0.031)
Energy Efficiency Framework.	0.050	0.000	(0.050)
SHARP Framework.	0.020	0.000	(0.020)
Galw Gofal Contract Fees.	0.030	0.015	(0.015)
Council Tax Reduction Scheme.	0.329	0.742	0.413
Total Community & Enterprise	0.529	0.826	0.297
Streetscene & Transportation			
Shared Specialist Plant with neighbouring authority.	0.050	0.000	(0.050)
Introduce non-generic streetscene roles (3 year plan).	0.115	0.085	(0.030)
Develop energy production at landfill.	0.100	0.020	(0.080)
Remove the existing policy of returning for missed bin waste collections.	0.075	0.035	(0.040)
Construction of a waste handling and biomass production facility at Greenfield.	0.100	0.080	(0.020)
Charge maintenance of Bus Shelters to Community & Town Councils.	0.020	0.000	(0.020)
Externalise the Stores Managed Service.	0.050	0.020	(0.030)
Pass Maintenance Liability and Cleanliness of Cemeteries to Town & Community Councils.	0.050	0.000	(0.050)
Probation Service to take on Litter Collections in some areas.	0.100	0.050	(0.050)
Total Streetscene & Transportation	0.660	0.290	(0.370)
Planning & Environment			
Various Planning Efficiencies.	0.101	0.000	(0.101)
Total Planning & Environment	0.101	0.000	(0.101)
Total 2016/17 Budget Efficiencies Met from Contingency Reserve		%	£
Revised Efficiency Target		100	11.282
Total Projected 2016/17 Budget Efficiencies Underachieved		9	0.964
Total Projected 2016/17 Budget Efficiencies Achieved		91	9.557

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2016	10.144	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		4.375
Less - allocation from the Contingency Reserve to meet historic child claims		(0.154)
Less - allocation from the Contingency Reserve to meet costs of summer play schemes		(0.076)
Less - allocation from the Contingency Reserve to meet shortfall in the essential car user allowance efficiency		(0.211)
Less - allocation from the Contingency Reserve to meet shortfall in the community asset transfers efficiency		(0.200)
Less - allocation from the Contingency Reserve to meet shortfall in the rationalisation of household recycling centres efficiency		(0.250)
Less - allocation from the Contingency Reserve to meet shortfall in the Flint car park income efficiency		(0.100)
Less - allocation from the Contingency Reserve to meet shortfall in the County Hall car park income efficiency		(0.100)
Less - allocation from the Contingency Reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Less – allocation from the Contingency Reserve to support a Flintshire play scheme programme for 2017		(0.040)
Less – allocation from the Contingency Reserve to support initial set up costs and final technical support for the Community Asset Transfer (CAT) of Holywell Leisure Centre and Alternative Delivery Model (ADM)		(0.050)

Plus – final outturn underspend	2.039
Total Contingency Reserve as at 31st March 2017	5.133

Budget Monitoring Report
Housing Revenue Account Variances

FINAL OUTTURN SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance
Housing Revenue Account					
Income	(31.796)	(32.245)	(0.449)	(0.449)	The projected underspend is £0.449m. £0.099m of the movement relates to the use of a historic HRA subsidy balance which is no longer required. £0.095m relates to savings on void properties such as council tax and costs of respite. £0.198m relates to a reduction in the expected provision for bad debts on rent and is supported through better management of arrears. £0.048m relates to additional water surplus. The remaining £0.009m relates to minor variances.
Capital Financing - Loan Charges	7.285	6.940	(0.345)	(0.280)	£0.267m relates to a reduction in the anticipated borrowing costs apportioned to the HRA. This is due to the reduction in Flintshires total borrowing requirement and the reduction in interest rates following the BREXIT referendum. £0.078m relates to the projected corporate support services recharge. The recharge has been reviewed and has been reduced by a number of items which are now charged directly to the HRA. The accommodation charge has also reduced as the amount of office space occupied has also significantly reduced
Estate Management	1.530	1.531	0.002	0.002	Minor variance
Landlord Service Costs	1.207	1.273	0.066	0.066	£0.077m relates to settlement of the council wide British Gas account. The remaining £0.011m relates to minor variances.
Repairs & Maintenance	9.546	9.267	(0.279)	(0.279)	The projected underspend of £0.279m consists of £0.148m savings on staff costs because of vacant positions. £0.036m relates to savings on fleet recharges. This is because some of the expenditure relating to work on disabled adaptations can be capitalised. £0.075m relates to increased expenditure on materials. £0.131m relates to a reduction in recharges to other departments. £0.290m relates to savings on subcontractor budgets. The remaining £0.011m relates to minor variances.
Management & Support Services	2.232	2.095	(0.137)	(0.137)	£0.072m relates to a reduction in the corporate support services recharge relating to office accommodation and other corporate recharges. £0.054m relates to an underspend on site investigation fees for the SHARP as these have been capitalised as schemes were approved. The remaining £0.011m relates to minor variances.
Capital Expenditure From Revenue (CERA)	10.077	11.200	1.123	1.123	£1.123m relates to an increase in CERA which will contribute towards capital WHQS expenditure. This is a re-classification of expenditure from revenue to capital.
Contribution To / (From) Reserves	(0.080)	(0.062)	0.018	(0.047)	Minor variance
Total Housing Revenue Account	0.000	0.000	0.000	0.000	



CABINET MEETING

Date of Meeting	Tuesday 18 th July 2017
Report Subject	Capital Programme Monitoring 2016/17 (Outturn)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report By	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme during the last quarter of 2016/17.

The Capital Programme has seen a net increase of £4.848m during the period.

This is common for the final quarter of the year as funding streams are introduced and budgets re-profiled to match the actual level of expenditure at outturn.

Actual outturn was £63.493m.

Resources available for funding future capital expenditure are currently £5.066m, the whole of which is needed to fund capital schemes from 2017/18 onwards.

RECOMMENDATIONS

(1)	Cabinet are requested to approve the overall report.
(2)	Cabinet are requested to approve the carry forward adjustments set out at 1.12.

REPORT DETAILS

1.00	EXPLAINING THE OUTTURN CAPITAL PROGRAMME MONITORING POSITION- 2016/17																																																																																																																																							
	Background																																																																																																																																							
1.01	The Council approved a Housing Revenue Account (HRA) capital programme for 2016/17 of £25.933m and a Council Fund (CF) capital programme of £21.143m at its meeting of 16 th February, 2016.																																																																																																																																							
1.02	For presentational purposes the capital programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is ring fenced and can only be used for HRA purposes.																																																																																																																																							
	Changes since Budget approval																																																																																																																																							
1.03	Table 1 below sets out how the programme has changed during 2016/17. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-																																																																																																																																							
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1.05	<p>Changes during this period</p> <p>Changes during this period have resulted in a net increase in the programme total of £5.918m (CF £5.618m, HRA £0.300m). A summary of the changes, showing major items, is shown in Table 2 below:-</p> <p>Table 2</p> <table border="1" data-bbox="320 577 1347 1924"> <thead> <tr> <th colspan="2" data-bbox="379 613 847 645">CHANGES DURING THIS PERIOD</th> <th data-bbox="1241 680 1278 712">£m</th> </tr> </thead> <tbody> <tr> <td colspan="2" data-bbox="347 719 528 750"><u>COUNCIL FUND</u></td> <td></td> </tr> <tr> <td colspan="2" data-bbox="347 768 464 799">Increases</td> <td></td> </tr> <tr> <td data-bbox="379 808 979 840">Loan to NEW Homes for Flint affordable housing scheme</td> <td></td> <td data-bbox="1262 808 1321 840">3.409</td> </tr> <tr> <td data-bbox="379 848 1043 880">Intermediate Care Fund - Introduction of funding for works at Arosfa</td> <td></td> <td data-bbox="1262 848 1321 880">0.391</td> </tr> <tr> <td data-bbox="379 889 1098 920">Increase in Private Sector Renewal/Improv't works - funded by CERA</td> <td></td> <td data-bbox="1262 889 1321 920">0.385</td> </tr> <tr> <td data-bbox="379 929 1002 960">Street Lighting improvement scheme - funded by Salix loan</td> <td></td> <td data-bbox="1262 929 1321 960">0.350</td> </tr> <tr> <td data-bbox="379 969 1050 1001">Highways - increased expenditure on resurfacing - funded by CERA</td> <td></td> <td data-bbox="1262 969 1321 1001">0.350</td> </tr> <tr> <td data-bbox="379 1010 1086 1041">Admin Buildings - increased expenditure on H&S and Target Hardening</td> <td></td> <td data-bbox="1262 1010 1321 1041">0.213</td> </tr> <tr> <td data-bbox="379 1050 644 1081">Other Aggregate Increases</td> <td></td> <td data-bbox="1262 1050 1321 1081">0.933</td> </tr> <tr> <td></td> <td></td> <td data-bbox="1262 1090 1321 1122">6.031</td> </tr> <tr> <td colspan="2" data-bbox="347 1140 464 1171">Decreases</td> <td></td> </tr> <tr> <td data-bbox="379 1180 1086 1234">21C Schools - reduced expenditure - Pru borrowing budget reprofiled to match expenditure</td> <td></td> <td data-bbox="1251 1198 1332 1229">(0.241)</td> </tr> <tr> <td data-bbox="379 1243 655 1274">Other Aggregate Decreases</td> <td></td> <td data-bbox="1251 1243 1332 1274">(0.172)</td> </tr> <tr> <td></td> <td></td> <td data-bbox="1251 1283 1332 1314">(0.413)</td> </tr> <tr> <td data-bbox="347 1346 405 1377">Total</td> <td></td> <td data-bbox="1262 1346 1321 1377">5.618</td> </tr> <tr> <td colspan="2" data-bbox="347 1395 395 1426"><u>HRA</u></td> <td></td> </tr> <tr> <td colspan="2" data-bbox="347 1444 459 1476">Increases</td> <td></td> </tr> <tr> <td data-bbox="379 1485 1043 1516">Increase in works to empty properties (voids) - funded by CERA</td> <td></td> <td data-bbox="1262 1485 1321 1516">1.312</td> </tr> <tr> <td data-bbox="379 1525 954 1556">Increase in installation of PV Panels - funded by CERA</td> <td></td> <td data-bbox="1262 1525 1321 1556">0.366</td> </tr> <tr> <td data-bbox="379 1565 644 1597">Other Aggregate Increases</td> <td></td> <td data-bbox="1262 1565 1321 1597">0.375</td> </tr> <tr> <td></td> <td></td> <td data-bbox="1262 1606 1321 1637">2.053</td> </tr> <tr> <td colspan="2" data-bbox="347 1655 464 1686">Decreases</td> <td></td> </tr> <tr> <td data-bbox="379 1695 1086 1749">Whole House works reduced expenditure - reprofile of Pru Borrowing budget</td> <td></td> <td data-bbox="1251 1713 1332 1744">(1.690)</td> </tr> <tr> <td data-bbox="379 1758 655 1789">Other Aggregate Decreases</td> <td></td> <td data-bbox="1251 1758 1332 1789">(0.063)</td> </tr> <tr> <td></td> <td></td> <td data-bbox="1251 1798 1332 1830">(1.753)</td> </tr> <tr> <td data-bbox="347 1861 405 1892">Total</td> <td></td> <td data-bbox="1262 1861 1321 1892">0.300</td> </tr> </tbody> </table>	CHANGES DURING THIS PERIOD		£m	<u>COUNCIL FUND</u>			Increases			Loan to NEW Homes for Flint affordable housing scheme		3.409	Intermediate Care Fund - Introduction of funding for works at Arosfa		0.391	Increase in Private Sector Renewal/Improv't works - funded by CERA		0.385	Street Lighting improvement scheme - funded by Salix loan		0.350	Highways - increased expenditure on resurfacing - funded by CERA		0.350	Admin Buildings - increased expenditure on H&S and Target Hardening		0.213	Other Aggregate Increases		0.933			6.031	Decreases			21C Schools - reduced expenditure - Pru borrowing budget reprofiled to match expenditure		(0.241)	Other Aggregate Decreases		(0.172)			(0.413)	Total		5.618	<u>HRA</u>			Increases			Increase in works to empty properties (voids) - funded by CERA		1.312	Increase in installation of PV Panels - funded by CERA		0.366	Other Aggregate Increases		0.375			2.053	Decreases			Whole House works reduced expenditure - reprofile of Pru Borrowing budget		(1.690)	Other Aggregate Decreases		(0.063)			(1.753)	Total		0.300
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1.06	<p>During the final quarter of the year there are a number of adjustments made to schemes that are funded from grants, revenue contributions to fund capital expenditure (CERA) and prudential borrowing, reflecting the need to re-profile funding between financial years to align expenditure incurred with</p>																																																																																	

	the relevant funding source. This is the case with the majority of the movements above, including the HRA.
1.07	During the final quarter the Council issued the first instalment of the agreed loan to NEW Homes for the construction of affordable housing at 'The Walks' scheme in Flint of £3.409m. The payment to NEW Homes, in accounting terms, qualifies as capital expenditure and therefore is included within the capital programme monitoring report. Further, more detailed information can be found in the 'Minimum Revenue Provision and Prudential Indicators - Policy Amendments' report to Council on 14 th June 2016.
1.08	During the year Portfolios will have purchased equipment which in accounting terms is classed as capital expenditure. Portfolios have revenue budgets to fund the costs which are charged over the useful life of the equipment. An option appraisal to assess the best funding method is undertaken comparing leasing with prudential borrowing. Prudential borrowing was the most suitable option for various equipment including gym and CCTV equipment purchased during 2016/17 which has been added to the capital programme at outturn.
	Capital Expenditure compared to Budget
1.09	Outturn expenditure across the whole of the capital programme was £63.493m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 96.25% of the budget has been spent (CF 93.14%, HRA 100%). Corresponding figures for Outturn 2015/16 were 97.02% (CF 95.59%, HRA 100%).
1.10	The table also shows an underspend (pending carry forward adjustments) of £2.475m on the Council Fund and a break even position on the HRA. <u>Table 3</u>

EXPENDITURE	Revised Budget	Outturn Expenditure	Percentage Spend v Budget	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m
Chief Executives	0	0	0	0
People & Resources	0.153	0	0	(0.153)
Governance	0.820	0.675	82.32	(0.145)
Education & Youth	14.877	14.445	97.10	(0.432)
Social Care	0.391	0.391	0	0
Community & Enterprise	9.683	9.683	100.00	0
Planning & Environment	0.896	0.606	67.63	(0.290)
Transport & Streetscene	6.467	6.019	93.07	(0.448)
Organisational Change 1	0.356	0.356	100.00	0
Organisational Change 2	2.414	1.407	58.29	(1.007)
Council Fund Total	36.057	33.582	93.14	(2.475)
Disabled Adaptations	0.967	0.967	100.00	0
Energy Schemes	2.160	2.078	96.20	(0.082)
Major Works	3.062	3.040	99.28	(0.022)
Accelerated Programmes	0.600	0.861	143.50	0.261
WHQS Improvements	16.164	18.148	112.27	1.984
SHARP Programme	6.958	4.817	69.23	(2.141)
Housing Revenue Account Total	29.911	29.911	100.00	0.000
Programme Total	65.968	63.493	96.25	(2.475)

1.11 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 2017/18 has been identified, this is also included in the narrative.

1.12 **Carry Forward into 2017/18**
During the quarter carry forward of £2.475m (all CF) has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works and/or retention payments in 2017/18.

1.13 Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-
Table 4

CARRY FORWARD INTO 2017/18	Previously Reported					Outturn £m	Total £m
	Month 4	Month 6	Month 9	Reversed	Sub Total		
	£m	£m	£m	£m	£m		
People & Resources	0	0	0	0	0	0.153	0.153
Governance	0	0	0	0	0	0.145	0.145
Education & Youth	0.012	0.004	0.005	0	0.021	0.432	0.453
Planning & Environment	0	0	0.733	(0.012)	0.721	0.290	1.011
Transport & Streetscene	0.055	0	0.325	(0.008)	0.372	0.448	0.820
Organisational Change 2	0	0	0	0	0	1.007	1.007
Council Fund	0.067	0.004	1.063	(0.020)	1.114	2.475	3.589
Housing Revenue Account	0	0	0	0	0	0	0.000
TOTAL	0.067	0.004	1.063	(0.020)	1.114	2.475	3.589

1.14 In some circumstances amounts which have previously been identified as carry forward are reversed as it becomes clear that the expenditure is going to be incurred in the current financial year. These are shown in the column 'Reversed' above.

1.15 If approved this will bring the total amount carried forward into 2017/18 to £3.589m (£6.192m in 2015/16). This represents a significant reduction on the previous year (5.44% of the total programme as against 9.84% in 2015/16), and is further evidence of the continued scrutiny of the programme by both Officers and Members.

Additional Allocations

1.16 No additional requests for resources have been received in this quarter.

Savings

1.17 At Outturn minor savings of £0.027m have been identified in the programme. These are shown in Table 5 below.

Table 5

	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="text-align: left;">IDENTIFIED SAVINGS</th> </tr> </thead> <tbody> <tr> <td style="width: 70%;"></td> <td style="text-align: right;">Savings</td> </tr> <tr> <td></td> <td style="text-align: right;">£m</td> </tr> <tr> <td>Information Technology</td> <td style="text-align: right;">(0.019)</td> </tr> <tr> <td>Primary Schools</td> <td style="text-align: right;">(0.004)</td> </tr> <tr> <td>Leisure Centres</td> <td style="text-align: right;">(0.004)</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">(0.027)</td> </tr> </tbody> </table>	IDENTIFIED SAVINGS			Savings		£m	Information Technology	(0.019)	Primary Schools	(0.004)	Leisure Centres	(0.004)	Total	(0.027)														
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	Savings																												
	£m																												
Information Technology	(0.019)																												
Primary Schools	(0.004)																												
Leisure Centres	(0.004)																												
Total	(0.027)																												
1.18	<p>Financing</p> <p>The capital programme is financed as summarised in Table 6 below:-</p> <p>Table 6</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="text-align: left;">FINANCING RESOURCES</th> </tr> <tr> <th style="width: 50%;"></th> <th style="text-align: center;">General Financing¹</th> <th style="text-align: center;">Specific Financing²</th> <th style="text-align: center;">Total Financing</th> </tr> <tr> <td></td> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td>Latest Monitoring</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Council Fund</td> <td style="text-align: right;">6.459</td> <td style="text-align: right;">29.598</td> <td style="text-align: right;">36.057</td> </tr> <tr> <td>Housing Revenue Account</td> <td style="text-align: right;">5.050</td> <td style="text-align: right;">24.861</td> <td style="text-align: right;">29.911</td> </tr> <tr> <td>Total Financing Resources</td> <td style="text-align: right;">11.509</td> <td style="text-align: right;">54.459</td> <td style="text-align: right;">65.968</td> </tr> </tbody> </table> <p>1 Supported Borrowing / General Capital Grant / Capital Receipts / MRA 2 Grants & Contributions / CERA / Reserves / Prudential & Other Borrowing</p>	FINANCING RESOURCES					General Financing¹	Specific Financing²	Total Financing		£m	£m	£m	Latest Monitoring				Council Fund	6.459	29.598	36.057	Housing Revenue Account	5.050	24.861	29.911	Total Financing Resources	11.509	54.459	65.968
FINANCING RESOURCES																													
	General Financing¹	Specific Financing²	Total Financing																										
	£m	£m	£m																										
Latest Monitoring																													
Council Fund	6.459	29.598	36.057																										
Housing Revenue Account	5.050	24.861	29.911																										
Total Financing Resources	11.509	54.459	65.968																										
1.19	<p>Given the continuing uncertainty over the realisation of asset disposals, no capital receipts were assumed for 2016/17 budget setting purposes. However, any assets realised in year would be available for capital investment (see Sections 1.21 to 1.22 below).</p>																												
1.20	<p>Funding of 2016/17 Approved Schemes</p> <p>The position at Outturn is summarised in Table 7 below:-</p> <p>Table 7</p>																												

FUNDING OF APPROVED SCHEMES		
	£m	£m
Surplus from 2015/16		(3.134)
Increases		
Previously Approved	0.955	
		0.955
Decreases		
Actual In year receipts	(2.615)	
Savings	(0.027)	
Unallocated Funding	(0.245)	(2.887)
Funding Available		(5.066)

1.21	<p>The final outturn surplus from 2015/16 was £3.134m (£3.168m as per Outturn report to Cabinet 19 July, 2016).</p> <p>Actual in year receipts amount to £2.615m, capital funding unallocated remains at £0.245m and savings identified in year amount to £0.027m.</p> <p>Taken as a whole this indicates that £5.066m is available to fund future capital schemes.</p>
1.22	<p>Portfolios, through their business plans, have identified significant capital investment needed to develop new or reconfigure service business models. Business cases were submitted for consideration and a wide range of schemes have been approved by Council in setting the 2017/18 capital programme. Further information on these approved schemes can be found in the 'Council Fund Capital Programme - 2017/18 - 2019/20' report to Council on 14th February 2017.</p> <p>£3.567m of accumulated capital receipts (balance available at the time) was used in setting the 2017/18 capital programme. Furthermore, there was a shortfall in funding for approved schemes starting in 2018/19 onwards, the options for the funding of which was kept flexible. Options including a combination of future capital receipts, alternative grants, prudential borrowing or phasing schemes over several years would be considered during 2017/18, and included in future capital programme reports.</p> <p>The whole of the balance referred to in 1.20 is therefore already earmarked for future schemes.</p>
1.23	<p>Table 8 below was included in the report to Council referred to in 1.22.</p> <p><u>Table 8</u></p>

SUMMARY CAPITAL PROGRAMME 2017/18 - 2019/20				
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Expenditure				
Statutory / Regulatory Section	2.726	2.146	2.146	7.018
Retained Assets Section	3.287	2.350	2.350	7.987
Investment Section	3.922	3.488	4.241	11.651
Specific Section	9.500	10.602	2.477	22.579
Total Programme (All Sections)	19.435	18.586	11.214	49.235
Funding				
General Funding	10.201	6.634	6.634	23.469
Grant Funding	2.847	4.116	1.238	8.201
Unsupported (Prudential) Borrowing	6.653	5.406	1.239	13.298
Local Govt Borrowing Initiative - 21st C Schools	0.000	1.080	0.000	1.080
Total Projected Funding	19.701	17.236	9.111	46.048
Surplus / (Shortfall)	0.266	(1.350)	(2.103)	(3.187)

This illustrates that the additional £1.499m of receipts (£5.066m estimated outturn minus £3.567m already allocated) will be used to address part of the £3.187m projected shortfall over the life of the 3 year programme, with the balance (£1.688m) to be met by one of the methods referred to in 1.22 above.

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	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No consultation is required as a direct result of this report.

4.00	RISK MANAGEMENT
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4.01	There are no risks associated with the information contained herein related to capital outturn.
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5.00	APPENDICES
5.01	Appendix A: Capital Programme - Changes during 2016/17
5.02	Appendix B: Variances

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Capital Programme monitoring papers 2016/17. Contact Officer: Andrew Elford Accountant Telephone: 01352 702291 E-Mail: andrew.elford@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<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> <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.</p>

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.

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

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

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

CAPITAL PROGRAMME - CHANGES DURING 2016/17

	Original Budget 2016/17	Carry Forward from 2015/16	Previously Reported			This Period		Revised Budget 2016/17
			Changes	Carry Forward to 2017/18	Savings	Changes	Savings	
	£m	£m	£m	£m	£m	£m	£m	£m
Council Fund :								
Chief Executives								
Clwyd Theatr Cymru	0	0	0	0	0	0	0	0.000
	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
People & Resources								
Headroom	0.250	0	(0.240)	0	0	0	0	0.010
Corporate Finance - H & S	0.000	0.143	0	0	0	0	0	0.143
	0.250	0.143	(0.240)	0.000	0.000	0.000	0.000	0.153
Governance								
Information Technology	0	0.249	0.590	0	0	0	(0.019)	0.820
	0.000	0.249	0.590	0.000	0.000	0.000	(0.019)	0.820
Education & Youth								
Education - General	0.350	0.001	(0.250)	0	0	(0.001)	0	0.100
Primary Schools	0.740	0.257	0.089	(0.021)	0	0.049	(0)	1.110
Schools Modernisation	12.637	0.116	0.009	0	0	(0.241)	0	12.521
Secondary Schools	0.160	0.082	(0.012)	0	0	0.091	0	0.321
Special Education	0	0.558	0.244	0	0	0.023	0	0.825
Minor Works, Furn & Equip	0	0.030	(0.003)	0	0	(0.027)	0	0.000
	13.887	1.044	0.077	(0.021)	0.000	(0.106)	(0.004)	14.877
Social Care								
Partnerships & Performance	0	0	0	0	0	0.391	0	0.391
	0.000	0.000	0.000	0.000	0.000	0.391	0.000	0.391
Community & Enterprise								
Flintshire Connects	0	0	0	0	0	0.014	0	0.014
Community Coastal Fund	0	0	0.113	0	0	0.027	0	0.140
Town Centre Regeneration	0.100	0.280	0.018	0	0	(0.101)	0	0.297
Vibrant & Viable Places	1.600	0	0.439	0	0	(0.011)	0	2.028
NEW Homes	0	0	0	0	0	3.409	0	3.409
Private Sector Renewal/Improv't	1.981	0.354	0.885	0	0	0.575	0	3.795
	3.681	0.634	1.455	0.000	0.000	3.913	0.000	9.683
Planning & Environment								
Closed Landfill Sites	0	0	0.250	(0.250)	0	0	0	0.000
Engineering	0	0.678	0	(0.471)	0	0.145	0	0.352
Energy Services	0.100	0.002	0.094	0	0	0.032	0	0.228
Rights of Way	0	0	0.034	0	0	0.022	0	0.056
Planning Grant Schemes	0	0	0	0	0	0.001	0	0.001
Ranger Services	0	0.050	(0.041)	0	0	0	0	0.009
Townscape Heritage Initiatives	0.075	0.175	0	0	0	0	0	0.250
	0.175	0.933	0.333	(0.721)	0.000	0.200	0.000	0.896

CAPITAL PROGRAMME - CHANGES DURING 2016/17

	Original Budget 2016/17	Carry Forward from 2015/16	Previously Reported			This Period		Revised Budget 2016/17
			Changes	Carry Forward to 2017/18	Savings	Changes	Savings	
	£m	£m	£m	£m	£m	£m	£m	£m
Transport & Streetscene								
Waste Services	0	0	0.100	0	0	(0.005)	0	0.095
Waste - CCP Grant	0	0.182	1.926	0	0	0.130	0	2.238
Engineering	0	0.012	0.005	0	0	0	0	0.017
Highways	0.600	0.301	0.193	0	0	0.700	0	1.794
Local Transport Grant	0	0.243	0.878	0	0	0.124	0	1.245
Solar Farms	1.450	0	0	(0.372)	0	0	0	1.078
	2.050	0.738	3.102	(0.372)	0.000	0.949	0.000	6.467
Organisational Change 1								
Leisure Centres	0	0.025	0	0	0	0.019	(0.004)	0.040
Recreation - Other	0	0.001	0	0	0	(0.001)	0	0.000
Play Areas	0	0	0.230	0	0	0.086	0	0.316
	0.000	0.026	0.230	0.000	0.000	0.104	(0.004)	0.356
Organisational Change 2								
Administrative Buildings	0.600	0.453	0.194	0	0	0.167	0	1.414
Community Asset Transfers	0.500	0.500	0	0	0	0.000	0	1.000
	1.100	0.953	0.194	0.000	0.000	0.167	0.000	2.414
Housing Revenue Account :								
Disabled Adaptations	1.030	0	0.000	0	0	(0.063)	0	0.967
Energy Schemes	0.800	0	0.893	0	0	0.467	0	2.160
Major Works	1.650	0	0.100	0	0	1.312	0	3.062
Accelerated Programmes	0.450	0	0.150	0	0	0.000	0	0.600
WHQS Improvements	17.240	1.500	(1.060)	0	0	(1.516)	0	16.164
SHARP Programme	4.763	0	2.095	0	0	0.100	0	6.958
	25.933	1.500	2.178	0.000	0.000	0.300	0.000	29.911
Totals :								
Council Fund	21.143	4.692	5.745	(1.114)	0	5.618	(0.027)	36.057
Housing Revenue Account	25.933	1.500	2.178	0	0	0.300	0	29.911
Grand Total	47.076	6.192	7.923	(1.114)	0.000	5.918	(0.027)	65.968

CHIEF EXECUTIVES

Capital Budget Monitoring 2016/17 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Ciwyd Theatr Cymru	0	0	0	0	0			
Total	0.000	0.000	0.000	0	0.000			

PEOPLE & RESOURCES

Capital Budget Monitoring 2016/17 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Corporate Finance - Health & Safety	0.143	0	(0.143)	(100)	0	Carry Forward - Unspent Corporate Provision	Request approval to move funding of £0.143m into 2017/18	Corporate provision - to be allocated as requested and approved
Headroom	0.010	0	(0.010)	(100)	0	Carry Forward - Unspent Corporate Provision	Request approval to move funding of £0.010m into 2017/18	Corporate provision - to be allocated as requested and approved
Total	0.153	0.000	(0.153)	(100)	0.000			

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2016/17 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	0.820	0.675	(0.145)	(18)	0	Skype installation continuing into 2017/18 (£0.065m) Microsoft Share Point continuing into 2017/18 (£0.080m)	Request approval to move funding of £0.145m into 2017/18	
Total	0.820	0.675	(0.145)	(18)	0.000			

Variance = Budget v Projected Outturn

EDUCATION & YOUTH
Capital Budget Monitoring 2016/17 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	0.100	0.068	(0.032)	(32)	0	Carry Forward - provision for Legionella Monitoring, Radon Remedial Work and Health & Safety Work	Request approval to move funding of £0.032m into 2017/18	Budget committed for on-going work across Education and Youth buildings
Primary Schools	1.110	1.054	(0.056)	(5)	(0.005)	Carry Forward against project at Ysgol Gwenffrwd, Holywell. Replacement of windows and doors	Request approval to move funding of £0.056m into 2017/18	Project set to complete early 2017/18
Schools Modernisation	12.521	12.449	(0.072)	(1)	0	Retentions held against link project at Hawarden Village School	Request approval to move funding of £0.072m into 2017/18	Retentions due 2017/18
Secondary Schools	0.321	0.294	(0.027)	(8)	0	Carry Forward and retentions against projects across Secondary Schools	Request approval to move funding of £0.027m into 2017/18	Retentions due 2017/18
Special Education	0.825	0.580	(0.245)	(30)	0	Carry Forward and retentions against DD/SEN projects. Larger projects being £0.143m against an on-going project at Castell Alun HS and £0.065m against a project at Flint HS	Request approval to move funding of £0.245m into 2017/18	Projects set to complete early 2017/18. Retentions due during 2017/18
Minor Works, Furn & Equip	0	0	0		0			
Total	14.877	14.445	(0.432)	(3)	(0.005)			

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2016/17 - Outturn

Programme Area	Total Budget	Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	%	£m			
Partnerships & Performance	0.391	0.391	0	0	0			
Total	0.391	0.391	0.000	0	0.000			

Variance = Budget v Projected Outturn

COMMUNITY & ENTERPRISE
Capital Budget Monitoring 2016/17 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Flintshire Connects	0.014	0.014	0	0	0			
Community Coastal Fund	0.140	0.140	0	0	0.018			
Town Centre Regeneration	0.297	0.290	(0.007)	(2)	0			
Vibrant & Viable Places	2.028	2.028	0	0	0			
NEW Homes	3.409	3.409	0	0	0			
Private Sector Renewal/Improvement	3.795	3.802	0.007	0	0			
Total	9.683	9.683	0.000	0	0.018			

Variance = Budget v Projected Outturn

PLANNING & ENVIRONMENT
Capital Budget Monitoring 2016/17 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0	0	0		(0.250)			
Engineering	0.352	0.192	(0.160)	(45)	(0.483)	WG funding received in March for Land Drainage/Flooding issues in Bagillt therefore releasing core funding (£0.100m). Coast protection survey to be completed early 2017/18 (£0.011m). Talaire Sand Dune improvements costs lower than estimated (£0.005m). Priority given to larger scale projects required other smaller projects to be carried forward into 2017/18 (£0.044m).	Request approval to move funding of £0.160m into 2017/18	Various delays, including legal challenges, on existing projects have caused them to overrun into 2017/18. The design stage has been completed and these projects will now continue to completion in 2017/18.
Energy Services	0.228	0.228	0	0	0			
Rights of Way	0.056	0.056	0	0	(0.001)			
Planning Grant Schemes	0.001	0.001	0	0	0			
Ranger Services	0.009	0.009	0	0	0			
Townscape Heritage Initiatives	0.250	0.120	(0.130)	(52)	0	Priority given to a number of specific schemes resulting in lower than expected overall in year costs.	Request approval to move funding of £0.130m into 2017/18	Various delays, including legal challenges and planning issues, on existing projects have caused them to overrun into 2017/18.
Total	0.896	0.606	(0.290)	(32)	(0.734)			

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2016/17 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services - Other	0.095	0.095	0	0	0			
Waste Services - Collaborative Change Programme (CCP)	2.238	2.238	0	0	0			
Engineering	0.017	0.017	0	0	0			
Highways	1.794	1.343	(0.451)	(25)	0	Phase 3 works on Flintshire Bridge started late March leading into the major maintenance works due later in 2017/18 (£0.051m). Continuing works on the average speed cameras on Sealand Road (£0.035m). Resurfacing works out to tender, due to start in June (£0.362m)	Request approval to move funding of £0.448m into 2017/18	
Local Transport Grant	1.245	1.248	0.003	0	0			
Solar Farms	1.078	1.078	0	0	(0.325)			
Total	6.467	6.019	(0.448)	(7)	(0.325)			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2016/17 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	0.040	0.040	0	0	0			
Recreation - Other	0	0	0		0			
Play Areas	0.316	0.316	0	0	0			
Total	0.356	0.356	0.000	0	0.000			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 2
Capital Budget Monitoring 2016/17 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	1.414	1.112	(0.302)	(21)	0	Ongoing programme of statutory and committed schemes including:- Corporate Property Maintenance (£0.137m) Target Hardening works (£0.070m) DDA works (£0.048m) Council Chamber Microphone system (£0.027m)	Request approval to move funding of £0.302m into 2017/18	
Community Asset Transfers	1.000	0.295	(0.705)	(71)	0	Funding has been allocated to a number of schemes, however these funds will only be released once the Organisations concerned have made the request to draw allocations down and met the relevant criteria	Request approval to move funding of £0.705m into 2017/18	This will continue to be the case in future years with allocations needing to be carried forward at the end of each financial year if allocations have not been drawn down yet
Total	2.414	1.407	(1.007)	(42)	0.000			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT
Capital Budget Monitoring 2016/17 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Disabled Adaptations	0.967	0.967	0	0	0			
Energy Services	2.160	2.078	(0.082)	(4)	0	Energy Company funding used against the programme		
Major Works	3.062	3.040	(0.022)	(1)	0.150			
Accelerated Programmes	0.600	0.861	0.261	44	0.100	Overspend is due to unforeseen asbestos works		
WHQS Improvements	16.164	18.148	1.984	12	(0.100)	Delayed 2015/16 roofing works in Holway, completed early 2016/17. Also additional kitchens and bathrooms have been completed that were scheduled for the 2017/18 programme		
SHARP	6.958	4.817	(2.141)	(31)	0	Batch 2 commencement delayed. Works imminent		
Total	29.911	29.911	0.000	0	0.150			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2016/17 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Chief Executive's	0	0	0		0			
People & Resources	0.153	0.000	(0.153)	(100)	0			
Governance	0.820	0.675	(0.145)	(18)	0			
Education & Youth	14.877	14.445	(0.432)	(3)	(0.005)			
Social Care	0.391	0.391	0	0	0			
Community & Enterprise	9.683	9.683	0	0	0.018			
Planning & Environment	0.896	0.606	(0.290)	(32)	(0.734)			
Transport & Streetscene	6.467	6.019	(0.448)	(7)	(0.325)			
Organisational Change 1	0.356	0.356	0	0	0			
Organisational Change 2	2.414	1.407	(1.007)	(42)	0			
Sub Total - Council Fund	36.057	33.582	(2.475)	(7)	(1.046)			
Housing Revenue Account	29.911	29.911	0	0	0.150			
Total	65.968	63.493	(2.475)	(4)	(0.896)			

Variance = Budget v Projected Outturn



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday, 13 July 2017
Report Subject	Revenue Budget Monitoring 2017/18 (Interim)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2016/17 (Interim) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2016/17 (Interim) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
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REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2017/18 (INTERIM) REPORT
1.01	The Revenue Budget Monitoring 2017/18 (Interim) report will be presented to Cabinet on Tuesday 18 July 2017. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2017/18 (Outturn).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2017/18 (Outturn).

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2017/18 (Outturn).

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None required.</p> <p>Contact Officer: Sara Dulson, Finance Manager Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	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.
7.02	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.



CABINET

Date of Meeting	Tuesday, 18 July 2017
Report Subject	Revenue Budget Monitoring 2017/18 (Interim)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This interim report is the first revenue budget monitoring report of 2017/18. The report provides information on the progress of achieving planned efficiencies against the targets set and reports by exception on significant variances which may impact on the financial position in 2017/18.

This initial revenue monitoring update does not provide the level of detail which will follow in later Revenue Budget Monitoring Reports, the first being the Month 4 which will be reported to Cabinet on 26 September 2017.

RECOMMENDATIONS	
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1	Cabinet is recommended to note the report.
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REPORT DETAILS

1.00	REVENUE BUDGET MONITORING 2016/17 (INTERIM REPORT)
1.01	As in previous years, during the early part the 2017/18 financial year

	<p>Corporate Finance resources have been dedicated to the closure of the accounts for 2016/17 to ensure that the statutory deadline for completion of the draft statement of accounts by the end of June is achieved. Full budget monitoring will commence following this deadline with the first detailed monitoring report being the Month 4 which will be reported to Cabinet on 26 September 2017. Pending the resumption of full monthly reporting an interim report is presented at the end of month 2 with reporting by exception only. For information the draft Statement of Accounts are to be presented to the Audit Committee on 19 July 2017, and the 2016/17 revenue final outturn report is included on the agenda for this Cabinet Meeting.</p>
1.02	<p>Work has already been undertaken to review the progress and risks within this report to identify any emerging pressures or unachieved efficiencies which may impact on the latest MTFS forecast for 2018/19.</p>
1.03	<p>Although at a very early stage in the financial year, the initial net impact of the emerging risks and variances as detailed in the report is that expenditure is projected to be £0.978m higher than budget. It should be noted that this figure only includes significant variances as specified, and does not reflect a complete projected outturn position. The first detailed monitoring of all risks and variances will be reported to Cabinet on 26 September 2017.</p>
1.03	<p>The 2017/18 budget includes £8.433m of efficiencies from Portfolio Business Planning and Corporate Financing. Achievement of these efficiencies will be measured each month and reported within the revenue report. As part of the MTFS KPI's agreed in 2016/17, the target for achievement of the 2017/18 efficiencies is 95%.</p> <p>As this is an interim report by exception only, it does highlight some efficiencies that will not be achieved. A high level analysis of these against the target suggest that 94% will be achieved but it should be noted that a full analysis of the achievement on all efficiencies will be included from the Month 4 Revenue Budget Monitoring Report and this position is likely to change.</p>
1.04	<p>Budget planning, monitoring and management is tightly controlled by accountable Service Managers and Finance Managers from the outset. Cabinet members are also fully involved in their respective portfolio areas.</p>
1.05	<p>Members were made aware when setting the budget that there were a number of risks that would need to be kept under close review and an update on these are included together with other emerging risks that have been identified within Portfolios. There are also some positive variations that mitigate some of these risks as detailed below.</p>
1.06	<p>Social Services</p> <p>Within Social Services there are a number of variances identified at this early stage of the year. Many of these variances may recur in later years providing</p>

	the level of care packages remain at the current level and may require realignment of budgets in accordance with Financial Procedure Rules (FPR's) to reflect current demand.
1.07	<u>Older People – Purchasing (Localities)</u> There is a projected underspend of £0.525m on purchased care within the Localities group of services. The main influences on this underspend are Residential & Nursing Care £0.226m, mostly due to an additional allocation from Welsh Government for an increase in the capital limit used when assessing charging implications for Residential Care, as well as a projected underspend on Domiciliary Care £0.142m, and in-year workforce savings of £0.157m due to short term vacancies.
1.08	<u>Older People - Provider Services (Resources & Regulated Services)</u> There are projected underspends within Day Centres, Home Care and Extra Care, with some offsetting overspends within Residential Care and a shortfall of grant income within Supporting People, in total this nets off to a projected underspend of £0.394m.
1.09	<u>Older People - Provider Services (Contribution to North East Wales Community Equipment Store (NEWCES))</u> There is a projected in year underspend of £0.160m following renegotiation with our NEWCES partners. This recurring saving has been earmarked for use as part of the funding strategy for the Council's new extra care facilities.
1.10	<u>Mental Health services - Residential Placements</u> There is a projected overspend of £0.267m on Mental Health residential placements due to a number of new high cost placements.
1.11	<u>Learning Disabilities</u> There is a projected net overspend within the service of £0.440m, which is mainly due to ongoing pressures within the externally provided supported living provision. The service will be looking for budget realignment opportunities to address this. Following completion of this review, recommendations will be made within a future budget monitoring report to seek approval for any proposed budget realignment to be undertaken to address this.
1.12	<u>Adult Social Services – Various</u> In 2017/18 the service received additional budget to fund a pressure for Independent Sector Fee increases in year. Due to the increase being less than anticipated, there is a recurring efficiency of £0.513m, which is to be held centrally to mitigate other in year pressures.
1.13	<u>Children's Services - Out of County Placements</u> There is a projected overspend of £0.746m within this service which is based on current clients and packages which is likely to be subject to variation during the year. This projection includes placement costs for 63 children. There is the potential for this to impact on future years, however due to the volatility in this area it is difficult to forecast accurately.

1.14	<p><u>Welsh Government - additional funding allocations (including regional ICF allocation to help fund external provider fee inflation)</u></p> <p>Following finalisation of 2017/18 budget Welsh Government announced additional all Wales funding of a recurring £20m in recognition of the funding pressures being faced by the Social Care sector. This £20m of additional funding is to be invested in 3 key areas;</p> <ul style="list-style-type: none"> • £9m to increase funding already made available to manage workforce costs and promote the stability of the social care market • £8m to support work to prevent children from entering care and improve outcomes for those experiencing care • £3m to support respite for carers given the critical role they play <p>The first of these elements is in the form of the Social Care Workforce grant 2017/18 for which the Council will now receive a total allocation of £0.827m. This is an excess of funding above the budgeted sum of £0.399m.</p> <p>It is estimated Flintshire's share of the other two elements of all Wales funding will total is £0.466m, however this is still to be confirmed by Welsh Government.</p> <p>It has been confirmed that an allocation of £0.500m will be received in 2017/18 from the Intermediate Care Fund grant to help towards the funding of external provider fee inflation. The service had already received funding for external provider fees and therefore £0.500m can be returned from the service, as a one-off adjustment to be held centrally to fund in year pressures.</p>
1.15	<p><u>Operation Lenten (considering contribution from reserve)</u></p> <p>Children's Services Professional support was overspent by £0.344m in 2016/17 due in the main to court and child protection costs. The service is considering opportunities for realignment to manage this pressure but will require some additional funding (early estimate of £0.060m) in year in respect of the ongoing costs of Operation Lenten.</p>
1.16	<p>Community & Enterprise</p> <p><u>Council Tax Reduction Scheme (CTRS)</u></p> <p>There is a projected underspend of £0.300m on the CTRS based on an initial review of the demand levels in the early part of the year. Scheme. This underspend is expected to reoccur in future years at an anticipated level of £0.250m if demand levels remain the same.</p>
1.17	<p>Streetscene & Transportation</p> <p><u>Transport Routes</u></p> <p>A projected overspend of £0.675m is forecast due to the full year impact of procuring transport routes after a major transport provider entered into liquidation last financial year. This is made up of £0.185m for School Routes and £0.490m for Public Routes. There is likely to be an ongoing pressure in 2018/19 of £0.690m.</p>
1.18	<p><u>Environment & Sustainable Development (ESD) Grant Pressure</u></p> <p>There is a confirmed reduction of 3.7% in the 2017/18 grant of £0.111m. This will reoccur in 2018/19 and this has been built into the latest MTFs forecast.</p>

1.19	<p><u>Gas Engine Income</u> A £0.150m pressure built into the budget in 2017/18. Based on latest calculated income levels from gas generation at our landfill sites, a further pressure is emerging in year of £0.200m and is expected to be a recurring pressure into 2018/19.</p>
1.20	<p><u>Street Lighting Energy</u> A pressure of £0.131m is expected above the 2% standard inflation provided within the 2017/18 budget which is due to a potential inflationary increase of 16% which will reoccur into 2018/19.</p>
1.21	<p><u>Motor Insurance Premiums</u> Motor Insurance premium increases (notified in April 2017) have resulted in a projected pressure for £0.100m. Potential to reoccur in 2018/19.</p>
1.22	<p><u>Delay of Bus Subsidy Efficiency</u> Delay in the implementation of the removal of the bus subsidies for rural routes (delayed until 01/11/17) has resulted in a shortfall in the efficiency of £0.205m. The pressure will recur if not implemented.</p>
1.23	<p><u>County Hall Car Park Income</u> There is a shortfall in the efficiency for car parking permits at County hall of £0.080m due to the reduction in the cost of the car parking permits which is a recurring pressure.</p>
1.24	<p><u>Integrated Transport Unit (ITU)</u> There is an additional in year pressure of £0.135m due to the additional transport costs of pupils from John Summers High School transferring to Connah's Quay High School. The full year pressure from 2018/19 will be £0.200m.</p>
1.25	<p>Planning & Environment <u>Planning</u> There is an in year risk of not achieving the Planning Fee Income target with a substantial shortfall of approximately £0.350m projected. This will impact in 2018/19 and is included in MTF5.</p>
1.26	<p>People & Resources <u>Human Resources & Organisational Design Business Planning Efficiency</u> The efficiency for £0.222m is unlikely to be achieved in full. Early estimates indicate achievement of only £0.060m. This is likely to be recurring.</p>
1.27	<p><u>Criminal Record Bureau Checks (CRB)</u> The efficiency of £0.080m relating to reducing costs for CRB checks is unlikely to be achieved. This will be a pressure for future years unless policy for CRB charging is altered.</p>
1.28	<p><u>Occupational Health</u> The Occupational Health Service has previously provided services to</p>

	<p>Wrexham Borough Council through a Service Level Agreement (SLA) which has generated income of £0.164m per annum. This SLA will cease on 1 July 2017 therefore only a quarter of the SLA income will be received in 2017/18. There is the potential for a subsequent reduction in costs and alternative income opportunities will be pursued to mitigate the impact where possible. The will need to kept under review, however the service may be redesigned to mitigate some of this pressure.</p>
1.29	<p>Governance <u>Procurement</u> The 2015/16 income efficiency from client charging for subscription to the payment software portal will not be achieved resulting in a pressure of £0.116m. This will be a recurring pressure.</p>
1.30	<p><u>ICT</u> There a potential shortfall in the achievement of the ICT in year efficiency of £0.091m which will be monitored throughout the year.</p>
1.31	<p>The emerging risks and issues identified in 1.07 – 1.30 are the significant items that have been raised at this early stage in the year. A full detailed budget monitoring position will be reported for the first quarter of the year to Cabinet in September.</p>
1.32	<p><u>UNEARMARKED RESERVES</u> The final level of Council Fund Contingency Reserve brought forward into 2017/18 was £5.134m as detailed in the 2016/17 outturn report elsewhere on this agenda (subject to Audit).</p>
1.33	<p><u>Emerging Risks</u> Out of County Placements remain a volatile area of spend to forecast due to the high cost of individual placements and the frequent changes of packages of care to meet the complex needs of individual children.</p>
1.34	<p>There are a number of pressures which may affect the Homelessness service due to the rollout of Universal Credit. There is a risk that increasing demand and limiting options may lead to an increase in the number of individuals placed in temporary accommodation. Also there is a risk that there could be a reduction in the homelessness prevention funding which provides prevention services that reduce the number of people becoming homeless.</p>
1.35	<p>Some of the impacts of the Social Services and Wellbeing Act have already been identified as potential impacts on the 2018/19 budget, such as the Autism Spectrum Disorder, although there are other areas which are difficult to quantify but are being kept under review.</p>
1.36	<p>Ongoing Intermediate Care Fund (ICF) availability is a risk that will need to be</p>

	Monitored throughout the year.
1.37	There are potential risks within Education and Youth Services which could arise from School Modernisation, Additional Learning Needs (ALN) and continuation of the Early Year family support grant. At present we cannot quantify what the impact of these may be but the area will be kept under review.

2.00	RESOURCE IMPLICATIONS
2.01	The Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations occurring to date.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None Required.

4.00	RISK MANAGEMENT
4.01	As identified within Section 1.33 – 1.37 of the report.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required Contact Officer: Sara Dulson Finance Manager Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	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.

Council Fund: the fund to which all the Council's revenue expenditure is charged.

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

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.

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

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

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

Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.

Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday, 13 July 2017
Report Subject	Medium Term Financial Strategy 2018/19
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This report presents the financial forecast for 2018/19 as part of the refresh of the Medium Term Financial Strategy (MTFS) for consideration.

It provides an update of the revised financial forecast for 2018/19 and will be considered by Cabinet on 18th July 2017.

RECOMMENDATIONS

1	That the committee considers and comments on the report, with any specific feedback noted for reporting to Cabinet.
2	That the committee supports and develops the framework for the revision of the MTFS.

REPORT DETAILS

1.00	
1.01	The re-adoption of the MTFS is an important first step in the annual budget setting process and further work on forecasting the financial position for future years will follow.

	The Medium Term Financial Strategy Report presents the revised financial forecast for 2018/19 and will be considered by Cabinet on 18 th July 2017. A copy of the report is attached as Appendix A to this report.
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2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Medium Term Financial Strategy 2018/19 report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	As set out in the report in Appendix A.

4.00	RISK MANAGEMENT
4.01	As set out in the report in Appendix A.

5.00	APPENDICES
5.01	Appendix A – Cabinet Report

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Gary Ferguson, Corporate Finance Manager Telephone: 01352 702271 E-mail: gary.ferguson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	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 its plans for how best to deploy those resources to meet its priorities, duties and obligations.
7.02	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.

CABINET

Date of Meeting	Tuesday 18 th July 2017
Report Subject	Medium Term Financial Strategy 2018/19
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This report sets out the financial forecast for 2018/19 as part of the refresh of the Medium Term Financial Strategy (MTFS). The MTFS was last updated in late 2016 and this is the first report to Cabinet which contributes to a review of the MTFS for re-approval and re-publication. This will be followed by further work on forecasting the financial position for future years with the aim to develop an MTFS which forecasts the position of the Council up until 2022 (the term of this Council).

The original forecast for the 2018/19 financial year, the third and final year of the current MTFS, set a likely 'gap' between the total spending requirement, and anticipated income, of £6.2m. When discounting any modelling for a Council Tax increase this forecast gap would stand at £8.5m as a true figure.

This forecast has been revised and updated following the decisions made as part of the 2017/18 budget, receipt of updated information on national, local and workforce pressures, and updated forecasts on inflation.

The revised forecast as detailed in this report shows a projected "gap" of £11.7m prior to any modelling for an increase in Council Tax.

A full budget setting process and timetable will be published by the Cabinet shortly. The re-adoption of the MTFS is an important first step in the annual budget setting process.

RECOMMENDATIONS

1	Cabinet adopts the framework for the revision of the Medium Term Financial Strategy 2018/19 and accepts the forecast as the first stage.
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REPORT DETAILS

1.00	MEDIUM TERM FINANCIAL STRATEGY FORECAST 2018/19												
1.01	<p>The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.</p> <p>This initial report gives the first detailed overview of the financial forecast for 2018/19 with further work on forecasting up until 2022 to follow. This will give Members the opportunity to consider the financial position and potential solutions at an early opportunity prior to moving into the annual budget process.</p>												
1.02	<p>Refreshing the Financial Forecast</p> <p>The original forecast for the 2018/19 financial year, which was published last Autumn, set a likely 'gap' between the total spending requirement, and anticipated income, of £6.2m. Excluding any modelling for an increase in Council Tax this "gap" stands at £8.5m as a true figure. This forecast has been revised to take into account decisions made as part of the 2017/18 budget and updated with the latest information on pressures from service portfolios. The key variable within the forecast will be the eventual local government financial settlement for 2018/19, which at present is assumed at the same level as 2017/18 though this would be reviewed when further information emerges on potential funding scenarios. At present, no modelling has been included for local Council Tax levels.</p>												
1.03	A first iteration of a revised forecast for 2018/19 is shown in Table 1 below.												
1.04	<p>Table 1: Financial Forecast 2018/19</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Expenditure</u></th> <th style="text-align: right;">2018/19 £m</th> </tr> </thead> <tbody> <tr> <td>National Pressures</td> <td style="text-align: right;">1.0</td> </tr> <tr> <td>Local Pressures</td> <td style="text-align: right;">6.5</td> </tr> <tr> <td>Inflation</td> <td style="text-align: right;">2.9</td> </tr> <tr> <td>Workforce Pressures</td> <td style="text-align: right;"><u>1.3</u></td> </tr> <tr> <td>Projected Gap</td> <td style="text-align: right;">11.7</td> </tr> </tbody> </table> <p>This table groups the pressures into National, Local, Inflation and Workforce pressures and further details are included in the following sections.</p> <p>Pressures are supported by full method statements and this year. Internal Audit will be selecting a sample to review the financial robustness to provide a further level of assurance on the pressures included in this year's forecast.</p>	<u>Expenditure</u>	2018/19 £m	National Pressures	1.0	Local Pressures	6.5	Inflation	2.9	Workforce Pressures	<u>1.3</u>	Projected Gap	11.7
<u>Expenditure</u>	2018/19 £m												
National Pressures	1.0												
Local Pressures	6.5												
Inflation	2.9												
Workforce Pressures	<u>1.3</u>												
Projected Gap	11.7												
1.05	<p>National Pressures</p> <p>These pressures have arisen from national policy set outside of the Council's control. The largest of these pressures is the Apprenticeship Levy (£0.699m) which was met from reserves in 2017/18 on a one off basis but now needs to be built into the budget on a recurring basis as it will need to be funded each year.</p>												

1.06	<p>Local Pressures</p> <p>This group of pressures are local to Flintshire and the services it provides. The main pressures are detailed in 1.07 and 1.08.</p>
1.07	<p>Social Care Pressures</p> <ol style="list-style-type: none"> 1. Transition to adulthood - £0.700m which is an estimate based on support for known new service users moving through from Children's to Adult services. 2. Independent Sector Fee increase - £2.021m which is based on a potential increase in fees to support the sector which provides both domiciliary and residential support for Flintshire residents. 3. Flint Extra Care - £0.420m for the revenue cost of the new Extra Care facility which is due to open early 2018. 4. Autism Spectrum disorder (ASD) - £0.300m pressure as a result of the change in eligibility due to the Social Services and Wellbeing Act. 5. Supporting People - £0.387m pressure as a result in the change in eligibility criteria of the Supporting People grant which supports direct care to individuals across various services. <p>Social Care Pressures total £3.828m.</p>
1.08	<p>Repayment of Reserves</p> <p>As part of the strategy for balancing the 2017/18 budget one off reserves of £1.646m were used to avoid (1) any further increase in Council Tax over and above the level of 3% and (2) further service changes or reductions over and above those approved as part of Business Planning proposals. As reserves are one off funding only this cost will need to be met on a recurring basis from 2018/19.</p>
1.09	<p>Other Local Pressures</p> <p>Of the remaining local pressures the shortfall in levels of planning fee income, and an increase in the level of amount required to fund the Council's borrowing due to the change in the Minimum Revenue Provision (MRP) policy agreed as part of the 2017/18 budget, are the principal ones.</p>
1.10	<p>Inflation</p> <p>The current forecast includes projections for increases in inflation as follows:</p> <ol style="list-style-type: none"> 1. Pay – includes an increase of 1% on current budgets. Any increase above the 1% which might be negotiated at a national level would have a significant impact on the current “gap”. 2. Price inflation – included on a critical service need only basis with £0.170m currently included for specific pressures. 3. Food – includes an increase of 5% on current budgets due to latest indications from our suppliers. 4. Fuel – includes an increase of 5% on current budgets to reflect recent increases and current forecasts. 5. Energy – includes increases in energy which range from 2% for fuel oil, to 11% for electricity to 16% for street lighting. Gas is forecast to

	<p>increase by 30% which has been confirmed by our supplier and is also referenced within the most recent Bank of England Inflation report.</p> <p>The recent report from the Bank of England (May 2017) noted that it is likely that overall price inflation will increase to 2.8% in quarter 4 but is likely to ease back over the next 2-3 years and remain at 2%.</p> <p>The position on inflation remains unpredictable in the current economic and political climate The forecast is subject to further review.</p>
1.11	<p>Workforce Pressures</p> <p>This group of pressures include the second year impact of the triennial actuarial review of the pension fund, the remaining pressure of the estimated impact of Auto Enrolment of employees into the Pension Fund, additional workforce pressures from the remaining pay increments to be allocated following the Single Status Agreement, and other workforce pressures which have emerged through grading appeals/maintenance and service reviews. Work is ongoing in this area.</p>
1.12	<p>Further Risks Identified</p> <p>As part of the ongoing review of financial pressures there are some areas which are to be kept under review. These are set out below:</p>
1.13	<p>Homelessness – there are several pressures which might affect the Homelessness service due to the roll out of Universal Credit:-</p> <ol style="list-style-type: none"> 1. Increasing demand and limiting options which may lead to an increase in the number of individuals placed in temporary accommodation; 2. There is a risk that there could be a reduction in the homeless prevention funding from Welsh Government. In 2017/18 we received £130,000 of transitional funding to cover the cost of the new legislation. This could end in 2018/19.
1.14	<p>Social Services and Wellbeing Act – some of the impacts of the Act have already been identified in 1.07 above. Others are difficult to quantify at this stage and are being kept under review.</p>
1.15	<p>Out of County Placements continue to be an area of volatility often due to the decisions of the Courts. Current levels of placements indicate that the potential pressure could range between £0.200m to £0.828m. This is the level of overspend shown in the outturn report for 2016/17.</p>
1.16	<p>Ongoing Intermediate Care Fund (ICF) availability is a risk that will need to be monitored throughout the year. The Council receives £1.261m of ICF funding in 2017/18.</p>
1.17	<p>Potential pressures within Education and Youth which could arise from School Modernisation, Additional Learning Needs (ALN) and continuation of the Early Year family support grant. At this stage we cannot quantify the impact.</p>

1.18	<p>Emerging Issues from the Interim 2017/18 Monitoring Report</p> <p>Monitoring of the 2017/18 revenue budget has just commenced and the first high level report of major variances is also being considered by Cabinet as part of this meeting. This has identified a number of variations both positive and negative which, if nothing else changes, would have to be considered as revisions to the financial forecast. These are detailed in 1.19. These variances will require further review to ensure they receive the same level of scrutiny and challenge as the pressures currently included in the forecast.</p>																																										
1.19	<p>Table 2 - Potential Impacts on 2018/19 identified in interim 2017/18 revenue monitoring report</p> <table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">Positive impacts</th> <th style="text-align: center;">Note</th> <th style="text-align: right;">£m</th> </tr> </thead> <tbody> <tr> <td>CTRS - Reduction in demand</td> <td style="text-align: center;">(1)</td> <td style="text-align: right;">(0.250)</td> </tr> <tr> <td>ICF - Continuation of funding</td> <td style="text-align: center;">(2)</td> <td style="text-align: right;">(0.500)</td> </tr> <tr> <td>Social Care additional funding</td> <td style="text-align: center;">(3)</td> <td style="text-align: right;">(0.865)</td> </tr> <tr> <td>Care Fees</td> <td style="text-align: center;">(4)</td> <td style="text-align: right;">(0.514)</td> </tr> <tr> <td colspan="2">Total Positive Impacts</td> <td style="text-align: right;"><u>(2.129)</u></td> </tr> </tbody> </table> <ol style="list-style-type: none"> 1. Current demand on the CTRS is projecting an underspend in 2017/18. This is subject to change if the local economy were to decline. 2. Continuation of ICF funding to provide support to the Independent Sector is anticipated, however this is subject to annual review and may change. 3. The announcement of additional funding for Social Care was confirmed as an additional grant in 2017/18, however the figure is yet to be confirmed. This allocation will become part of the Revenue Support Grant in 2018/19 and details of the overall impact on the level of funding will need to be kept under review. 4. An in-year saving as increases in fees to the Independent Sector were contained within budget provision. There will be a recurring efficiency of £0.514m in 2018/19. <table border="0" style="width: 100%; margin-top: 20px;"> <thead> <tr> <th style="text-align: left;">Negative Impacts</th> <th style="text-align: center;">Note</th> <th style="text-align: right;">£m</th> </tr> </thead> <tbody> <tr> <td>Markets Income</td> <td style="text-align: center;">(1)</td> <td style="text-align: right;">0.054</td> </tr> <tr> <td>Transport Operator Issue</td> <td style="text-align: center;">(2)</td> <td style="text-align: right;">0.675</td> </tr> <tr> <td>ESD Grant</td> <td style="text-align: center;">(3)</td> <td style="text-align: right;">0.111</td> </tr> <tr> <td>Gas Engine Income</td> <td style="text-align: center;">(4)</td> <td style="text-align: right;">0.200</td> </tr> <tr> <td>Shared Specialist Plant</td> <td style="text-align: center;">(5)</td> <td style="text-align: right;">0.050</td> </tr> <tr> <td>Motor Insurance Premium</td> <td style="text-align: center;">(6)</td> <td style="text-align: right;">0.100</td> </tr> <tr> <td>Street Lighting</td> <td style="text-align: center;">(7)</td> <td style="text-align: right;">0.131</td> </tr> </tbody> </table>	Positive impacts	Note	£m	CTRS - Reduction in demand	(1)	(0.250)	ICF - Continuation of funding	(2)	(0.500)	Social Care additional funding	(3)	(0.865)	Care Fees	(4)	(0.514)	Total Positive Impacts		<u>(2.129)</u>	Negative Impacts	Note	£m	Markets Income	(1)	0.054	Transport Operator Issue	(2)	0.675	ESD Grant	(3)	0.111	Gas Engine Income	(4)	0.200	Shared Specialist Plant	(5)	0.050	Motor Insurance Premium	(6)	0.100	Street Lighting	(7)	0.131
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	<p>Bus Subsidy Efficiency (8) 0.205</p> <p>County Hall Parking (9) 0.080</p> <p>School Transport (10) 0.200</p> <p>Supplier Charging (11) 0.116</p> <p>Human Resources Services (12) 0.162</p> <p>CRB Checks (13) 0.080</p> <p>Total Negative Impact <u><u>2.164</u></u></p> <p>Notes:</p> <ol style="list-style-type: none"> 1. Reduction in Market income has led to a shortfall in 2017/18 which if it continues will lead to a pressure in 2018/19. 2. Additional transport costs due to contractor ceasing trading. 3. In year reduction of grant in 2017/18 with recurring impact in 2018/19. 4. Further reduction in income levels projected in 2017/18 which may be recurring if market not recovered. 5. Lack of engagement from neighbouring authorities to share specialist plant has led to the non-achievement of this efficiency in 2017/18. 6. Above inflation increase in Motor Insurance Premium. 7. In year increase of 16% on street lighting with recurring impact on 2018/19. 8. Unachievable efficiency due to local decision. 9. Lower than anticipated efficiency due on parking permits. 10. Additional transport costs due to relocation of pupils. 11. Efficiency for charging suppliers for use of payment portal now not achievable. 12. Anticipated efficiency lower than projected leading to shortfall. 13. Potential pressure relating to CRB checks.
1.20	Although there are a number of potential variances occurring in 2017/18 that could potentially impact on the 2018/19 budget, they are broadly cost neutral in total and are not included in the forecast at this stage. Further detailed work will be undertaken and only included once confirmed as recurring or where they cannot be mitigated by other means.
1.21	<p>Working with Welsh Government</p> <p>We also continue to work nationally with Welsh Government on the following areas:-</p> <ul style="list-style-type: none"> • medium term financial planning at national level • sufficient and sustainable levels of Revenue Support Grant • reform of specific grants and retention of sufficient current grant funding levels to maintain services • relaxing charging levels for services such as domiciliary care • full funding of welfare schemes such as the Council Tax Reduction Scheme • meeting cost pressures of national legislative and public demand in key services such as social care

1.22	Flintshire, as a low funded council per capita, has made the case that it is particularly exposed to the impacts of the significant annualised reductions in public sector funding to meet current and new cost burdens. The risks to Council performance posed by the financial position will continue to be set out to Government Ministers.
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2.00	Budget Process 2018-19
2.01	As part of the revision of the Medium Term Financial Strategy, the Council should begin to build its budget proposals for 2018/19.
2.02	Based on the initial forecast, the budget 'gap' for 2018/19 will be £11.7m. There are also a number of known and emerging risks that will need to be carefully considered as set out in paragraphs 1.12 - 1.17 of the report.
2.03	At present business plan proposals are in development.
2.04	A full budget setting process and timetable will be published by the Cabinet shortly. The re-adoption of the MTFS and endorsement of the proposals within the portfolio business plans will be an important first step in the annual budget process.
2.05	As part of good practice the Council has adopted a range of key performance indicators (KPIs) to help measure performance in financial management; these will be reported upon throughout the year as appropriate as part of regular monitoring reports. Details are appended.
2.06	Regular updates will be provided to members on the MTFS and Budget 2018/19 and a member workshop has been arranged for later this afternoon to provide an opportunity for members to gain a better understanding of the financial challenges and some of the ways in which the Council will need to address these challenges.

3.00	RESOURCE IMPLICATIONS
3.01	The resource implications are significant. The Medium Term Financial Strategy will continue to carry many risks. Careful risk assessment in planning and decision-making will continue to be a central feature of review and debate.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Consultation with Group Leaders, Overview and Scrutiny Committees, external partners, external advisors and representative bodies, and eventually the communities of Flintshire will follow. The strategic approach advocated for the MTFs builds on the current approach which had majority member and public support in planning the previous 2 years annual budget process.

5.00	RISK MANAGEMENT
5.01	All parts of the financial forecast, all budget solutions are risk assessed stage by stage. An overall risk assessment and risk management statement will be produced both for the revised MTFs and the draft annual budget for 2018/19. In particular, the position regarding inflation is likely to remain volatile as the country moves through its Brexit negotiations. Progress and the effects of this will be monitored so that future financial analysis reflects the impacts.

6.00	APPENDICES
6.01	Appendix 1 – MTFs KPIs

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	<p>Contact Officers: Colin Everett and Gary Ferguson</p> <p>Telephone: 01352 702101</p> <p>E-mail: gary.ferguson@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.</p> <p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Office of Budget Responsibility: created in 2010 to provide independent and authoritative analysis of the UK public finances.</p>

Institute of Fiscal Studies: formed in 1969 and established as an independent research institute with the principal aim of informing public debate on economics in order to promote the development of effective fiscal policy.

Independent Commission on Local Government Finance in Wales: established to examine how local government funding can be made more sustainable with a view to providing specific recommendations for improvement and reform.

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

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Medium Term Financial Strategy – KPIs

Financial Planning

1. The % to which the forecast funding needs of the Council are met through financial planning (to be expressed year on year for the 3 year MTFS period)

Target = 100% (reflecting balanced budget)

2. The variance in the cost of forecast and actual local cost pressures (to be expressed overall and by portfolio as out-turn figures)

Target = based on Budget monitoring position

Efficiency Planning

3. The % of planned efficiencies achieved (to be expressed as both a percentage and value and on an annual basis)

Target = 95%

Annual Budget Management

4. The variance between the budget out-turn and the budget set (to be expressed overall and by portfolio)

Target = +/- 0.5% (£1.26m for 2016/17)

Reserves and Balances

5. Reserves as % of Gross Revenue Expenditure – measures the level of funds retained for future plans and unforeseen expenditure (also National PI).

Earmarked Reserves – Average in Wales 2015/16 was 12% (FCC 7.9%)

Unearmarked Reserves – Average in Wales is 3%

Income and Debt Management

6. The % of Council Tax collected (to be expressed as an annual figure)

Target = 99%

7. The % of income collected compared with the net budget (to be expressed as a percentage and as a financial value)

Target = 95% of the set additional income target for the financial year

8. The % of debt recovered (to be expressed as a percentage and as a financial value)

Target = 75% (ytd is 69% and last year 73%)

Treasury Management

9. The rate of return achieved on investments (to be expressed as a percentage and as a financial value)

Target = 0.40% and £100k

Capital Management

10. The % of the aspirational capital programme which is funded (to be expressed as a percentage and as a financial value)

11. The % of major capital projects which are completed a) on time and b) on budget.

Target = Tolerance level of 5%

Further consideration on practicalities and information held required

Housing Revenue Account

12. The rate of return achieved (to be expressed as a percentage and as a financial value against a range target)

Target = 3%



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13 th July, 2017
Report Subject	Improvement Plan 2016/17 Outturn Report
Cabinet Member	Leader of the Council & Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive Chief Officer – Governance
Type of Report	Operational

EXECUTIVE SUMMARY

The Improvement Plan for 2016/17 was adopted by the Council on 14th June 2016.

This report presents the monitoring of progress at the end of the year for the Improvement Plan 2016/17 priorities 'Modern and Efficient Council' and 'Safe Communities' relevant to the Corporate Resources Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports as well as in the Council's Annual Performance Reports. This end of year monitoring report for 2016/17 is another positive report with 100% of agreed actions being assessed as making good progress and 82% likely to achieve the desired outcome. In addition, 66% of the performance indicators met or exceeded target for the year. Risks are also being successfully managed with the majority being assessed as moderate (45%) or minor/insignificant (42%).

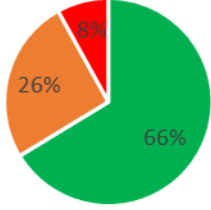
This report is an exception based report and therefore detail focuses on the areas of under-performance.

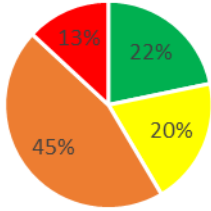
RECOMMENDATIONS

1	That the Committee consider the Improvement Plan 2016/17 outturn monitoring report, highlight and monitor poor performance and feedback details of any challenge to Cabinet.
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REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN MONITORING REPORT
1.01	<p>The Improvement Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2016/17 Improvement Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.</p>
1.02	<p>Monitoring our Activities</p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track <p>A RAG (Red/Amber/Green) status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Each outcome has been categorised as: -</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s).
1.03	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIONS PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 57 (100%) actions. <p>ACTIONS OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 47 (82%) action outcomes. • We have a medium (amber) level of confidence in the achievement of 10 action outcomes (18%). • None of our actions have a low (red) level of confidence in achievement of outcomes.
1.04	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG status. This is defined as follows: -</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target • AMBER equates to a mid-position where improvement may have been made but performance has missed the target • GREEN equates to a position of positive performance against target.

1.05	<p>Analysis of current levels of quarterly performance where the data is currently available shows the following: -</p> <ul style="list-style-type: none"> • 66 (66%) had achieved a green RAG status • 24 (26%) have an amber RAG status • 8 (8%) have a red RAG status <div data-bbox="454 389 1259 824" style="text-align: center;"> <p><u>KPI Progress Status</u></p>  <p>■ On Track ■ Monitor ■ Off Track</p> </div> <p>Performance trends have identified that half of the measures have remained stable or improved on the previous year.</p>
1.06	<p>The quarterly performance indicator (PI), identified for the Corporate Resources Overview & Scrutiny Committee, which showed a red RAG status for current performance is:-</p> <p>Priority: Modern and Efficient Council <i>Percentage of employee turnover (excluding early retirement and voluntary redundancies)</i></p> <p>The turnover percentage for the Council during 2016/17 is 12.36%. This shows a decline from the comparative figures for last year (10.34%). This is partially due to the inclusion of Community Playworkers and Alternative Service Models which have transferred from the Council.</p>
1.07	<p>Monitoring our Risks</p> <p>Analysis of the current strategic risks identified in the Improvement Plan are as follows:-</p> <ul style="list-style-type: none"> • 11 (22%) are insignificant (green) • 10 (20%) are minor (yellow) • 23 (45%) are moderate (amber) • 7 (13%) are major (red) • There are no severe (black) risks.

	<p style="text-align: center;"><u>Risk Status</u></p>  <p style="text-align: center;"> ■ Insignificant ■ Minor ■ Moderate (Amber) ■ Major (Red) </p>
1.08	<p>The one major (red) risk area identified for the Corporate Resources Overview & Scrutiny Committee is:-</p> <p>Priority: Modern and Efficient Council Risk: <i>The scale of the financial challenge</i></p> <p>The Final Local Government Settlement for 2017/18 has since been received and is more favourable than the figure projected within the forecast. The annual budget for 2017/18 has now been set. The risks remain high for future budget years.</p>

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan are included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.06 and 1.08 above.

5.00	APPENDICES
5.01	Appendix 1 – Improvement Plan 2016/17 Outturn Report – Modern and Efficient Council
5.02	Appendix 2 – Improvement Plan 2016/17 Outturn Report – Safe Communities

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Improvement Plan 2016/17: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Robert Robins Telephone: 01352 702320 E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS																																													
7.01	Improvement Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.																																													
7.02	<p>Risks: These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p> <p>Risk Likelihood and Impact Matrix</p> <table border="1"> <tr> <td rowspan="4">Impact Severity</td> <td>Catastrophic</td> <td>Y</td> <td>A</td> <td>R</td> <td>R</td> <td>B</td> <td>B</td> </tr> <tr> <td>Critical</td> <td>Y</td> <td>A</td> <td>A</td> <td>R</td> <td>R</td> <td>R</td> </tr> <tr> <td>Marginal</td> <td>G</td> <td>Y</td> <td>A</td> <td>A</td> <td>A</td> <td>R</td> </tr> <tr> <td>Negligible</td> <td>G</td> <td>G</td> <td>Y</td> <td>Y</td> <td>A</td> <td>A</td> </tr> <tr> <td></td> <td></td> <td>Unlikely (5%)</td> <td>Very Low (15%)</td> <td>Low (30%)</td> <td>Significant (50%)</td> <td>Very High (65%)</td> <td>Extremely High (80%)</td> </tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood & Percentage of risk happening</td> </tr> </table>	Impact Severity	Catastrophic	Y	A	R	R	B	B	Critical	Y	A	A	R	R	R	Marginal	G	Y	A	A	A	R	Negligible	G	G	Y	Y	A	A			Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)			Likelihood & Percentage of risk happening					
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7.03	The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.																																													

Actions

Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.

Lead Officer – The person responsible for updating the data on the action.

Status – This will either be 'In progress' if the action has a start and finish date or 'Ongoing' if it is an action that is longer term than the reporting year.

Start date – When the action started (usually the start of the financial year).

End date – When the action is expected to be completed.

% complete - The % that the action is complete at the time of the report. This only applies to actions that are 'in progress'. An action that is 'ongoing' will not produce a % complete due to the longer-term nature of the action.

Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).

Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

Measures (Key Performance Indicators - KPIs)

Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as 'no data'.

Period Actual – The data for this quarter.

Period Target – The target for this quarter as set at the beginning of the year.

Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.

Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).
- Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), medium – uncertain level of confidence in the achievement of the target (Amber) and high-full confidence in the achievement of the target (Green).

Risks

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – This shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).

Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

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Annual Performance 2016/17 Progress Report

Modern and Efficient Council

Flintshire County Council



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Print Date: 15-Jun-2017

8 Modern and Efficient Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	67.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

An activity plan for 2017 has been developed with a key group of social enterprises that aims to provide leadership and further support to the sector. • The plan includes two specific contracts that will be targeted to the sector. • Business support and dragons den sessions for the sector. • A new business award in business week specific to the social enterprise sector. • The development of a community benefits policy for Flintshire. This is a three year plan which aims to be complete by 31st March 2018 and is currently 2/3rds of the way through and on target.

Last Updated: 26-Apr-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:



Encouraging volunteers and active citizens is a longer-term programme. Initially there is the volunteering policy which has been shared with the Public Services Board (PSB). Work on volunteering is being developed jointly by public sector partners under the "community resilience" priority of the Board. Evaluation will take place at the end of the year on take up of the policy and use of volunteers by services. This will then complete work on this initial element of encouraging volunteers. The amber rating reflects the longer-term nature of achieving this outcome.



Last Updated: 04-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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8.1.1.3 Ensure community benefit through our commissioning of goods and services and their impact	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: A new set of Contract Procedure Rules (CPRs) has been approved by Council and will become operational on 1st November. As part of the new CPR there is a mandatory requirement to include community benefit considerations for all contracts above £1m. To ensure community benefits are agreed and included a new commissioning form has also been developed and, will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise. Since the introduction of the new Contract Procedure Rules and use of the Commissioning Form, the inclusion of Community Benefits in individual tender projects is increasingly being adopted.</p> <p>Last Updated: 03-Feb-2017</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models (ADM's) to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Leisure and Libraries, Facility Management and Social Care Work Opportunities had the final implementation plans agreed at Cabinet during December 2016 and March 2017. Set up of each of the new delivery models is planned as follows: • Facilities Management on the 1st May 2017 • Libraries and Leisure on the 1st July 2017 • Social Care Learning Disability Service on the 3rd July</p> <p>Last Updated: 04-May-2017</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers CAT's)	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17). To support existing transfers four monitoring visits have been completed with the remainder planned early in 2017/18. This is a three year plan which aims to be complete by 31st March 2018 and is currently two thirds of the way through and on target.</p> <p>Last Updated: 04-May-2017</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2016	31-Mar-2018	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Flintshire has been involved in a number of workstreams during the year with the aim of ensuring that the Armed Forces community are not disadvantaged when accessing Council services. These have included a refresh of the Steering group which has active engagement from our Armed Forces partners and a review of our action plan to ensure that it captures the workstreams and their impact. In addition Flintshire has been awarded the Ministry of Defence's Bronze award of Employee Recognition Scheme and is pursuing the Silver award. Flintshire has also played an active role in preparing for regional funding (Covenant Fund 2016) that has been made available from the Ministry of Defence. This funding will support two 2 year co-ordinator positions working across six authorities, concentrating on website development and engagement with the Armed Forces community. The regional group has been notified that the application has been successful. The green status reflects that although this work cannot deliver the full intended impact within a single year; there has been successful progress throughout the year. The successful recruitment of the co-ordinators will support future delivery of the Covenant's objectives.

Last Updated: 03-Apr-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.1 Develop and implement a three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.	Gary Ferguson - Corporate Finance Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Medium Term Financial Strategy (MTFS) has been adopted by Cabinet, with Overview and Scrutiny Committee input, and regular updates are provided. The provisional Local Government settlement of Welsh Government is due mid-October. The amber outcome rating derives from uncertainty over the content of the settlement at this early stage. The provisional Local Government settlement was received on 19th October 2016 and was more favourable than was forecast within the MTFS. This was due to the funding being mainly flat lined to the 2016/17 level whilst the MTFS projection had assumed a cut of 1.5%. A stage 1 budget report was considered by Cabinet and Corporate Overview and Scrutiny Committee in September and a Stage 2 report which will include further Corporate Financial Stewardship options was considered by Cabinet in November 2016. Q3) Corporate financial stewardship efficiencies were approved by Council on 6th December 2016 with the final stage 3 report considered and approved by Cabinet on 14th February 2017.

Last Updated: 22-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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8.2.1.2 Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

The updated People Strategy for 2016-19 was approved by Cabinet in November 2016. The strategy reflects organisational needs and aligns capacity to priorities. In the interim period of strategy revision, resources have been prioritised to meet dominant organizational needs including service reviews, efficiency led service model changes, the transition to Alternative Delivery Models, and workforce scale and cost reduction programmes.



Last Updated: 22-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Lisa McLellan - Asset Manager	In Progress	01-Apr-2016	31-Mar-2018	70.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council's corporate accommodation is being rationalised through reducing floor space and the costs of occupied office accommodation, and increasing the number/percentage of employees working in an agile way. Continued optimisation of space at both Flint Offices and Alltami progresses alongside phased County Hall rationalisation. The relocation of services from phase 4 to phases 1 and 2 has freed up an additional 3571 square metres within County Hall. The cumulative total vacated space is 5579 square metres.

Last Updated: 16-May-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

During the year progress has been made in delivering purchasing efficiencies through the use of regional and national procurement collaborations as a result of working with the National Procurement Service as well as identifying joint collaborative opportunities with Denbighshire CC. However further on-going monitoring will be required to ensure efficiencies continue going forward. The implementation roll-out of e-procurement solutions across the Council has been delayed due to resource capacity issues as a result of long-term sickness absence to a key member of the Team. However, the largest spend service areas have continued to engage and make use of the Proactis Portal for day to day tendering activities. This has resulted in greater compliance with the Contract Procedure Rules as well as delivering process efficiencies.

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Last Updated: 26-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.5 Embrace digital channels as the default in service design where possible to provide access to online services at a time and location convenient to the customer.	Rebecca Jones - Customer Services Team Leader	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

The new Customer Service Strategy has been approved by Cabinet and sets out the Council’s plan to transform customer access to Council services over the next five years; this will include a review of how customers currently access Council services and opportunities to modernise all face to face, telephone and digital access channels. The number of online digital transactions increased with 11,142 customers choosing to correspond with the Council online via the website. There was also a 19% increase in the number of people using the Council’s website. Customer Support Services continue to work closely with ICT to prioritise services for transformation.

Last Updated: 13-Jun-2017

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Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.1M01 The number of new social enterprises developed	5	11	↑	3	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer Aspirational Target: 3.00 Progress Comment: Holywell Leisure Centre, Toe to Toe, Connah's Quay Nomads have formed a new social enterprise to take on Connah's Quay Youth Centre and Buckley Boxing Club has formed a new social enterprise to take on Bistre Youth and Community Centre. Flintshire Counselling established to provide affordable counselling services to citizens who cannot access mainstream provision. Beyond the Boundaries, a beauty salon developed specifically to create work and training opportunities for young people with disabilities. Emotional Learning Foundation, aims to fundamentally change the way in which education is delivered with primary schools in order to educate young people to accept and deal with their emotions, both positive and negative. Art and Soul Tribe have developed to address the issue of bullying and use an alternative Fashion show to convey their messages. Cambria Band provide the opportunity for local people to learn to play instruments and become involved with social activities relating to the celebration of local events and activities. Pepperpot childcare, this will be an inclusive wrap around childcare venture operating in Deeside. It will create 19 jobs, as well as training and work placement opportunities. Trelogan Community Centre, manage a community building in the centre of the community for the benefit of local residents</p> <p>Last Updated: 16-May-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.1M02 The number of social enterprises supported to thrive and prosper (support meetings held with Social Enterprises)	12	24	↑	7	 GREEN

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Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer
Aspirational Target:
Progress Comment: A wide range of business support, advice and guidance has been provided to 24 social enterprises operating within Flintshire over the last year, the beneficiaries of this support are:

- Holywell Leisure Centre
- Toe to Toe
- Connah's Quay Nomads
- Buckley Boxing Club
- RainbowBiz
- West Flintshire Community Enterprises
- Groundwork North Wales
- Flintshire Counselling CIC
- Mold Rugby Club
- The Clocktower
- Beyond the Boundaries CIC
- Emotional Learning Foundation CIC
- Amser Babi Cymraeg
- BREW
- Parkfields community Centre
- Neighbourhood Economics
- Art and Soul Tribe CIC
- Cambria Band CIC

Last Updated: 16-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.2M01 Number of volunteers directly placed into volunteering placements	541	548	↑	N/A	N/A

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Aspirational Target:
Progress Comment: Flintshire Local Voluntary Council directly placed at least 548 individuals into new placements in 2016/17

Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.3M01 Percentage of contracts awarded in the financial year over £1m with community benefit clauses included in contract documents	No Data	100	N/A	N/A	N/A

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Since the introduction of the new Contract Procedure Rules (CPR's) and Commissioning Form in November 2016, all projects above £1m should now include community benefit clauses. The Commissioning Forms are being reviewed by the Corporate Procurement Team for all projects above £25k therefore the inclusion of Community Benefits in contracts will be increasing.

However, there is still a requirement for officers to comply with the new CPR's and on going monitoring is in place.


Last Updated: 26-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.3M02 Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in contract documents	No Data	100	N/A	N/A	N/A

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Since the introduction of the new Contract Procedure Rules (CPR's) and Commissioning Form in November 2016, all projects below £1m should include Community Benefit clauses where relevant. The number of projects below £1m which include community benefits is determined on a case by case basis. However, as all projects above £25k now require submission of a Commissioning Form it is expected that Community Benefits for low value projects will increase.


There is still a requirement for officers to comply with the new CPR's for which on going monitoring is in place.

Last Updated: 26-May-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.4M01 The level of efficiencies alternative delivery models (ADM's) have supported	0	0	↔	0	 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager
Aspirational Target:
Progress Comment: The alternative delivery models in leisure and libraries, facilities management, and adult social care are due to be established in the year 2017-18, hence no target or actual will be shown this year.


Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.4M02 The number of services sustained through delivery via alternative models	0	0	↔	0	 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager
Aspirational Target:
Progress Comment: The alternative delivery models in leisure and libraries, facilities management, and adult social care are due to be established in the year 2017-18, hence no target or actual will be shown this year.
 Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.5M01 The number of public assets transferred to the community	No Data	10	N/A	15	 AMBER


Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager
Aspirational Target:
Progress Comment: For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17).
 Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.1M01 Amount of efficiency targets achieved.	10612000	9557000	↓	10521000	 AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Total efficiency achieved for 2016-17 is £9.557m against a target of £10.521m which gives an overall achievement of 91% within the financial year. The overall risk status of amber reflects that although this is an improvement on previous years, there is still not 100% achievement.
 Last Updated: 16-May-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.2M01 Number of participants in Flintshire Academy Training and Development programme	No Data	868	N/A	N/A	N/A
<p>Lead Officer: Heather Johnson - Learning and Development Adviser Reporting Officer: Andrew Adams - Business Information and Compliance Adviser Aspirational Target: Progress Comment: Flintshire Academi refers to a place of study or learning which covers Leadership & Management, general and/or Role specific personal development, Equality and Diversity, Welsh Language, Health & Safety, First Aid, and ICT.</p> <p>Last Updated: 31-May-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.2M02 Increase percentage of staff that receive an annual appraisal	No Data	65	N/A	N/A	N/A
<p>Lead Officer: Sharon Carney - Lead Business Partner Reporting Officer: Andrew Adams - Business Information and Compliance Adviser Aspirational Target: Progress Comment: Ongoing work is carried out to ensure appraisals take place in a timely manner and are recorded on iTrent. Appraisals are also scheduled for future completion.</p> <p>Last Updated: 26-May-2017</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.2M03 Percentage of employee turnover (excluding early retirement and voluntary redundancy)	0	12.36	↓	8	 RED

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Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The turnover percentage for the Council during 2016/17 is 12.36%. This shows a decline from the comparative figures for last year (10.64%). This partially due to the inclusion of Community Playworkers and Alternative Service Models which have transferred from the Council.
 Last Updated: 02-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.2M04 (CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.	3	2.62	↑	2.33	 AMBER


Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: -
Aspirational Target: 9.30
Progress Comment: Compared to the same quarter in 2015/16, there has been a significant improvement in the quarterly outturn, (2015/16 – 3.01, 2016/17 – 2.62). This has meant the annual outturn for 2016/17 equates to 9.87. Although the annual outturn did not meet the annual target of 9.30, there still has been significant improvement from the 2015/16 figure (10.30).
 Please note: totals from previous quarters through the year total to 9.92, due to retrospective absence recordings, the true figure is 9.87.
 Last Updated: 19-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.3M01 The percentage reduction in the floor space (m2) of office accommodation occupied	22	34	↑	25	 GREEN


Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: The relocation of services from phase 4 to phases 1 and 2 has freed up an additional 3571 sqm within County Hall. The cumulative total vacated space is 5579sqm which equates to 34% of the baseline figure.
 Last Updated: 05-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.3M02 Reduction in the running costs of corporate accommodation.	19.9	31	↑	25	 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: During this year the running costs of the remaining corporate accommodation was £1,324,861. This equates to a 31% reduction from the baseline figure. So the equivalent figure for 2016/17 is a reduction of £604,139.00.
 Last Updated: 10-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.3M03 Agile working - desk provision as a percentage of staff (County Hall)	98	87	↑	89	 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: Relates to County Hall. The 87% figure denotes a higher achievement than the target figure of 89% and is a result of a desk ratio of 819 desks to 944 staff.
 Last Updated: 10-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.4M01 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	1822470	640596	↓	400000	 GREEN
<p>Lead Officer: Arwel Staples - Strategic Procurement Manager Reporting Officer: Arwel Staples - Strategic Procurement Manager Aspirational Target: Progress Comment: The annual total efficiency savings target of £400k has been surpassed with a total annualised efficiency savings of £640,596 having been delivered.</p> <p>Last Updated: 18-Apr-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.4M02 Efficiencies achieved through the use of end to end electronic purchasing	200000	No Data	N/A	N/A	N/A
<p>Lead Officer: Arwel Staples - Strategic Procurement Manager Reporting Officer: Arwel Staples - Strategic Procurement Manager Aspirational Target: Progress Comment: The E-procurement programme in Value Wales has been discontinued due to Welsh Government (WG) budget cuts. As a result the adoption of the Benefits Realisation Toolkit has not been realised within Flintshire County Council (FCC). We therefore unable to report against this performance indicator.</p> <p>Last Updated: 26-May-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.5M01 Increase the number of transactional services online and via the Flintshire app	No Data	50853	N/A	N/A	N/A

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: During 2016-17 the number of digital enquiries i.e. website, e-forms, Mobile App and Live Chat increased each quarter with over 31,000 online enquiries received during the year. The final quarter saw the highest increase with 11,809 enquiries received compared to 7,460 to the previous quarter. Quarter 4 also saw a rise in the number of people browsing the NEW Homes website with 1,421 users choosing to explore Housing opportunities online.

Last Updated: 10-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.5M02 Increase the take-up of online services	No Data	1317256	N/A	N/A	N/A

Lead Officer: Rebecca Jones - Customer Services Team Leader
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: In 2016-17 website usage was consistent, over 765,000 people visited Flintshire’s website during the year. On average this equated to over 191,000 visitors each quarter. Over 4.7 million web pages were viewed during the year. There was an increase in the number of users to the Council’s website in Q4. 214,196 users visited the website, with each user visiting on average 2.29 times during the quarter. Over 1.3 million web pages were viewed and this means, website users looked at around 6 pages during their visit to our website.

Last Updated: 10-May-2017

RISKS

Strategic Risk




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Green	↓	Open

Potential Effect: No increase in the number and strength in community and social sectors which in turn will limit the capacity for communities to assist in community asset transfer and other programmes.

Management Controls: Careful business planning and capacity development with community partners.

Progress Comment: For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17). In addition 5 services have now been agreed by Cabinet to progress into 3 Alternative Delivery Models. This demonstrates the capacity and appetite of the community and social sectors to work with the council to sustain important services for local communities.

Last Updated: 26-May-2017




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effect: Organisational change objectives cannot be met.

Management Controls: Careful service and business planning with inclusivity of Trade Union and workforce input.




Progress Comment: Detailed work has taken place with staff and trade unions on the asset transfers and the five services that are establishing Alternative Delivery Models. In each case an agreed position has been reached with staff and trade unions which demonstrates their appetite to work co-operatively on this agenda.

Last Updated: 26-Apr-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effect: New Alternative Delivery Models will see a decrease in income and could be un-sustainable.
Management Controls: Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen.
Progress Comment: Final diligence on all 5 services establishing ADM's is nearing completion. This has included final market assessments which demonstrate each of the three new ADM's can compete and co-operate in the markets they are entering.

Last Updated: 25-Apr-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effect: Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council.
Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and contingency plans. An agreed funding model where the Council subsidises the ADM's over a limited period is built into the MTFS.
Progress Comment: Final diligence work for each of the three new Alternative Delivery Models shows that the level of public funding available in the foreseeable future is adequate to support the new companies.

Last Updated: 26-May-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Arwel Staples - Strategic Procurement Manager					Closed

Potential Effect: Unlikely increase in spend with Small and Medium Enterprises (SMEs) and third sector suppliers
Management Controls: Introduction of a new and improved corporate procurement strategy.
Progress Comment: A new corporate procurement strategy has been developed. The strategy has now been approved and one of the key outcomes is local supplier development, increased use of community benefits, and increased spend with Social Enterprises.
 A number of Training Workshops have been undertaken to promote the new Strategy.
 The introduction of the Commissioning Form will also facilitate consideration of SME and Third Sector friendly procurement initiatives for individual projects. As a result there should be greater opportunities for the local and third sector markets due to relevant lotting of tenders as well as making tender documents more market friendly.




Last Updated: 18-Apr-2017




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises fail in their early stages of development	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager, Mike Dodd - Social Enterprise Development Lead Officer	Amber	Amber	↔	Open

Potential Effect: New social enterprises are not sustainable and go into liquidation
Management Controls: i) Business development to the sector supported by the Council.
 ii) Monitoring of performance of new Social Enterprise delivery.
 iii) New network of social enterprise taking responsibility for increasing strength of the sector.
Progress Comment: Work on Alternative Delivery Models and Community Asset Transfers will result by early 2017 in four new large social enterprises operating in Flintshire. These include: Cambrian Aquatics, Holywell Leisure Centre, Flintshire Leisure and Libraries, HF Trust. These organisations strengthen the social enterprise sector in Flintshire and will enable through their learning and sharing of co-operative practice the sector to deal with issues in early stages of social enterprise start up. This will add to the work of the social enterprise sector working group which has a plan to support the sector during 2017.

Last Updated: 26-May-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Newly established Community Asset Transfers fail in their early stages of development	Neal Cockerton - Chief Officer - Organisational Change 2	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: New social enterprises are not sustainable and go into liquidation</p> <p>Management Controls: Business development support for the sector; monitoring and management of performance of new Social Enterprise delivery; new network of social enterprises taking responsibility for self-help.</p> <p>Progress Comment: Monitoring of Community Asset Transfer (CAT) achievements in their first year has started. This includes meeting with each organisation discussing their financial situation and achievement of community benefits. At this stage no significant risks of failure has been identified.</p> <p>Last Updated: 15-May-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge.	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Finance Manager				Open
<p>Potential Effect: The Council does not have sufficient funding to meet it's priorities and obligations.</p> <p>Management Controls: i) The Council's Medium Term Financial Strategy and efficiency programme. ii) National negotiations on local government funding.</p> <p>Progress Comment: The Final Local Government Settlement for 2017/18 has since been received and is more favourable than the figure projected within the forecast. The annual budget for 2017/18 has now been set. The risks remain high for future budget years.</p> <p>Last Updated: 24-Apr-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Sharon Carney - Lead Business Partner					Open

Potential Effect: Organisational change objectives cannot be met.
Management Controls: Careful service and business planning with alignment of corporate resources supplemented with specialist external support where required. Reductions in workforce are carefully planned and costed. Succession planning considerations are taken into account where relevant before decisions are taken.
Progress Comment: Organisational change programmes are broadly on time and on budget.
 Last Updated: 01-Jun-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The pace of procurement collaborations and our limited control over their development.	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	Yellow	Yellow	↔	Open

Potential Effect: Procurement efficiencies will not be realised.
Management Controls: Monitoring and management of the National Procurement Service (NPS) work programme and its benefits.
Progress Comment: The National Procurement Service (NPS) has increased the pace of procurement collaboration delivery with 30+ framework agreements in place and further projects identified. The work programme delivery is being closely monitored.
 However actual benefits to the Council from the NPS framework agreements is varied, therefore further monitoring of actual benefits is required going forward.
 Further meetings have been held with the National Procurement Service to develop an Action Plan to determine if tangible efficiencies can be obtained from collaborative framework agreements already delivered.
 Last Updated: 18-Apr-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public attitude to accessing services on-line.	Clare Budden - Chief Officer - Community and Enterprise	Rebecca Jones - Customer Services Team Leader	Yellow	Yellow	↔	Open

Potential Effect: Targeted efficiencies to be achieved through people switching to accessing services will not be met.

Management Controls: Connects will promote and assist with self-service for to enable a full digital shift.

Progress Comment: The new Customer Service Strategy has been approved by Cabinet and sets out the Council's plan to transform customer access to Council services over the next five years; this will include a review of how customers currently access Council services and opportunities to modernise all face to face, telephone and digital access channels. In quarter 4, the Council continued to see the number of online digital transactions rise with 11,142 customers choosing to correspond with the Council online via the website. There was also a 19% increase in the number of people using the Council's website. Customer Support Services continue to work closely with ICT to prioritise services for transformation.

Last Updated: 10-May-2017



Annual Performance 2016/17 Progress Report

Safe Communities

Flintshire County Council



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Print Date: 15-Jun-2017

5 Safe Communities



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.	Sian Jones - Public Protection Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

This action is complete. The North Wales Safer Communities Board Plan for 2016/17 has been approved. The plans of the Public Services Board (PSB) are consistent with and support the regional plan.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Contribute to the delivery of the North Wales Community Safety Plan priorities	Sian Jones - Public Protection Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The regional priorities have been embedded within the local 'People are Safe' delivery plan for 2016/17 under the guidance of the Public Services Board.

Last Updated: 03-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Reduce fear of crime by making use of the latest technologies including closed circuit television (CCTV)	Doug Dowling - CCTV and Campus Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER


ACTION PROGRESS COMMENTS:

The feasibility study is complete and the consultants report has been received. An executive summary has been issued to Cabinet for consideration. Consultation with Town & Community Councils and other Stakeholders is now complete. Relocation of the CCTV control room has been postponed. Progress to Stage Two of the consultants brief included preparation of detailed technical specifications, proposals, drawings and tender documentation for the upgrade of the CCTV control room equipment from analogue to state of the art digital technology and, the procurement of re-deployable cameras (where possible) to complement the static CCTV camera scheme if agreed. Revised Service Level Agreements with

Town & Community Councils are overdue.

Last Updated: 13-Jun-2017


Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.1.2M01 The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	20	14.3	↑	28	 GREEN

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Jackie Goundrey - Domestic Abuse Co-ordinator
Aspirational Target:
Progress Comment: The aim of the Multi Agency Risk Assessment Conference (MARAC) is to reduce repeat victimisation to those individuals at serious risk of harm. Cases are discussed once unless there is a further incident, which would then require the case to be brought back to MARAC for further review.

The performance of the Flintshire MARAC throughout 2016/17 exceeded the national target of 28%, resulting in lower incidents of repeat victimisation.

Last Updated: 03-May-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.1.2M02 Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)	90.91	85.08	↓	80	 GREEN


Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: Overall, waiting times have been consistent throughout the year. The indicator shows the percentage of referrals achieving the waiting time of less than 20 days. This shows an improvement against our local target of 80%.

Last Updated: 26-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP5.1.1.2M03 Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%)	78.91	77.69	↓	80	 AMBER
<p>Lead Officer: Sian Jones - Public Protection Manager Reporting Officer: - Aspirational Target: 80.00 Progress Comment: The number of completed treatments provided to those with substance misuse problems has fluctuated throughout the year. The overall average for 2016/17 is 77.69% which is just below the 2015/16 rate of 78.91%.</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.1M02 Monitoring the number of formal consultations for public space protection orders (PSPOs)	0	No Data	N/A	0	
<p>Lead Officer: Sian Jones - Public Protection Manager Reporting Officer: - Aspirational Target: Progress Comment: Further work has been undertaken relating to the replacement of the 'dog control' areas. The Anti Social Behaviour (ASB) Co-ordinator has been working with a cross-portfolio group. The mapping work on the different sites has also been completed. The Members workshop referred to at Q2 took place in January and the feedback from the workshop will part of the consultation process when dog control orders are replaced with Public Space Protection Orders (PSPO). The work is progressing as planned. This was a transitional year to establish systems and processes in readiness for the introduction of PSPOs hence why no actual outturn is recorded.</p> <p>Last Updated: 13-Jun-2017</p>					

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of sustainable funding to deliver nationally determined community safety priorities.	Sian Jones - Public Protection Manager				↓	Open

Potential Effect: Unable to deliver services
Management Controls: Develop suitable exit strategies
Progress Comment: All external grants were received during 2016/17 and appropriate financial claims and monitoring information were provided to the funders.
 Last Updated: 16-May-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Retention of experienced and skilled staff due to the short term grant funding regime.	Sian Jones - Public Protection Manager		Amber	Yellow	↓	Open

Potential Effect: Staff shortages may impact on service delivery.
Management Controls: Appropriate support has been put in place to enable the officers to undertake their work effectively.
Progress Comment: The Community Safety Partnership received continued funding during 2016/17 which has enabled the services commission to be continued.
 Last Updated: 13-Jun-2017

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 13 July, 2017
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATION

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

REPORT DETAILS

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

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

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Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2017/18

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DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT FROM
Thursday 21 st September 2017 10.00 a.m.	Community Safety Partnership Annual Report (this meeting is designated as a Statutory Crime & Disorder Scrutiny Committee meeting)	To provide Members with assurance and an overview of the Community Safety Partnership's activities and progress in 2017/18.	Sian Jones
	Flintshire Service Board and Strategic Partnership Performance – End of Year report	To provide assurance and an overview of the Flintshire Public Services Board (PSB) following the introduction of the Well-being of Future Generations (Wales) Act 2015 and the work of the Board to date.	Karen Armstrong
	Elections white paper consultation	Consultation	Robert Robins
	Revenue Budget Monitoring 2017/18	Monthly monitoring	Sara Dulson
	Quarter 1 Improvement Plan Report	Monitoring of progress for the first quarter of 2017/18 focusing on the areas of under performance relevant to the Corporate Resources Overview & Scrutiny Committee.	Karen Armstrong
	Quarter 1 Workforce Report Forward Work Programme	Monitoring of progress for the first quarter of 2017/18 Approval & Development	Sharon Carney Robert Robins
Thursday 19 th October 2017 10.00 a.m.	Regional Resilience	Colin Evans from the Community Foundation to present the Annual progress report	
	Community Endowment fund Workforce Quarterly Report	To provide Members with an update for the first quarter for 2017/18	Sharon Carney / Andy Adams
	Revenue Budget Monitoring 2017/18 Forward Work Programme	Monthly Monitoring Approval & Development	Sara Dulson Robert Robins

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2017/18

Thursday 16 th November 2017 10.00 a.m.	Fire & Rescue Service Budget Consultation	Consultation	Robert Robins
	Revenue Budget Monitoring 2017/18	Monthly Budget Monitoring	Sara Dulson
	Forward Work Programme	Approval & Development	Robert Robins
Early December	Budget Consultation Meeting	To review, scrutinise and comment on the budget proposals for 2018/19.	
Thursday 14 th December 2017 10.00 a.m.	Police & Crime Commissioner Consultation Meeting (this meeting is designated as a Statutory Crime & Disorder Scrutiny Committee meeting)	Consultation	Robert Robins
	Quarter 2 Improvement Plan 2017/18 Monitoring Report	The committee is invited to consider the reports, highlight and monitor poor performance and feedback details of any challenge to the Cabinet	Karen Armstrong
	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward Work Programme	Approval and development	Robert Robins
Thursday 18 th January 2018 10.00 a.m.	Workforce Information Report – Quarter 2 2017/18	Monitoring: to provide Members with an update for the second quarter for 2017/18	Sharon Carney / Andy Adams
	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward Work Programme	Approval & Development	Robert Robins
Late January	Budget Consultation Meeting	To review, scrutinise and comment on the budget proposals	

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2017/18

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Thursday 15 th February 2018 10.00 a.m.	Workforce Information Report – Quarter 3 2017/18	Monitoring and an update for the third quarter for 2017/18.	Sharon Carney / Andy Adams
	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward Work Programme	Approval & Development	Robert Robins
Thursday 15 th March 2018 10.00 a.m.	Quarter 2 Improvement Plan 2017/18 Monitoring Report	That the Committee is invited to consider the Quarter 3 Improvement Plan Monitoring Reports, highlight and monitor poor performance and feedback details of any challenge to the Cabinet.	Karen Armstrong
	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward Work Programme	Approval & Development	Robert Robins
Thursday 19 th April 2018 10.00 am	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward work programme	Approval and development	Robert Robins

The previous Corporate Resources O&SC had resolved at its January 2017 meeting to invite Ms Alwen Williams, the Wales director of BT to attend a meeting and provide an update on the provision of broadband in the County. Ms Williams had previously attended a meeting of the committee in April 2016.

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