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To: Cllr Aaron Shotton (Leader)

Councillors: Bernie Attridge, Chris Bithell, Derek Butler, Christine Jones, Billy Mullin, Ian Roberts and Carolyn Thomas

13 December 2017

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 19th December, 2017 in the Clwyd 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

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 5 - 14)

Purpose: To confirm as a correct record the minutes of the last meeting.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 FINANCIAL FORECAST AND BUDGET POSITION (Verbal Report)

Verbal report of Chief Executive, Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

Purpose: To provide a verbal update on the financial forecast and budget position for 2018/19.

5 NORTH WALES ECONOMIC GROWTH DEAL BID PROGRESS REPORT (Pages 15 - 30)

Report of Chief Executive, Chief Officer (Community and Enterprise) - Cabinet Member for Economic Development, Leader of the Council and Cabinet Member for Finance

Purpose: To share the current position on the developing Growth Deal Bid with timescales and initial decisions required.

6 CUSTOMER INVOLVEMENT STRATEGY (Pages 31 - 44)

Report of Chief Officer (Community and Enterprise) - Deputy Leader of the Council and Cabinet Member for Housing

Purpose: To approve a revised strategy to engage with Housing Revenue Account customers.

OPERATIONAL REPORTS

7 REVENUE BUDGET MONITORING 2017/18 (MONTH 7) (Pages 45 - 68)

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

Purpose: To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 75 projected forward to year end).

8 TREASURY MANAGEMENT MID-YEAR REVIEW 2017/18 (Pages 69 - 90)

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

Purpose: To present the draft Treasury Management Mid-Year Review for 2017/18 for recommendation to Council.

9 THE INTRODUCTION OF GARDEN WASTE CHARGES IN FLINTSHIRE (Pages 91 - 96)

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Streetscene and Countryside

Purpose: To seek approval of the garden waste charging arrangements within the Waste service.

10 THE RELEASE OF CHINESE LANTERNS FROM COUNCIL LAND (Pages 97 - 100)

Report of Chief Officer (Planning and Environment) - Cabinet Member for Planning and Public Protection


Purpose: To consider the Council's position in relation to the prevention of the release of lanterns from Council owned land.

11 **EXERCISE OF DELEGATED POWERS** (Pages 101 - 102)

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

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

Yours sincerely

A handwritten signature in black ink, appearing to read 'Robert Robins', with a horizontal line extending to the right.

Robert Robins
Democratic Services Manager

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CABINET
21st NOVEMBER 2017

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 21st November 2017.

PRESENT: Councillor Aaron Shotton (Chair)

Councillors: Chris Bithell, Derek Butler, Christine Jones, Billy Mullin, Ian Roberts and Carolyn Thomas.

APOLOGY:

Councillor Bernie Attridge.

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Chief Officer (Social Services), Corporate Finance Manager, Corporate Business and Communications Executive Officer, Revenues Manager, Benefits Manager and Team Leader – Democratic Services.

OTHER MEMBERS IN ATTENDANCE:

Councillors Patrick Heesom and Mike Peers.

82. DECLARATIONS OF INTEREST

None were declared.

83. MINUTES

The minutes of the meeting held on 24th October 2017 had been circulated with the agenda and approved as a correct record.

RESOLVED:

That the minutes be approved as a correct record.

84. COUNCIL FUND BUDGET 2018/19 – STAGE 2

The Chief Executive introduced the verbal item on the Council Fund Budget 2018/19 Stage 2.

Stage 1 of the Council Fund Budget had been presented to County Council the previous week where efficiencies of £3.1m and a consultation response for Welsh Government (WG) had been agreed.

An all Member workshop had been arranged later that day where Stage 2 budget options would be discussed. Following that, a meeting of Group Leaders was scheduled to take place on 28th November prior to a report being submitted to County Council on 12th December. The Chancellor of the Exchequer's final Statement would be delivered the following day.

Councillor Shotton said political meetings had been arranged with the Cabinet Secretary for Finance and the Cabinet Secretary for Local Government.

A petition had been started which called on the Chancellor to end austerity and had been signed by hundreds across the county. That petition would be presented to Parliament by Flintshire's MP's, Mark Tami and David Hanson.

RESOLVED:

That the verbal report be received.

85. COUNCIL PLAN 2017/18 – MID YEAR MONITORING

Councillor Mullin introduced the Council Plan 2017/18 – Mid Year Monitoring report which presented the monitoring of progress for the mid-year position of 2017/18.

Flintshire was a high performing Council which was evidenced in previous Council (Improvement) Plan monitoring reports as well as in the Council's Annual Performance Report.

The Chief Executive explained that the first mid-year monitoring report for the 2017/18 Council Plan was a positive report, with 88% of activities being assessed as making good progress, and 67% likely to achieve the desired outcome. In addition, 67% of the performance indicators (PIs) met or exceeded target. Risks were also being successfully managed with the majority being assessed as moderate (67%) or minor (8%).

The Corporate Business and Communications Executive Officer added that the report was an exception based report and therefore focused on the areas of under-performance. She commented in particular on the PI 'average number of calendar days taken to deliver a Disabled Facility Grant (DFG)' which had increased. This was due to a small number of DFGs for children's adaptations completing in the quarter which had very lengthy completion dates due to their complexity. On the red RAG risks, she explained that a large number of them related to funding which was beyond the control of the authority.

Councillor Bithell welcomed the report which was encouraging to see the authority as a high performing Council despite the austerity faced. However, he raised concerns on the DFG PI and said he would welcome any improvements in that area. Councillor Shotton explained that improvements had been made in that area the previous year so the target had been raised which was ambitious. Councillor Butler commented that this was a complex area and if one or two additional cases were presented, this could have a significant impact on the delivery of DFGs.

Councillor Shotton commented on the reference to the exploration to further the extension of bed provision for residential and nursing home care at Marleyfield in Buckley which he welcomed.

RESOLVED:

- (a) That the following be agreed:
- The levels of progress and confidence in the achievement of high level activities which seek to deliver the impacts of the Council Plan
 - The performance against improvement plan performance indicators
 - The current risk levels for the risks identified in the Council Plan
- (b) That Cabinet Members be assured by plans and actions to manage the delivery of the 2017/18 Council Plan priority impacts.

86. NORTH EAST WALES HOMES LIMITED

The Chief Officer (Governance) introduced the North East Wales (NEW) Homes Limited report.

Following Councillor Attridge stepping down as Chair and Board Member of NEW Homes, and an outstanding vacancy for the Board, Councillors Janet Axworthy and Sean Bibby had been nominated to fill both vacancies.

There were two amendments required to NEW Homes Articles of Association, the first of which would allow the company to appoint a Vice Chair which would provide more flexibility in meetings in the event of the Chair not being present. The second would allow for termination of directorship in the event that directors of the company failed to attend a certain number of board meetings in any given year or financial year.

RESOLVED:

- (a) That the appointment of Councillor Janet Axworthy and Councillor Sean Bibby be approved as Directors of NEW Homes subject to NEW Homes Board approval;
- (b) That an amendment of the NEW Homes Articles of Association to permit the appointment of a Vice Chair of NEW Homes be approved; and
- (c) That an amendment to the NEW Homes Articles of Association be approved to provide for the termination of directorships due to board meeting non-attendance in any year or financial year with specific terms approved by the NEW Homes Board.

87. WELFARE REFORM UPDATE – INCLUDING UNIVERSAL CREDIT

Councillor Mullin introduced the Welfare Reform Update – Including Universal Credit report.

He explained that the UK Government had been implementing its programme of Welfare Reforms over the last 5 years and by 2020 those reforms would have reduced expenditure on social security benefits available to low income households in the UK by around £31 billion per year.

In order to respond to the reforms, Flintshire County Council had been working with partners in an attempt to mitigate the full impacts on the most vulnerable residents in the County. The Council's response to the implementation of Universal Credit was being seen as a model of good practice by other Welsh Local Authorities and the Welsh Government (WG). He paid credit to officers and in particular to the Flintshire Connects staff who had provided front line digital support to over 1000 customers, helping them to make new claims and also to manage their claims online.

The Benefits Manager explained that the three most significant areas which were having an impact on Flintshire residents were Spare Room Subsidy (bedroom tax), Benefit Cap and Universal Credit.

There were a number of challenges faced which were mainly due to the major change and fundamental differences between Universal Credit and the legacy benefits. This was due to it being a fully digitised service, paid to the claimant in arrears, managing the whole of the household finances and responsibility for paying rent direct to landlords.

Councillor Shotton welcomed the personal statements produced by the Citizens Advice Bureau (CAB) that were appended to the report which detailed the challenges faced by people. There were a number of Councils who were urging UK Government to have compassion and halt the roll-out of the scheme as it was not working. The impact was evident in other areas and throughout the community and he asked if there was a willingness for the UK Government to learn from their experiences. The Benefits Manager explained that the UK Government adopted a 'test and learn' approach to the implementation and detailed the issues that had arisen, including confusion as to which benefits to claim, delays in payments and payment advances.

Councillor Thomas provided an example of a situation in her ward where a resident did not have access to digital services which resulted in the Government closing her case as they could not get access to the service.

The Benefits Manager explained that the Council had taken the initiative in working on providing support and solutions to help the most vulnerable residents. Approximately 90% of the people that had been supported had identified that they had debt issues and there was also an increase in customers accessing pay day loans and doorstep lenders to help to make ends meet until their first payment of Universal Credit was received.

The Council was putting together an action plan to target support to those households in order to alleviate the impacts and work would also be undertaken with CAB on providing a response to UK Government. Work was also being undertaken with helping families access the free childcare offer which would help with returning to the workplace.

On the 'Spare Bedroom Subsidy', Councillor Roberts commented on the positive shift that should be seen in Flintshire with the introduction of the council house building scheme whereby two bedroom properties were being built, which would allow larger families to move into the bigger houses which would help to eliminate the need for some families to pay 'bedroom tax'.

RESOLVED:

That the report be noted and that the ongoing work to manage the impacts that Welfare Reform has and will have upon Flintshire's most vulnerable households continue to be supported.

88. 3-4 YEAR OLD FUNDED CHILD CARE OFFER

Councillor Jones introduced the 3-4 Year Old Funded Child Care Offer report which provided an update on the free Childcare offer and sought approval to extend the offer to other areas in Flintshire.

The first children took up the offer on 4th September 2017 with 215 applications having been received. Flintshire had been successful in automating the application process enabling parents to register on line and self-select registered childcare providers from the registered 134 providers. The original figure of 441 children would increase to 748 children if approved by Cabinet.

The Chief Officer (Social Services) explained that the first year of the Offer was a pilot and would seek to test and learn from:

- How accessible and easy it was for parents to access the Offer;
- How accessible and easy it was for providers to provider the Offer; and
- How the Offer fitted alongside Flying Start and the Early Years Foundation Phase (Early Entitlement)

Testing the Offer more widely would allow Welsh Government (WG) to learn what worked and what did not in the delivery of the Offer, in readiness for the rollout across the whole of Wales.

The Offer was designed to be inclusive so children with Special Educational Needs (SEN) / Additional Learning Needs (ALN) would be supported to access their place. Workshops would be held to update providers on the development of the Offer.

RESOLVED:

That the progress made with the implementation of the Childcare offer be noted and that proposed extension of the pilot to all areas within Flintshire be approved.

89. REVENUE BUDGET MONITORING 2017/18 (MONTH 6)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2017/18 (Month 6) report which provided the current revenue budget monitoring position for 2017/18 for the Council Fund and the Housing Revenue Account. The report presented the position, based on actual income and expenditure, and projected how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, was:

Council Fund

- Net in year expenditure forecast to be £1.147m more than budget; and
- Projected contingency reserve balance as at 31st March 2018 of £3.935m.

Housing Revenue Account

- Net in year expenditure forecast to be £0.035m higher than budget; and
- Projected closing balance as at 31st March 2018 of £1.081m.

The report covered the latest in year forecast by portfolio; tracking of in year risks and emerging issues; inflation; and reserves and balances.

At the meeting of Corporate Resources Overview and Scrutiny Committee the previous week, comments had been made on (1) the need for clarify of the language used in the report on overspends and underspends; and (2) on the underspend on the Council Tax Reduction Scheme, an investigation take place and the budget allocation be remodelled if necessary.

Councillor Thomas commented on the unexpected increase in Street Lighting which had an effect on the budget, as did the reduction in the Single Environment Grant (SEG). Councillor Shotton referred to the comments made at the recent Environment Overview and Scrutiny Committee on the overspend position which demonstrated the challenges faced by the authority that needed to be understood by all members of the Council.

RESOLVED:

- (a) That the overall report and the projected Council Fund contingency sum as at 31st March 2018 be noted; and
- (b) That the projected final level of balances on the Housing Revenue Account (HRA) be noted.

90. CAPITAL PROGRAMME 2017/18 (MONTH 6)

The Corporate Finance Manager introduced the Capital Programme Monitoring 2017/18 (Month 6) report which summarised changes made to the Capital Programme since Month 4 to the end of Month 6 (September 2017), along with expenditure to date and projected outturn.

Table 1 in the report showed how the programme had changed during 2017/18 with more detailed information relating to each Portfolio being appended to the report.

The report covered carry forward sums from 2016/17; changes during the period; capital expenditure compared to budget; carry forward into 2018/19; additional allocations; savings; and funding of 2017/18 approved schemes.

RESOLVED:

- (a) That the overall report be approved; and
- (b) That the carry forward adjustments set out in the report be approved.

91. COUNCIL TAX BASE FOR 2018-19

Councillor Mullin introduced the Council Tax Base for 2018-19 report which was integral to the revenue budget and Council Tax setting process for 2018-19. It also allowed the Council, Police & Crime Commissioner's Office for North Wales and Town and Community Councils to calculate next year's Council Tax precept.

The Revenues Manager explained that the Base for 2017-18 had been calculated as 63,835 band D equivalent properties, after taking into account the total number of properties that would be subject to Council Tax, less those which were exempt from Council Tax or where household discounts applied.

Setting the Tax Base at 63,835 also represented growth in the Tax Base of 0.46% compared to the previous year, equivalent to an increase of 292 band D equivalent properties.

RESOLVED:

- (a) That the Tax Base of 63,835 band D equivalent properties be approved for the financial year 2018-19;
- (b) That a 'nil' discount for properties falling within any of the Prescribed Classes (A, B or C) continues to be set and for this to apply to the whole of the County area; and
- (c) That a 50% Premium continue to be set for long term empty property and second homes falling into the Premium scheme.

92. EXERCISE OF DELEGATED POWERS

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

Streetscene and Transportation

- **Proposed Prohibition and Restriction of Waiting and Loading and Parking Places. Civil Enforcement and Consolidation Order. Amendment No. 9.**
To advise Members of an objection received following the advertisement of the proposed Prohibition and Waiting and Loading and Parking Places Amendment No. 9 Order, which introduces No Waiting At Any Time and Limited Waiting on Phoenix Street, Wood Street, Fairway, Watkin Street, North Street, Harrison Grove, Evansleigh Drive and Lawrence Street, Sandycroft.

- **Proposed Prohibition and Restriction of Waiting and Loading and Parking Places. Civil Enforcement and Consolidation Order. Amendment No. 4.**
To advise Members of the objections received following the advertisement of the proposed Prohibition and Restriction of Waiting and Loading and Parking Places Amendment No. 4 Order, which introduces No Waiting At Any Time, Limited Waiting and Limited Parking on Cymau Road and Wyndham Drive, Abermorddu.
- **Street Works Fees and Charges for 2018/19**
The fees and charges levied for various licenses and applications issued within Street Works have been reviewed and the proposed charges for 2018/19 are set out in the table in the delegated powers form.

Planning and Environment (Community and Business Protection)

- **Buckley Precinct Public Space Protection Order**
Following an investigation into vehicle nuisance at the Buckley Precinct Car Park, Buckley, and a subsequent consultation, there has been positive support for Flintshire County Council to make a Public Space Protection Order (PSPO), prohibiting drivers of motor vehicles from engaging in a number of anti-social acts on the site. Proposed implementation date is 24th November 2017 for a period of three years.
- **Annual Increase in Fees and Charges 2017/18**
Revised fees and charges document for Community and Business Protection for 2017/18.

Organisational Change

- **Community Asset Transfer of Northop Allotment Gardens at St Peters Park, Northop**
The Community Asset Transfer (CAT) of Northop Allotment Gardens as detailed on the plan in the delegated powers report shown in red.
- **Former Garaging Site, Wirral View, Rhewl, Mostyn**
This garaging site is now disused and is being sold to an occupier of two remaining garage plots on the site.

RESOLVED:

That the actions taken under delegated powers be noted.

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

RESOLVED:

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

93. PROCUREMENT OF A NEW AGENCY CONTRACT

Councillor Mullin introduced the Procurement of a New Agency Contract report which outlined detailed the current framework contract used to procure agency staff.

The Chief Officer (Governance) explained that there were some difficulties with the contract which included the inability to secure workers at the rates of pay offered; difficulty in securing technical/professional specialists; and sometimes difficulty in securing workers in sufficient numbers. The specification therefore needed to be revised as part of the re-procurement process to ensure that the contract continued to serve the needs of the Council.

RESOLVED:

- (a) That the procurement be commenced using the ESPO MSTAR2 Framework Number 653F; and
- (b) That Flintshire County Council work collaboratively with Denbighshire County Council in managing the procurement process.

99. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting commenced at 9.30 a.m. and ended at 11.00 a.m.)

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Chair

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CABINET

Date of Meeting	Tuesday 19 th December 2017
Report Subject	North Wales Economic Growth Deal Bid: Progress Report
Cabinet Member	Leader of the Council and Cabinet Member for Finance Cabinet Member for Economic Development
Report Author	Chief Executive and Chief Officer (Community and Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

Cabinet adopted the *Growth Vision for the Economy of North Wales* in September 2016. At its meeting in September this year Cabinet then noted and supported the progress of the development of a competitive Growth Deal Bid due to be submitted to the UK and Welsh Governments by the end of November 2017.

Cabinet also supported, in principle, the preferred governance model of a statutory joint committee, with a full report to follow on a recommended constitution and terms of reference, supported by an Inter Authority Agreement.

The Leader of the Council was authorised to act as a member of the Shadow Joint Committee in the interim period, and has been appointed as Chair designate. The Leader was also granted authority as one of the Leaders on the Joint Committee to enter into collective first stage negotiations with the UK and Welsh Governments over the scale and outline content of a Growth Deal Bid, noting that no financial or other commitments will be entered into at this first stage of negotiations.

This report outlines progress since that date.

RECOMMENDATIONS

1.	Cabinet is asked to support and endorse the Growth Deal Bid submitted to the UK and Welsh Governments and to note the timescales for each of the next stages of bid development.
2.	Cabinet is asked to note and support the priority schemes which could provide local benefit in Flintshire

REPORT DETAILS

1.00	DEVELOPMENT OF A GROWTH DEAL BID
1.01	<p>The <i>Growth Vision for the Economy of North Wales</i> was adopted by partner organisations across the region in 2016. This led to the development of a growth deal bid which was submitted to both the UK and Welsh Governments at the end of November.</p> <p>The Bid builds on the earlier Growth Vision and describes a Smart, Resilient and Connected North Wales where economic growth is powered by innovation in high value economic sectors.</p> <p>The Bid aims to improve the competitiveness of the region, to increase the Gross Added Value (GVA) of the regional economy, to reduce the gap between the GVA of the region and the UK average, and to grow business to both create new jobs and protect existing jobs.</p>
1.02	<p>A Growth Bid is a formal proposal for Government investment and the conferment of devolved powers. Bidding regions are required to have a legal, resilient and accountable governance model for the planning and implementation of their strategy. Regions are expected to be prepared to invest in their own strategies, alongside Government(s), in capital allocations, sharing in capital borrowing, the use of land and assets, and in resourcing professional and project capacity. They are also expected to seek private sector support for their proposals, enabling and leveraging private sector investment as part of the Bid package. Each bid has negotiated objectives and targets.</p>
1.03	<p>There has close involvement of the private sector and Higher Education (HE) and Further Education (FE) partners in the development of proposals. Proposals which can evidence the support of the private sector and leverage private sector investment are being encouraged by both governments. The North Wales and Mersey Dee Business Council has been fully involved in the development of the Growth Deal Bid.</p>
1.04	<p>Growth Deal Bids are developed in four phases: invitation to Bid; informal liaison between Government and the respective region over Bid direction and core contents; the first stage agreement known as Heads of Terms; the final agreement and Bid 'sign-off', jointly by the partner authorities and the UK and Welsh Governments. The North Wales Bid is at the latter stages of the second phase with the objective to reach a Heads of Terms agreement by late spring 2018.</p>
1.05	<p>The content of the Growth Deal Bid faithfully follows the vision and strategy adopted by regional partners in 2016, and is attached as Appendix A to this report. The content has now been developed into 3 unifying themes, which draw the programme projects together and present a strong narrative for delivery of the vision:-</p>

	<ul style="list-style-type: none"> • Smart North Wales • Connected North Wales • Resilient North Wales <p>Smart North Wales has a range of programmes including investment in sites and premises to encourage business investment; providing enabling infrastructure to support jobs and growth from new energy developments; resource hubs to support business growth and innovation and getting products to market; graduate placements; start up units; support with export and research and development.</p> <p>Connected North Wales has a range of programmes to improve transport connectivity (but not including programmes which are the responsibility of national Governments); the development of a regional transport body; local transport initiatives which will build on the North Wales metro concept. The development of the digital infrastructure is also included in this theme with ambitions to develop fibre networks and 4G capacity.</p> <p>Resilient North Wales has a range of programmes to reduce unemployment alongside developing an enhanced careers service; bursaries to encourage skills and qualifications take up for those on low wages; investments in HE and FE to develop skills and research and development capacity in future growth areas. A skills brokerage service will also be developed to give business better access to those seeking employment. Actions to address the challenges to meeting housing growth needs are also included.</p> <p>The Bid was submitted to the UK and Welsh Governments ahead of the Chancellor's Autumn budget statement and on time. This is the start of formal negotiations. The following timetable has been set for the next stages:-</p> <ul style="list-style-type: none"> • Strategic outline business cases to be completed by the end of January 2017 • Agreement of the Heads of terms for the bid by May/June 2018 • Advanced development of each strategic project between March and October 2018 • Approval of the full business model for each of the projects by end 2018 • Investment to begin in the 2019/20 financial year
1.06	<p>The Growth Deal Bid is complementary to and will support: -</p> <ul style="list-style-type: none"> • UK and Welsh Government economic and social policy; • UK Government policy to develop the competitiveness of economy of the Union post BREXIT negotiations; • Welsh Government policy for regional governance and devolution; • the UK Government Industrial Strategy;

	<ul style="list-style-type: none"> • the UK Government and Welsh Government Sector Plans specifically for nuclear, energy, manufacturing (Automotive and Aerospace) and digital; • the Wales Infrastructure Plan; • Cross-border planning and connectivity e.g. Growth Track 360 and elements of the Cheshire and Warrington Local Enterprise Partnership Devolution Deal; • The imminent Welsh Government Economic Strategy.
1.07	<p>The Growth Deal Bid will be used to access funds for key projects which would not otherwise be funded by Governments e.g. preparatory works to make ready and unlock moribund strategic employment and housing sites for development, and to add leverage for Governments to commit to major investments which are under consideration but not yet assured such as investments in rail infrastructure and franchised service, and trunk road schemes, above and beyond the resources to be devolved specifically within the Growth Deal Bid itself.</p> <p>The region will have licence and opportunity to work beyond the Bid to secure its ambitions over time. The Joint Committee and the supporting officer executive set up to take forward the Growth Deal will also be able to exploit other opportunities to support and achieve the vision and strategy.</p>
1.08	<p>The strategic outcomes of the Growth Deal Bid include: -</p> <ul style="list-style-type: none"> • Enhanced site values for strategic employment and housing sites; • Strategic site readiness/development status; • Transport access e.g. reduce travel times to strategic employment sites; Transport usage figures to demonstrate modal switch to public transport; • Business investment; Business growth; Business performance; • Employment figures by type/sector/value – new and protected; • Skills figures – by type/sector/level – against the targets of the regional skills strategy; • Reductions in workless-ness and benefits dependency; • Average income rates including household income; • Regional Gross Added value (GVA); • Sustainable housing growth figures; and • Alternative and renewable energy supply production and carbon reduction.
1.09	<p>Work is advanced with the Business School, Bangor University, to develop the set of performance measures and outcome-based targets drawing on econometric data and evidence.</p>
1.10	<p>The total value of the Growth Deal could be circa £1.3billion. This is composed of a total capital bid of £343 million, which could lever in £1billion of private sector investment. There is also a revenue bid of £55.4 million to support some</p>

	<p>of the business sector growth propositions and the social value programmes.</p> <p>The UK Government contribution will largely be made through additional borrowing approvals. Careful consideration is being given to the best ways of restricting the risk exposure of the partners to financial liability, whilst being ambitious in securing new funds, as part of the governance model.</p> <p>The UK Government will expect the Welsh Government to match its investment in North Wales. The two governments will negotiate their shares of investment in the North Wales Growth Deal.</p>
1.11	<p>As part of the Bid the region is asking for devolved functions and powers from both governments. This is work in progress and is a sensitive area of negotiations with both Governments. Examples are: -</p> <ul style="list-style-type: none"> • Transport commissioning and operational powers and functions; • Management of regional support to business sectors for marketing, growth and exporting strategy; • A partnership role with the Department for Work and Pensions in managing back to work programmes. <p>The Welsh Government is prepared to negotiate a retention of a proportion of business rate growth with all of the growth deals in Wales.</p>
1.12	<p>For North Wales, there is an expectation on the part of both governments that there is close joint strategic planning with the immediate North West of England and with the wider Northern Powerhouse network. The proposals build on the strong alliances and joint planning both within the region, through the work of the North Wales Economic Ambition Board and the cross-border partnerships such as the Mersey Dee Alliance.</p> <p>The latter has facilitated joint working with the Cheshire and Warrington Local Enterprise Partnership, Merseytravel, and the wider Northern Powerhouse Network. The growth bids from North Wales and the Cheshire and Warrington LEP are being developed in parallel. North Wales is also making contributions to the wider strategy of the Northern Powerhouse network, for example the nomination of prime strategic sites for business growth and inward investment. Road and rail infrastructure and connectivity, and wider transport planning, including bus routes.</p>
1.13	<p>The region has limited capacity to manage the next phase of Bid development and negotiation. Thus far the Bid development work has been managed collectively by the professional network supporting the North Wales Economic Ambition Board, the Programme Management Group, with individual officers taking on lead roles on behalf of the Group. This collective effort has been supported by the small number of retained regional officers supported by the funds of the Economic Ambition Board and the Welsh Local Government Association (WLGA).</p> <p>The six councils have all agreed to make an investment of £50k each in a regional executive both to complete the Bid and to manage its implementation</p>

	in the longer-term. Three fixed-term project posts have recently been advertised; one to work on each of the programme themes to meet the tests of the five case business model for due diligence.
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2.00	POTENTIAL FLINTSHIRE BENEFITS TO THE GROWTH DEAL
2.01	There are a number of regional schemes included in the growth deal for which there will be a Flintshire benefit, and there are a number of plans which will have direct Flintshire benefit. The proposals which will provide significant local benefit are those where a Flintshire contribution to cost may need to be considered.
2.02	<p>There are a number of proposals to support business growth, which will be of benefit to existing Flintshire businesses and encourage inward investment in Flintshire. These include but are not limited to developing the routes to market for products, support with supply chain development, SME finance, and providing a more 'joined up' approach for handling business enquires through a single joined team.</p> <p>Regional schemes with direct benefit for Flintshire residents include proposals to provide individually tailored programmes to address worklessness and unemployment, an enhanced all age careers service, and the provision of bursaries to encourage the development of higher level skills and qualifications.</p> <p>FE and HE proposals to develop enhanced facilities and provision to meet economic growth needs and skills for future job roles could also mean that more Flintshire residents choose to study locally and work in the area following graduation.</p> <p>One of the proposed priority investments to bring forward mixed use sites for development is Warren Hall at Broughton.</p> <p>Local transport schemes have been identified which will encourage the use of public transport to enable people to travel more easily to major employment sites such as Deeside Industrial Park and Enterprise Zone.</p>
	PROGRESS WITH GOVERNANCE ISSUES
2.03	<p>A detailed constitution is being developed and will be completed for review shortly. The detailed Inter Authority Agreement is being developed in parallel. Pinsents Solicitors have been retained to act as expert and independent advisors on both the constitution of the Joint Committee and the Inter Authority Agreement. This work is being led by the Heads of Legal Services from each of the six councils with input from the Finance Managers/Section 151 Officers. Chief Executives or their nominees will act as advisors to the Joint Committee.</p> <p>The Programme Management Group (PMG), will be retained as the professional executive group which will support and advise the Joint Committee, and be responsible for professional programme management of the Bid once it is approved.</p>

2.04	Consideration will need to be given to the most effective model for overview and scrutiny. At this stage, local scrutiny will need to be relied upon to review the arrangements for a Growth Deal Bid as they develop.
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3.00	RESOURCE IMPLICATIONS
3.01	<p>None directly at this stage beyond making a revenue contribution of £50k IN 2017/18. There will be ongoing revenue costs of servicing a joint committee, and the more significant costs for programme and project management for the development and implementation of the strategy from April 2018.</p> <p>Potential capital costs are being evaluated with detailed consideration being given as to how the partners can limit their liabilities and financial risk exposure as part of the Growth Deal Bid negotiations. Capital schemes will be progressed on a rigorous business case evaluation which will look to establish benefits to the economy that substantially exceed investment costs.</p> <p>As part of a Growth Deal UK Government will be requested to repay the principal capital sum proportion of borrowing for approved proposals. To date, most deals have involved Treasury Borrowing Approvals and some devolution of existing UK Government revenue funding to be integrated with existing local funding to gain better value from integrated programmes. In Wales, local spending includes Welsh Government revenue funding for specific programmes.</p> <p>Delegation of a proportion of Business Rate growth to local authorities would provide an investment stream.</p>

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Extensive prior consultation underpins the bid document and is ongoing..

5.00	RISK MANAGEMENT
5.01	None specific at this early stage of negotiation. A risk management plan is being developed as part of the Growth Bid.

6.00	APPENDICES
6.01	Appendix 1: Growth Deal bid for the Economy of North Wales.

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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7.01	None.
	<p>Contact Officer: Chief Executive Telephone: 01352 702101 E-mail: chief.executive@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Local Enterprise Partnerships (LEP): set up in England in 2011, by the Department for Business Innovation and Skills, to lead economic growth and job creation across a region. They are voluntary partnerships between Local Authorities, and business.</p> <p>Growth Deals: a method of providing funds and opportunities to LEP's and/or local authority partnerships in England and Wales for major projects that benefit a region and the economy.</p> <p>Devolution Deals: have no set forma and involve the devolution of powers and budgets for the delivery of services across a region.</p> <p>North Wales Economic Ambition Board: a partnership of local authorities, private sector and education institutions working to develop stronger economic growth for the North Wales region.</p> <p>Mersey Dee Alliance: a partnership of Flintshire, Wrexham, Wirral and Cheshire West and Chester councils, with the private sector and education institutions, working together for sustained economic growth in the cross-border region.</p>

A GROWTH DEAL BID FOR NORTH WALES

1. Bid Theme: *Smart, Resilient and Connected North Wales*

where economic growth is powered by innovation in high value economic sectors

2. Strategic Context for the Bid:

The North Wales region is committed to working together collaboratively for common purpose to facilitate and accelerate economic growth. This collaborative is cross-sector. The regional partners will combine resources in strategic transport planning, economic development, employment and skills and strategic land use planning to support collaborative planning and delivery.

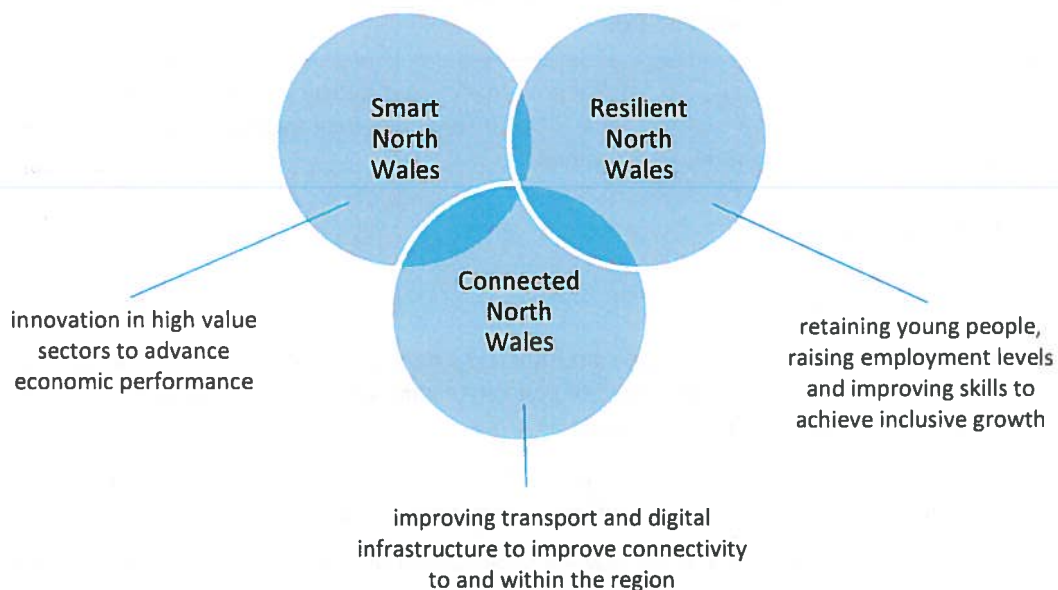
The region is prepared and ready to accept new responsibilities and powers to facilitate and accelerate economic growth – growth which is inclusive and sustainable.

These commitments and actions with the support and empowerment from both Governments will create the positive conditions for the delivery of our “*Growth Vision for the Economy of North Wales (2016)*”.

The Growth Deal Bid is being developed in support of this Growth Vision. The Strategy behind the vision is a single and ambitious programme for economic and employment growth in the region. It is co-owned by key stakeholders across the sectors and sets out a clear framework for strategic interventions for the economy of North Wales.

The adopted vision is to develop “*a confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and our connection to the economies of the Northern Powerhouse and Ireland*”.

The North Wales Growth Vision was founded on the three principles of:



With the stimulus of a Growth Deal, North Wales will become a low carbon, high-tech economy with a high-quality infrastructure, a sustainable skills-base and responsive business support to host and grow businesses in globally competitive sectors.

We will, as a region, be positioned as one of the **leading UK locations for energy generation and energy-related supply chain investment.**

We will, as a region, capitalise on the strong network of anchor companies with an international profile **to build an advanced manufacturing cluster – one which will be highly competitive on a global stage.**

We will, as a region, become a **hub of innovation and technology excellence and a leader in developing digital business clusters.**

We will capitalise on the opportunities created by significant private sector investments, most notably Wylfa Newydd on Anglesey, one of the largest contemporary private sector investments in the UK.

We will develop and project the reputation of North Wales as a centre of excellence for high value tourism, building on recent investments and a growing portfolio of globally attractive all-year attractions. This will contribute to the reputation of North Wales, and Wales, as a destination and a place for investment.

We believe that the delivery of our vision will support and retain young people, protect and promote Welsh Language and culture, and contribute towards scalable and dispersed growth across the region.

All six local authorities and key partners in the region have approved the formation of a statutory Joint Committee as the governance model – providing leadership and accountability for direction, action and outcomes.

The partners of the Joint Committee are directing, overseeing and facilitating the development of the North Wales Growth Deal. It will be supported by a reformed Economic Ambition Board, which will bring all the relevant stakeholders together at the regional level. The private sector will play a leading role in the Ambition Board.

The Joint Committee will also set the governance and delivery arrangements for the discharge of strategic functions at a regional level. These functions may include land-use planning, transport, skills planning and economic development.

3. Bid Purpose:

Smart North Wales will:

- Lead innovation in low carbon and nuclear energy, advanced “smart” manufacturing and the digital and creative sectors, building on existing initiatives and strengths to increase investment and employment in these sectors;
- Build a critical mass of world class expertise in these lead sectors and exploit supply chain opportunities for indigenous business in the region to grow;
- Through close collaboration between businesses and leading research centres and Universities facilitate knowledge exchange, innovation and technology commercialisation to promote sector leading excellence and the growth and development of SMEs;

- Grow digital businesses, both indigenous and investing, and create a highly competitive and diverse digital cluster that will cement the regions' position as a hub of technology and digital excellence;
- Build on the strong network of anchor companies with international profile and develop a portfolio of well-serviced, market-ready and accessible development sites across the region.

Resilient North Wales will:

- Retain young people in the region and reduce outward migration through offering a positive future;
- Increase employment levels, reduce inactivity and reduce the number of workless households across the region;
- Achieve “inclusive growth” and equality of access – connecting the labour market and localities to jobs and opportunities for business growth – through improved transport access and skills initiatives;
- Be pioneering in skills and employment planning, with schools and training providers collaborating in support of regional economic priorities, and equipping young people with the skills needed by employers ready for employment
- Succeed in ensuring that growth is scalable, and is dispersed across the region, respecting and valuing the cultural and linguistic characteristics of North Wales; and
- Ensure that there is sufficient housing, especially of affordable types, to support employment growth and community needs.

Connected North Wales will:

- Improve transport infrastructure, specifically road and rail, to facilitate economic growth and the movement of people, goods and services;
- Develop integrated transport hubs to (1) connect localities to employment centres and the regional and national transport infrastructure – both road, air and rail, and (2) achieve a modal shift from private to public transport;
- Identify and deliver low carbon transport solutions;
- Reduce traffic congestion on strategic road routes to improve connectivity and access; and
- Upgrade digital networks and infrastructure access the region to support the functionality, competitiveness and growth of the indigenous business sector with an emphasis on SMEs.

4. Alignment with Key UK and Welsh Governments Strategies:

The North Wales Growth Bid will be aligned to the strategies for the Northern Powerhouse and the immediate North West of England, specifically the strategy of the Mersey Dee Alliance and close partnerships including the Cheshire and Warrington Local Enterprise Partnership. It will support connectivity with the economy of Ireland, and the Growing Mid Wales Partnership. The work is strongly aligned to the national aims of the UK Industrial Strategy and the WG Economic Plan.

The Bid is co-dependent on other strategies for infrastructure investment, such as Growth Track 360 for rail investment, the Welsh Government trunk road programme as set out in the Moving North Wales Forward Strategy (2017), and the UK Industry Sector Deals, most notably the Nuclear Industry Sector Deal. The latter are currently the subject of negotiations between the industry and the UK Government. The Bid is co-dependent on these strategies which are supported parallel but separate decision-making processes and budgets.

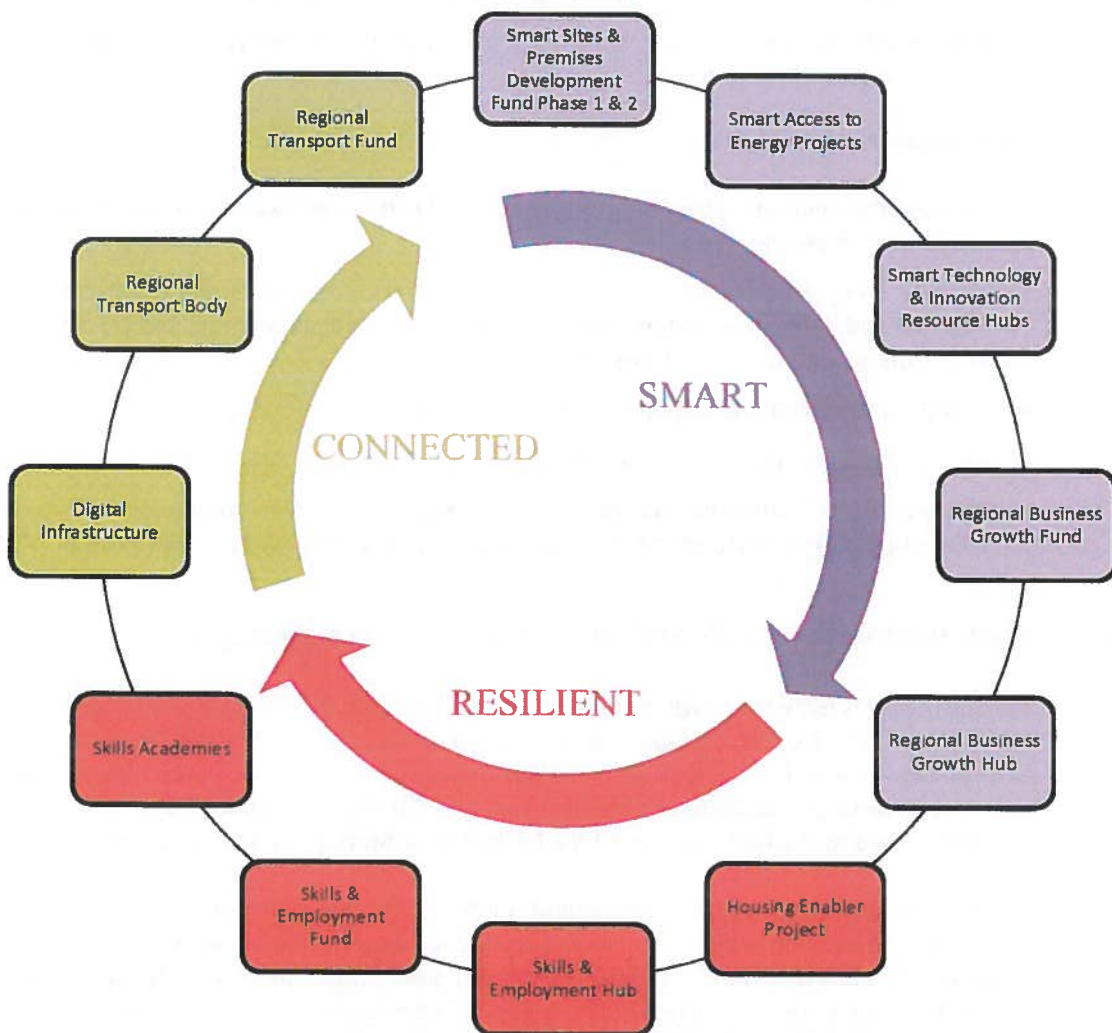
A number of strategic projects are underway in North Wales on which the Growth Bid will build. These projects already have funding and are not therefore included in the Bid for new support. Principal examples are the Deeside Advanced Manufacturing Research Institute, the Advanced Boiling Water Reactor Centre of Excellence at Llangefni, Wrexham Incubator Hub, M-Sparc on Anglesey, and the Wrexham Food Park.

A combination of these strategic projects and the new strategic projects within the Growth Bid combine to accelerate clusters of high value economic sectors to increase competitiveness and productivity.

North Wales has a strong regional offer to make to the UK and Welsh Governments by creating a regional economy that is “smart, resilient and connected”. The Growth Deal is pivotal to securing a joint investment programme between the UK and Welsh Governments for the strategic interventions required.

5. Strategic Interventions:

The Projects for which Growth Deal funding is sought are listed below. They are inter-related and co-dependent. They have been developed through partnership working and co-production amongst the public, higher education, further education, transport and private sector partners in the region.



A detailed Action Plan is included in **Appendix 1**. The funding sought from the UK / Welsh Governments – through the Growth Bid – is **£343m capital and £55.4m revenue**. This will attract and secure private sector investment to the value of **£1bn** in the region over the next 15 years and the creation of **5,300 new jobs**.

6. Strategic Outcomes:

The strategic outcomes that will be delivered through the Growth Deal will include the following:

- Growth in regional prosperity;
- Creation of better quality jobs for the local labour market;
- A more skilled workforce within the region;
- Improvements in standards of living across the region.

Strategic Outcomes & Indicators	2010	2011	2012	2013	2014	2015	Future Direction
Growth in Regional Prosperity							
GVA Growth	10,723	11,160	11,812	12,357	12,402	12,822	↑
North Wales GVA per head as % of UK (-London +SE)	82%	84%	87%	88%	85%	86%	↑
Dispersed GVA growth across the 6 Counties of North Wales	9.6%	5.5%	5.0%	12.3%	3.1%	5.5%	↓
GVA growth in high value economic sector (GVA growth in manufacturing, information and communications and technical activities)	0.1%	4.8%	4.0%	7.8%	-0.3%	2.0%	↑
Creation of Better Quality Jobs							
Employment Growth	-0.9%	1.4%	3.6%	-0.3%	0.4%	1.1%	↑
Dispersal of Employment Growth across the 6 Counties of North Wales	7.2%	8.2%	8.1%	7.4%	13.2%	12.9%	↓
Employment Growth in high value economic sectors	-1.5%	1.8%	0.1%	6.2%	5.8%	-2.6%	↑
A more Skilled Workforce within the Region							
Increase in proportion of the population with qualifications (NQF 4)	29.7%	30.4%	32.2%	33.5%	35.2%	36.1%	↑

Increase in higher level apprenticeships as a proportion of total employment	-	-	-	-	1,335	1,885	↑
Increase in apprenticeships 16-24 as a proportion of total employment	-	-	-	-	5,100	5,155	↑
Improvements in Standards of Living across the Region							
Reduce the proportion of workless households	19.9%	19.7%	18.7%	17.6%	18.7%	17.4%	↓
Improve affordability (median house prices / median income)	6.08	5.99	5.91	5.55	5.64	5.84	↓
Increase in median household income (£)	£22,813	£22,602	£23,297	£24,362	£24,478	£24,823	↑

Further information on the Strategic Outcomes and Indicators is provided in **Appendix 2**.

Progress Based Measures will also be monitored, stage by stage, and include the following:

- Enhanced site values for strategic employment and housing sites;
- Strategic site readiness/development status;
- Transport access e.g. reduce travel times to strategic employment sites; transport usage figures to demonstrate modal switch to public transport;
- Business investment; Business growth; Business performance;
- Employment figures by type/sector/value – new and protected;
- Skills figures – by type/sector/level – against the targets of the regional skills strategy;
- Sustainable housing growth figures; and
- Alternative and renewable energy supply production and carbon reduction.

7. New Responsibilities for the Region:

We seek the support of the UK and Welsh Governments to be given the capacity and freedom to make key decisions at a regional level.

The region will require the following additional powers, responsibilities and flexibilities:

- The region invites the Welsh Government to support the formation of a Regional Transport Body and fund the delivery of a well-planned and integrated transport network. Additional powers will be needed to enable the planning of integrated passenger transport networks;
- The region invites the UK Government to co-commission and co-design employment programmes within the region to achieve a more integrated, joined-up service. This will depend on flexibilities being allowed from both the Welsh Government and the Department of Work and Pensions (DWP) to integrate funding programmes for the region to be most effective in taking people off benefits and into work;

- The region will need the Welsh Government to support a regional allocation from the Apprenticeship Tax Levy;
- The region seeks the support of the UK Government to allocate a % of DWP budget to support the Regional Skills and Employment Fund;
- The region seeks the support of the Welsh Government to allocate a % of Work Based Learning budget to support the Regional Skills and Employment Fund;
- The region invites the Welsh Government to support the creation of an Arm's Length Property Development entity, to accelerate development of strategic sites and premises in support of the Growth Deal outcomes. The transfer of under developed property and the delegation of effective compulsory purchase and site assembly powers from partners to the joint unit will make the proposal potentially transformational;
- The region requests the UK Government to lift the Housing Revenue Account Borrowing Cap on Local Authorities to enable access to capital to accelerate building of new social housing to meet growing demand;
- The region will depend on the Welsh Government to commit to a devolved and co-ordinated approach to economic development at the regional level – enabling the co-location of key levers and assistance for businesses within the Regional Business Growth Hub. The Hub will pool resources from across the region and will deliver a consistent approach to economic and business development;
- The region seeks the support of the Welsh Government to retain a share of national non-domestic rates (business rates) to invest in economic growth;
- The region requests the Welsh Government to allow relaxation of grant rules and accountabilities for social reform and anti-poverty programmes.

To deliver the full benefits of the Growth Deal, and to maximise impact, the region will need certainty that the UK and Welsh Government will follow through on commitments and deliver the following strategic policies and schemes:

- Welsh Government to deliver the forward work programme for Trunk Roads (£600m) as identified in the *Moving North Wales Forward* Strategy (2017) and specifically the Third Menai Crossing, Deeside Corridor (A55/A494/A548), A483 junctions and the A483/A5 corridor, and A487 Caernarfon to Bontnewydd By-pass;
- Welsh Government to deliver the work programme contained in *Taking Wales Forward* to ensure that every property will have access to a fast and reliable broadband service, and that 95% of people will gain at least the basic skills needed by 2021;
- Welsh Government to deliver cross-departmental commitments on a more integrated employability approach which supports the skills of the future workforce by aligning the education curriculum to economic drivers;
- Welsh Government to deliver the well-being objectives for the region as contained in the "Prosperity for All" Strategy, focusing on delivering individual and national prosperity while spreading opportunity and tackling inequality;
- UK Government – through the Department of Transport – to deliver the strategic rail investment programme as set out in Growth Track 360 (£240m) – specifically Line Speed Improvements on the North Wales Coast, the Wrexham to Bidston Line Improvements, and Chester to Wrexham Station Improvement Capacity.

- UK Government - the Industry Sector Deals that will contribute to the delivery of the Growth Vision for North Wales- specifically the proposals in the Nuclear Industry Sector Deal such as the £70m commercially lead Equipment Qualification Centre for the nuclear industry which should be based in the Snowdonia Enterprise Zone.

Local authorities and its partners within the region have agreed to collaborate to create strong and effective governance and delivery arrangements, supported by the sharing of resources, in key functions including:

- Regional strategic transport;
- Strategic land use planning;
- Business support and advice; and
- Skills and employment programmes.

Cross-border collaboration will take place on the planning and delivery of strategic projects, such as transport and the development of high value sectors, which will boost economic performance and productivity.

We will exploit the potential of the emerging energy clusters in the Northern Powerhouse and will work in collaboration with others to ensure transformation in the energy industry from Wylfa Newydd to Sellafield in West Cumbria.

8. Timeline:

The process of preparing the Growth Deal for North Wales will follow the following timeline:

- | | | |
|---------------|---|--|
| Step 1 | ⇒ | Submission of Bid Proposal to UK and Welsh Governments by November 2017 . |
| Step 2 | ⇒ | Open formal negotiations on the Bid with UK and Welsh Governments. Event to announce formal negotiations to take place end of November 2017 |
| Step 3 | ⇒ | Preparation of Outline Business Case for each project by the end of December 2017 . At this stage, projects will be prioritised. |
| Step 4 | ⇒ | Initial Challenge Session with UK and Welsh Governments during January 2018 . |
| Step 5 | ⇒ | Challenge Sessions by senior politicians from UK and Welsh Governments. This will take place by the end of March 2018 . |
| Step 6 | ⇒ | Agreement of the Heads of Terms for the Bid by end of April 2018 . This will set out the financial commitment of UK and Welsh Governments, the Local authorities and partners to the Growth Bid. |
| Step 7 | ⇒ | Between April and October 2018 the advanced development of each strategic project. This will cover the strategic case, the economic case, the commercial case, the financial case and the management case for each project. |
| Step 8 | ⇒ | Approval of the Full Business Model for each of the projects within the Growth Deal by the end of 2018 . |
| Step 9 | ⇒ | Investment to begin in April 2019 . |



CABINET

Date of Meeting	Tuesday, 19 th December 2017
Report Subject	Customer Involvement Strategy
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Housing
Report Author	Chief Officer (Community and Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report introduces for approval the revised Customer Involvement Strategy (2017 -20) and action plan for Flintshire County Councils' tenants and residents. The review has taken account of tenant's views, legislation and best practice.

This is the fourth Customer Involvement strategy that has been produced. Flintshire County Council's Community and Enterprise teams have a strong history of delivering successful customer involvement, however we are delivering housing and customer services in a continued challenging external environment, decreasing financial resources and with internal staff teams that have been the subject of restructure and change.

It is important, therefore, that the methods by which we engage with tenants and residents are both cost effective and easy to access for all sections of the community. The strategy and action plan have been developed to ensure that Flintshire County Council's customer involvement service gives opportunity for all customers to influence and challenge service development and delivery in a way that best suits their needs and secures maximum outcomes from resource investment.

RECOMMENDATIONS

1	Approve the implementation of the revised Customer Involvement Strategy and Action Plan 2018 – 2021.
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REPORT DETAILS

1.00	CUSTOMER INVOLVEMENT STRATEGY (2017 – 20) AND ACTION PLAN (2017/18)
1.01	<p>The key aims of this Strategy are:</p> <ul style="list-style-type: none"> • To develop effective and efficient housing services through the involvement of tenants, leaseholders, staff, the wider community and other stakeholders. • To support those who want to challenge and influence by developing methods and opportunities that meet the needs of customers but also provide value for money.
1.02	<p>These aims will allow us to focus on the current priorities set out by Welsh Government for tenant participation under the two headings of “Tenant Empowerment” and Training and Information” These are:</p> <p>Tenant Empowerment</p> <ul style="list-style-type: none"> • More opportunities to engage with their landlord about local services • More opportunities for tenants to participate in the decision making process • Tenants helping to resolve issues that affect them and helping to ensure tenant satisfaction on the quality of services • Participation in, delivering improvements with the residents of the wider community • Building a genuine partnership between staff and residents, “empowering” residents to challenge for change • To improve tenant participation through scrutiny panels, monitoring of performance, service standards, repairs and quality accommodation (WHQS) <p>Training and Information</p> <ul style="list-style-type: none"> • Development of a programme of training that enables participation, supports the decision making process and may bring progression to people’s lives/ communities • Increase digital inclusion amongst tenants • Promote involvement to tenants who are not currently involved • Provide advice and support for future development of involvement on a community level • Provide staff training on involvement best practice
1.03	<p>In order to ensure that our implementation plan activities are aligned with these priorities the plan has been structured around the following themes and objectives:</p> <ul style="list-style-type: none"> • Involvement – to provide a variety of opportunities for customer and stakeholder involvement in developing and monitoring service

	<p>standards to ensure they are delivered in an efficient and effective way.</p> <ul style="list-style-type: none"> • Training and Development –to develop and promote training opportunities for customer involvement at a level that will suit the individual / group • Mainstreaming – To develop a culture of embedded customer involvement across the whole service, where staff involve customers in developing and monitoring services as part of their day to day work. • Customer Feedback – To monitor, evaluate and provide appropriate feedback of our customer involvement and community development activities. • Partnership working- To improve the environment and communities where our residents live through fostering partnership working with tenants ,leaseholders and key stakeholders working within those communities • Communication – Provide effective and timely communications in a variety of formats for all tenants on service delivery issues and resident involvement opportunities.
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2.00	RESOURCE IMPLICATIONS
2.01	The Strategy and action plan will be delivered within exiting budget and staffing resource.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation with Tenants’ Federation and other engaged customers was carried out as part of the strategy review process.

4.00	RISK MANAGEMENT
4.01	If the Council does not engage with tenants there is a risk that services will not meet the needs of customers and therefore not provide value for money.
4.02	There is also a medium risk of reputational damage and a drop in customer satisfaction levels if the Council do not have an effective Customer Involvement Strategy and action plan in place.

5.00	APPENDICES
5.01	Appendix 1 - Customer Involvement Strategy and Action Plan 2018 – 2021.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Steve Agger Telephone: 01352 701658 E-mail: steve.agger@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Housing Revenue Account: Local authorities with housing stock are required to record all income and expenditure in relation to these dwellings in their Housing Revenue Account (HRA).

**FLINTSHIRE COUNTY COUNCIL
HOUSING SERVICES**

**CUSTOMER INVOLVEMENT STRATEGY AND ACTION
PLAN 2018 - 2021**

FOREWORD:

I am pleased to introduce Flintshire County Councils revised Customer Involvement Strategy for 2018-2021 which describes how the Housing Service here in Flintshire, working alongside our customers, continues to improve the quality of the services we are responsible for and supports our customers to maintain their obligations to ensure we provide the best possible service.

We intend to use our customer involvement activities and the feedback that our customers provide to help us improve our range of services. In essence this means our customers and stakeholders can and should make a significant contribution and difference in their communities.

This Strategy and the detailed action plan describes how we will create the range of opportunities for our customers in Flintshire to get involved locally and share their views with us. Critical to the success of involving customers will be how and where we communicate with them.

Having access to our housing officers, either in local surgeries or locally based offices, will provide the opportunity for day to day contact, working alongside and supporting local elected members.

As well as the more conventional methods of communicating with our customers, we also need to consider and implement other communication methods and channels. There is rapid change in how people communicate, particularly in digital and social media technologies, and we need to reflect this in the way we communicate with customers.

In addition to local dialogue and improving our on-line and social media communication we will of course retain our commitment to our annual conference which will continue to bring together customers representatives to share their experiences of our service and discuss what further improvements can be introduced to improve service quality.

Our customers are experts at knowing what excellent service looks like for them and, I hope, this Strategy and the actions we undertake, helps our customers to find a way to get involved that suits them best and improves the services we provide.

Bernie Attridge
Deputy Leader and Cabinet Member for Housing

BACKGROUND:

Flintshire County Council's Housing Service is responsible for approximately 7200 homes across the county comprising of general needs and sheltered accommodation. To support the management of those homes and it is important to us that our customers are given the opportunity to share their experience of those services.

We do have a history of delivering customer involvement activities, however, we are delivering our housing and customer services within a continually changing and challenging financial environment, therefore it is important how we share our thoughts and proposals, linked to our aspirations to continually provide value for money and retain our commitment to maintaining effective and efficient customer services.

A key issue for the housing service is to understand how customers may want to participate in service improvement, and how they want to receive and provide information on their needs and experiences of the services we are currently providing, and what potential changes they would like to see introduced to improve the quality of our homes and services. It is important that we receive the views of our customers as to how they wish to engage, however, we recognise the changing nature of communication, particularly through digital and social media, therefore we will explore all available avenues to maintain a dialogue with customers

We remain committed to giving our customers the opportunity to influence how our services are delivered, how we develop improvement plans and continue to ensure that within a value for money framework we continue to provide quality services that meet our customer's needs.

In developing this strategy and action plan we have taken into account all of the involvement approaches we have previously undertaken and retained those that have been well used and attended by our tenants, and in reviewing those approaches we have highlighted areas where we think improvements can be made, and as a result of that review we will be developing new options based on suggestions from customers and elected members.

As indicated earlier we will focus on how we need to engage and develop alternative channels of communication to gather views and inform customers of events, policy changes and any changes to housing or customer service activity.

SCOPE OF THIS STRATEGY:

The aim of this strategy and action plan (2018-2021) is to support the involvement of our customers in the development of effective, efficient and quality housing services. Within the strategy and the action plan we will be describing why we have developed our involvement strategy (including the legal, regulatory and good practice principles); what we are aiming to achieve over the three year period, and, what we will focus our attention on and the specific actions we will engage in to inform and improve our delivery arrangements and service offer.

Central to the success of this strategy will be the willingness of customers to work alongside service providers and together recognise our obligations to each other in improving not only the quality of homes but the communities and environments that those homes sit within.

The strategy will also identify the resources we will be using to ensure we match our intentions with a range of activities and, more importantly, how we propose to monitor our activity and the impact it is having on our stated aims and how we report back to all our customers and stakeholders here in Flintshire.

LEGAL CONTEXT:

While there is no specific legal requirement on Flintshire County Council's Housing Services to involve our customers in the development and delivery of services we recognise however that encouraging our customers involvement and participation can and does play an important part in helping to shape the services we provide and assisting in the monitoring of our performance against our aims as well as our day to day service delivery.

In addition to customer involvement there is primary involvement in the form of the Local Government (Wales) Measure 2012 (Section 62) which obliges local authorities to take account of the views of the public in the work of Flintshire's Overview and Scrutiny committees, therefore it is important that our customers have the opportunity to feed into the councils wider scrutiny function.

In developing our approach we will take account of the 2011 published document "The National Principles for public engagement for Wales" which contains overarching guidelines for all public services when developing any type of public engagement.

OUR AIMS:

We are committed to involving our customers in a meaningful and effective way. The aims of our Customer Involvement Strategy are to:

- a) Ensure that customers are provided with a range of involvement opportunities.
- b) Provide customers with training and development opportunities to support their involvement.
- c) Ensure that customer involvement is considered a mainstream feature in all our service delivery activities.
- d) Encourage mutual trust, respect and partnership between customers and Flintshire County Council's Housing Service to ensure we have effective customer feedback.
- e) Work in partnership with other agencies and organisations to improve the communities of our customers

To achieve these aims we are focusing on engaging and supporting (through training and information) our tenants by;

1. Providing more opportunities for tenants to engage particularly through the development of local arrangements.

2. Helping tenants to resolve issues that affect them and help us ensure that tenants retain satisfaction with the quality of our services.
3. Improving and extending the range of communication options to ensure our tenants are informed, engaged and have the opportunity to challenge.
4. Developing training programmes which encourage participation and encourages their involvement in the development of resilient communities.

NB: See action plan for specific details linked to these aims.

In terms of customer involvement this strategy and action plan seeks to ensure that customers:

1. Can participate in their landlord's decisions and discuss tenancy obligations.
2. Are satisfied that their views and priorities are reflected in their landlord's services.
3. Are given opportunities to be involved in developing, monitoring, assessing and reporting on the quality of the housing services the landlord provides.
4. Have a range of ways to get involved – including ways suitable for those hard to reach or seldom heard.
5. Are able to get involved – if and when they want to – at a level they feel comfortable.
6. Get support to build their capacity for more effective involvement.
7. Can take part in reviewing opportunities for involvement to ensure they are working well.

WHAT WE WILL DO OVER THE NEXT THREE YEARS:

Having reviewed our involvement activity over the last three years, and taken into account the views of our customers, we have identified a number of areas that we need to develop further in order to improve; these developments include,

- a) **Ensuring customer service is at the heart of our delivery.** Through our own staff training, through the appraisals process we conduct with staff, and through the development of local actions plans.
- b) **Performance information.** Ensuring that we have the ability to provide our customers with information on how are services are performing.
- c) **Influencing business and policy development.** Ensuring there is adequate time and resource available to inform our customers of proposals and capture their views.

- d) **Building new homes and improving our current stock.** Ensuring that we consult our customers on available choices in respect of building design and improvements to their existing homes.
- e) **Customer Satisfaction.** Improving the way we capture and measure how satisfied our customers are with the services we are offering them, including independently gathered and assessed satisfaction information and communicating outcomes to our customers.
- f) **Communication.** Develop wider effective and more methods of communicating with our customers including the use of social media platforms and channels.

RESOURCES:

We are committed to providing both support and staff time so that customers can be involved and contribute to shaping services and sustaining the neighbourhoods and communities they live in. Housing Management will form the centre of the involvement strategy with the emphasis on local patch based delivery which will provide the focus for more localised engagement and service delivery.

Through working from local hub offices throughout the county, Housing Officers are integral to delivering excellent customer service that takes into account the need to tailor initiatives to the specific needs of each locality.

Regular housing surgeries and estate walkabouts provide a forum for customers to be involved and identify how their communities can be supported to tackle local issues and meet need. The development of Local Action Plans will support a joined-up approach to the delivery of neighbourhood services, encourage innovative partnership projects and act as a lobbying tool for further resources.

We will offer a range of involvement methods that provides our tenants with a variety of ways in which to be involved and we will use social media options such as Facebook and Twitter to determine how effective they may be in involving customers and providing information to them.

To ensure that customer involvement is embedded across the organisation all Housing Officers will be made aware of how it shapes services and what their role and their team's role is within the process.

MONITORING OUR INVOLVEMENT STRATEGY

Our Customer Involvement Strategy is for a three year period, however we will be reviewing our action plan on a quarterly basis to ask if we have achieved what we said we would do and what impact those actions are having.

Flintshire County Council's Housing service will formally review progress with the Customer Involvement Strategy Action Plan annually and, where required, will update and communicate changes to all our customers.

A review of progress will be published in our quarterly housing news and published on our website.

We will produce an annual impact assessment report which sets out how customers and clients have changed, shaped and influenced the way we work across Flintshire.

CUSTOMER INVOLVEMENT ACTION PLAN

Aim 1	Ensure that customers are provided with a range of involvement opportunities
Objective	To provide a variety of opportunities for customer involvement in developing and monitoring service standards to ensure they are delivered in an efficient and effective manner
Outcomes	<ol style="list-style-type: none"> 1. Ensure that our customers are able to influence the way in which we make decisions relating to our housing and customer services. 2. Provide mechanisms for customers to influence both local issues and shape strategic decisions relating to new services or significant changes to existing ones. 3. Enable customers to choose the level and type of involvement that suits them best. 4. Increase the knowledge and satisfaction of customers who are involved.
Key Activity, timescale and lead	<ol style="list-style-type: none"> 1. Housing officers to deliver neighbourhood services from the area(s) they serve leading to the development of localised development plans. March 2018. Dawn Kent/Mike Angell/Jan Martin. 2. Regular housing surgeries and estate walkabouts involving Housing Officers, relevant Housing departments and customers. March 2018. Dawn Kent. 3. Development of wider communication methods with our customers in line with FCC corporate Digital Strategy which embrace the opportunities that technologies offer for effective service delivery in an agile, mobile and responsive way including the use of digital and social media platforms. Delivery programme March 2018, full utilisation March 2019 Debbie Davies. <ol style="list-style-type: none"> a. Providing and promoting accessible and inclusive transactional services and information online, ie. reporting a housing repair on-line, housing enquiries b. Using technology to offer customers increased flexibility in when and how they access our services c. Provide information and signpost via Facebook and Twitter d. Identify further opportunities for use of social media to support service delivery 4. Housing staff to support & attend local community events with information stands and collect views given by customers as appropriate. March 3018. Debbie Davies/Dawn Kent. 5. Organise a county wide Tenant's Conference to deliver service insight, develop new services and promote benefits of customer involvement. January 2018. Debbie Davies. 6. Organise annual programme of customer 'Reality Checkers' group to undertake service reviews to identify service improvements. March 2018. Debbie Davies. 7. Develop WHQS / SHARP delivery and standards group to support the local implementation of planned / new build programmes and any wider environmental implications e.g. communal facilities. March 2018. Debbie Davies. 8. Develop a consistent approach to measuring customer satisfaction by agreeing key questions for surveys with customers. March 2018. Debbie Davies. 9. Ensure all service managers include customer feedback when reviewing strategy and policies. March 2018. Debbie Davies.

Aim 2	To provide customers with training and development opportunities to support their involvement
Objective	To develop and promote training opportunities for customer involvement at a level that will suit the individual/group
Outcomes	<ol style="list-style-type: none"> 1. Increased opportunities for all residents to access formal and informal training 2. Increase in knowledge and confidence of staff and customers to encourage and facilitate involvement 3. Support our customers to develop the skills and knowledge they need to participate at a level that suits them.
Key Activity and timescales	<ol style="list-style-type: none"> 1. Develop annual training plan to enable customer involvement. April 2018. Debbie Davies. 2. Enable engaged customers to gain a greater understanding of what is happening locally and nationally by supporting them to set up or attend network events, exchange visits and attend national conferences. Debbie Davies.

Aim 3	To ensure that customer is considered a mainstream feature in all our service delivery activities
Objective	To develop a culture of Mainstreamed Customer involvement across the whole service, where staff involve customers in developing and monitoring services as part of their day to day work
Outcomes	<ol style="list-style-type: none"> 1. Increase the knowledge and experience in involvement opportunities and activities for Elected Members, staff and customers. 2. Increase awareness of directorate priorities and involvement initiatives to all staff
Key Activity and timescales	<ol style="list-style-type: none"> 1. Promote the service volunteer involvement 'promise' and standards. March 2018. Debbie Davies. 2. Include Customer involvement as standard agenda item for all team meetings, staff appraisals and the staff induction process. On-going from January 2018. Debbie Davies. 3. Customers to be involved in the recruitment process of contractors responsible for the delivery of WHQS. March 2018. Sean O'Donnell/Debbie Davies.

Aim 4	Encourage mutual trust, respect and partnership between customers and Flintshire County Councils Housing Service to ensure we have effective customer feedback
Objective	To monitor, evaluate and provide appropriate feedback of our Customer Involvement and Community Development activities
Outcomes	<ol style="list-style-type: none"> 1. To increase customer satisfaction and provide evidence that we are taking account of our customers views and comments 2. To increase awareness to those tenants who do not get involved of the difference it can make
Key Activity and timescales	<ol style="list-style-type: none"> 1. Publish service developments in Housing news and through all digital channels. March 2019. (See Aim 1 (3)) above Debbie Davies. 2. Develop 'You said - we did' as standard item delivered through all communication channels (Based on local delivery plans). March 2019. Debbie Davies.

	<ol style="list-style-type: none"> 3. Maximise the use of wider communication methods to engage with and provide feedback to our customers. March 2019, (See Aim 1 (3)) Debbie Davies. 4. Develop independent customer satisfaction reporting for all service areas
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Aim 5	Work in partnership with other agencies and organisations to improve the communities of our customers
Objective	To improve the environment and communities where our Residents live, through fostering partnership working with tenants, leaseholders and key stakeholders working within the communities
Outcomes	<ol style="list-style-type: none"> 1. The development of a coherent approach to improve the local environment 2. Develop information and support mechanisms to increase community capacity 3. Develop sustainable community activities.
Key Activity and timescales	<ol style="list-style-type: none"> 1. Support the development of objectives contained within the community benefit strategy. Following formal adoption by FCC. Service Manager/Debbie Davies. 2. Develop and promote joint community involvement events with other organisations to increase VFM. June 2018. Housing Officers/Debbie Davies. 3. Support the development of an approach to collecting and storing greater and more accurate profiling information on our customers. March 2018. Dawn Kent/Debbie Davies.



CABINET

Date of Meeting	Tuesday, 19 th December 2017
Report Subject	Revenue Budget Monitoring 2017/18 (Month 7)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the current revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. This report presents the position, based on actual income and expenditure, as at Month 7 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning is:-

Council Fund

- Net in year expenditure forecast to be £1.262m greater than budget
- Projected contingency reserve balance as at 31 March 2018 of £3.820m

Housing Revenue Account

- Net in-year expenditure forecast to be £0.035m higher than budget
- Projected closing balance as at 31 March 2018 of £1.081m

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2018.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).

REPORT DETAILS

1.00	EXPLAINING THE MONTH 7 POSITION																																																																																
1.01	<p><u>Council Fund Overall Position</u></p> <p>The operating deficit reported is £1.262m greater than the budget which is an increase of £0.115m from the deficit reported last month.</p>																																																																																
1.02	<p>Council Fund Latest In-Year Forecast</p> <p>The table below shows the projected position by portfolio.</p> <table border="1"> <thead> <tr> <th>TOTAL EXPENDITURE AND INCOME</th> <th>Original Budget</th> <th>Revised Budget</th> <th>Projected Outturn</th> <th>In-Year Over / (Under) spend</th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>61.471</td> <td>62.454</td> <td>63.024</td> <td>0.570</td> </tr> <tr> <td>Community & Enterprise</td> <td>12.518</td> <td>12.540</td> <td>11.913</td> <td>(0.627)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>27.467</td> <td>27.580</td> <td>29.641</td> <td>2.061</td> </tr> <tr> <td>Planning & Environment</td> <td>5.043</td> <td>4.932</td> <td>5.233</td> <td>0.301</td> </tr> <tr> <td>Education & Youth</td> <td>10.966</td> <td>10.985</td> <td>11.026</td> <td>0.041</td> </tr> <tr> <td>Schools</td> <td>88.862</td> <td>88.862</td> <td>88.862</td> <td>(0.000)</td> </tr> <tr> <td>People & Resources</td> <td>4.283</td> <td>4.128</td> <td>4.587</td> <td>0.459</td> </tr> <tr> <td>Governance</td> <td>7.675</td> <td>7.651</td> <td>7.751</td> <td>0.100</td> </tr> <tr> <td>Organisational Change 1</td> <td>5.801</td> <td>5.821</td> <td>5.900</td> <td>0.079</td> </tr> <tr> <td>Organisational Change 2</td> <td>2.422</td> <td>2.288</td> <td>2.047</td> <td>(0.241)</td> </tr> <tr> <td>Chief Executive</td> <td>3.008</td> <td>2.926</td> <td>2.797</td> <td>(0.129)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>25.642</td> <td>24.990</td> <td>23.638</td> <td>(1.352)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>255.156</td> <td>255.156</td> <td>256.418</td> <td>1.262</td> </tr> </tbody> </table>	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	£m	Social Services	61.471	62.454	63.024	0.570	Community & Enterprise	12.518	12.540	11.913	(0.627)	Streetscene & Transportation	27.467	27.580	29.641	2.061	Planning & Environment	5.043	4.932	5.233	0.301	Education & Youth	10.966	10.985	11.026	0.041	Schools	88.862	88.862	88.862	(0.000)	People & Resources	4.283	4.128	4.587	0.459	Governance	7.675	7.651	7.751	0.100	Organisational Change 1	5.801	5.821	5.900	0.079	Organisational Change 2	2.422	2.288	2.047	(0.241)	Chief Executive	3.008	2.926	2.797	(0.129)	Central & Corporate Finance	25.642	24.990	23.638	(1.352)						Total	255.156	255.156	256.418	1.262
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1.03	<p>The reasons for the projected variances are summarised within Appendix 1 with key significant portfolio variances explained in paragraphs 1.04 to 1.08 below. As has been the practice in recent years where a variance has been due to a conscious change to policy or practice, the resulting variance is managed corporately with the relevant portfolio not expected to meet any shortfall.</p>																																																																																

1.04	<p><u>Streetscene & Transportation</u></p> <p>There is a projected overspend of £2.061m within this portfolio.</p> <p>The overspend partly comprises of the materialisation of some of the known significant risks identified when the 2017/18 budget was set by Council and other conscious changes to policy or practice which were detailed in the Month 4 report.</p> <p>Since last month the following changes have occurred;</p> <p>Additional transport costs of £0.200m arising from a school closure are now to be met by the Education & Youth portfolio. This has mitigated the associated overspend associated with this for 2017/18.</p> <p>The decision to review subsidised bus routes has been delayed further and will not take place in 2017/18. This has increased the previously reported pressure by £0.145m. The 2017/18 budget efficiency of £0.350m will no longer be partially achieved.</p> <p>Car parking income in Flint is now expected to be reduced by a further £0.050m due to a further implementation delay. The total shortfall in income is projected to be £0.100m.</p> <p>The net position on the projected overspend excluding the conscious changes to policy and practice is a now an operating deficit of £0.724m.</p> <p>Work is ongoing to assess any potential impact on these in year variances on the Medium Term Financial Strategy (MTFS) forecast for 2018/19.</p>
1.05	<p><u>Social Services</u></p> <p>The projected outturn for Out of County placements in Children’s Services is currently £1.230m over budget due to the number of high cost placements, this is an increase of £0.223m from the figure reported in Month 6. This increase is due to 3 additional high cost placements.</p>
1.06	<p><u>Planning & Environment</u></p> <p>There is a projected in-year Planning Fee Income shortfall of £0.243m due to the impact of the Welsh Government requirements for major developers to enter into pre consultation as detailed in the previous report.</p>
1.07	<p><u>Community & Enterprise</u></p> <p>There is a projected underspend on the Council Tax Reduction Scheme (CTRS) of £0.535m based on current demand which will be kept under review throughout the year together with a favourable variance on the Council Tax Collection fund of £0.145m.</p>

1.08	<p><u>Central & Corporate Finance</u></p> <p>There is a positive variance of £1.352m projected within this area which is mainly due to the finalisation of social care funding issues as previously reported.</p> <p>Other major variances within this area include a positive variance on the pension fund contributions due to a lower than anticipated pressure to fund the in-year increase due to the actuarial review of £0.288m offset by a shortfall in the income target of £0.412m and lower than anticipated levels of car parking income at County Hall of £0.080m.</p>
1.09	<p><u>Significant Movements between Month 6 and Month 7 Budget</u></p> <p>There has been no significant budget transfers between portfolios this month.</p>
1.10	<p><u>Achievement of Planned In-Year Efficiencies</u></p> <p>The Council set a challenging target for the level of efficiencies to be achieved in year as part of its approach to annual budget planning. These efficiencies are generated from the three year service portfolio business plans and from corporate financial planning. The 2017/18 budget contains £8.433m of specific efficiencies which are tracked and monitored. In recent years the level of efficiency achievement has averaged at around 85% though the council aspires to raise this to 95% in 2017/18 as reflected in the recent MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2017/18 shows that £7.811m (93%) of the efficiencies would be achieved which is 2% lower than the target. There is a further risk that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2018/19 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with the overall impact in relation to any impact for 2018/19 being reviewed as part of the ongoing work on the MTFS.</p>
1.11	<p>Tracking of In Year Risks and Emerging Issues</p> <p>At the time of setting the Budget for 2017/18 a number of significant risks were identified including the costs of procuring local public and school bus services and the potential reduction of the Single Environment Grant.</p>
1.12	<p>In addition to the known risks referred to above there are also a number of new risks emerging in-year which have been incorporated into the projected outturn and will also need carefully assessing for the potential impact on the 2018/19 budget.</p>
1.13	<p>These new issues are being monitored as part of the ongoing review of the Councils financial position and are shown in the table below with the current M7 variances included as part of the overall position:</p> <p>Council Tax Reduction Scheme (CTRS) – Reduction in demand (0.535)</p>

	Council Tax Collection in year efficiency	(0.145)
	Social Care Additional Funding in 17/18 – Estimated amount	(0.595)
	Intermediate Care Fund (ICF) – Continuation of funding	(0.500)
	Pension Deficit Recovery – Due to opt out and surplus allocation from budget pressure for actuarial review	(0.288)
	Markets Income – Decline in levels of income	0.050
	Gas Engine Income – Further decrease to level of income over and above pressure included in 2017/18 budget (£0.150m)	0.200
	Planning Fee Income – In year shortfall due to pre consultation	0.243
	Shared Specialist Plant – Previous year efficiency not achieved	0.050
	Motor Insurance Premium Increase - In year increase not anticipated	0.100
	Street Lighting increase in 2017/18 of 16%	0.131
	County Hall Parking – Lower than anticipated efficiency on parking permits	0.080
	Procurement Supplier Charging – Previous year efficiency not achievable	0.116
	Environmental Health Officer temporary posts	0.120
	Central and Corporate Support Service pressure offset by efficiency on Audit Fees	0.107
	Single Environment Grant – reduction in grant allocation	0.111
	Transportation Costs – procuring local and school transport	0.675
	Out of County Placements – projected care package costs	1.230
	Income – shortfall on income target	0.412
	Total New Emerging Risks	1.562
1.14	Inflation Included within the 2017/18 budget are provision for pay (£0.915m), targeted price inflation (£0.313m), food (£0.051m), fuel (£0.033m) and Energy (£0.061m).	

1.15	Portfolios have received their allocations for pay and price and there is a remaining balance of £0.014m which is included within the overall outturn figure.																																																																							
1.16	No allocations have been made so far for non-standard inflation (NSI) in 2017/18. Areas that may be subject to NSI increases will be monitored throughout the year and any emerging pressures will be considered in future reports though at present it is anticipated that the allocation will be spent in full.																																																																							
1.17	<p>Reserves and Balances</p> <p><u>Un-earmarked Reserves</u></p> <p>The 2016/17 outturn reported to Cabinet on 18 July 2017 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769m) of £5.133m.</p>																																																																							
1.18	Taking into account the current projected overspend at Month 7 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2018 is projected to be £3.820m as detailed in appendix 4.																																																																							
1.19	<p><u>Earmarked Reserves</u></p> <p>The table below gives a summary of earmarked reserves as at 1 April 2017 and provides an estimate of projected balances as at the end of the current financial year.</p>																																																																							
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Schools Kitchen Ventilation	200,000	0																																																																						

	Customer Service Strategy	129,000	129,000
	Capita One	108,827	108,827
	PSBA	530,000	530,000
	Supervision Fees	141,224	91,224
	Transportation Review	170,200	0
	Grants & Contributions	2,554,749	2,071,741
	Total	20,326,710	10,520,136
1.21	Housing Revenue Account		
	The 2016/17 Outturn Report to Cabinet on 18 July 2017 showed an un-earmarked closing balance at the end of 2016/17 of £1.116m and a closing balance of earmarked reserves of £0.526m.		
1.22	The 2017/18 budget for the HRA is £33.633m which includes a movement of £0.035m from reserves.		
1.23	The Month 7 monitoring for the HRA is projecting in year expenditure to be £0.035m lower than budget and a closing un earmarked balance as at 31 March 2018 of £1.081m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.		
2.00	RESOURCE IMPLICATIONS		
2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first four months and the risks as known.		

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	There are in-year risks and emerging issues which are covered in the main section of the report from paragraph 1.11 to 1.13. Details of these risks were reported in full within the Month 4 report.

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 6 Which includes the following: Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

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	<p>Budget: a statement expressing the Council’s policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Council Fund: the fund to which all the Council’s revenue expenditure is charged.</p> <p>Financial Year: the period of twelve months commencing on 1 April.</p> <p>Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.</p> <p>Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p>Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.</p> <p>Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>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.</p> <p>Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.</p> <p>Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from</p>

contingency provisions. Virements may not however be approved between capital and revenue budget heads.

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.

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Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	0.030	Residential Care (+£0.062m) due to additional service users, offset by (-£0.032m) due to additional vacancy savings within Locality teams
Other Minor Variances	(0.008)	
Disability Services		
Resources & Regulated Services	0.038	Reduction in Continuing Health Care (CHC) income from BCUHB due to a service user leaving in-house supported living accommodation
Other Minor Variances	(0.023)	
Mental Health Services		
Substance Misuse	(0.036)	Increase of Substance Misuse Team grant for residential rehabilitation
Other Minor Variances	(0.005)	
Children's Services		
Professional Support	0.044	Additional payments in respect of adoptions
Out of County Placements	0.223	Additional costs of 3 new high cost placements
Other Minor Variances	0.012	
Development & Resources		
Other Minor Variances	0.006	
Total Social Services	0.278	
Community & Enterprise		
Customer And Housing Services	0.014	Minor variance from within service area.
Council Fund Housing	0.004	Minor variance from within service area.
Regeneration	0.002	Minor variance from within service area.
Revenues & Benefits	(0.038)	Favourable movement on the budgeted provision for the Council Tax Reduction Scheme of (£0.038m).
Housing Programmes	0.021	Minor variance from within service area.
Total Community & Enterprise	0.003	
Streetscene & Transportation		
Ancillary Services & Performance		
Waste Collection	0.039	CPI (2.8%) for waste treatment above the 1% built into monitoring.
Parking & Enforcement	0.050	Shortfall of income from delay in implementing Flint Car Parking strategy in 2017/18.
Other Minor Variances	0.001	
Highways Network		
Other Minor Variances	0.022	
Transportation & Logistics		
School Transport	(0.200)	The transport costs of additional pupils from John Summers High School to Connahs Quay to be mitigated by the Education portfolio.
Transportation	0.146	Delay in introducing the Bus Subsidy efficiency in 17/18
Other Minor Variances	0.005	
Total Streetscene & Transportation	0.063	

Planning & Environment		
Business		
Pollution Control	(0.045)	Funding secured for 1 EHO post from Community and Enterprise Transition grant to 31 March 2018
Minor Variances	0.001	
Community		
Minor Variances	0.003	
Development		
Development Management	(0.028)	Review of Planning Fee Income and the introduction of Plan Vetting Fee income to assist in mediating the shortfall.
Minor Variances	(0.020)	
Access		
Minor Variances	(0.022)	
Shared Services		
Minor Variances	(0.000)	
Strategy		
Minor Variances	(0.005)	
Management Strategy	(0.003)	
Total Planning & Environment	(0.118)	
Education & Youth		
Inclusion & Progression	0.077	Variance largely relates to Out of County placements £0.084m. Several new placements have commenced during the period. Other minor variances from across the service (£0.007m).
Integrated Youth Provision	(0.024)	Minor variance
School Improvement Systems	(0.004)	Minor variance
Business Change & Support	(0.023)	Minor variance
Total Education & Youth	0.026	
Schools	(0.000)	
People & Resources		
Minor Variances	(0.005)	
Total People & Resources	(0.005)	
Governance		
Legal Services	(0.003)	
Democratic Services	0.005	
Internal Audit	(0.012)	
Procurement	0.005	
ICT	(0.054)	Expenditure will now not be incurred against a prudential borrowing budget of £0.046m. £0.008m minor variances.
Total Governance	(0.059)	
Organisational Change 1		
Public Libraries & Arts, Culture & Events	0.019	Minor variances.
Museums		Minor variances.
County Archives		Minor variances.
Leisure	(0.019)	Minor variances.
Community Assets		Minor variances.
Total Organisational Change 1	0.000	
Organisational Change 2		
Minor Variances	(0.054)	Cumulative amount for minor variances each less than £0.025m
Total Organisational Change 2	(0.054)	
Chief Executive	(0.016)	Minor variances.
Central and Corporate Finance	(0.002)	
Grand Total	0.115	

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	15.990	15.506	(0.484)	(0.514)	Residential and Nursing Care; underspend of £0.164m due to a decrease in service users, an increase in free nursing income from BCUHB and additional property income. Domiciliary Care; underspend of £0.010m based on current service users Intake/First Contact; underspend £0.083m of which £0.069m is due to part year vacancy savings from within the Single Point of Access team. Locality Teams, workforce underspend of £0.206m due to short term vacancy savings for a number of posts. Minor variances £0.021m.	Continue to monitor and review.
Reablement Services	0.469	0.384	(0.085)	(0.085)	Reablement reflects a projected underspend of £0.085m which is due to additional Continuing Health Care (CHC) funding from BCUHB	Continue to monitor and review.
Community Equipment Contribution	0.478	0.378	(0.100)	(0.110)	An updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES) has meant contribution levels from partners has reduced. For future years this saving is earmarked for funding towards revenue costs of the new extra care facilities.	Future utilisation of the excess of budget to meet some of the revenue costs of the new extra care facilities.
Resources & Regulated Services	5.983	5.461	(0.521)	(0.502)	Main influences are short term vacancy savings, within provider home care services £0.049m and extra care schemes £0.235m, due to recruitment and retention difficulties in the care sector. Additional residential client contributions amount to £0.210m, together with a further projected underspend of £0.041m on Residential Care, due mainly to short term vacancy savings. Minor variances £0.014m	Continue to monitor and review.
Minor Variances	0.234	0.232	(0.002)	(0.002)		
Disability Services						
Resources & Regulated Services	19.744	20.064	0.320	0.282	There are long standing and ongoing demand influenced pressures within the externally provided Supported Living services amounting to £0.226m. Work Opportunities and Day Services show a pressure of £0.112m, which is due to the delay in letting a new contract under an alternative delivery model (ADM). There is a projected underspend of £0.095m on externally purchased care on Physical Disabilities and Sensory Impairment (PDSI). There is also a net projected overspend of £0.077m on in-house Supported Living mostly due to additional employee costs including agency cover.	Continue to monitor and review.
Disability Services	0.716	0.559	(0.157)	(0.163)	Increased CHC Funding for two service users under Transition to Adulthood from BCUHB. In addition the contribution the Council is required to make for four high cost Transition service users, to Welsh Government for residential college placements, has reduced.	Continue to monitor and review.
Administrative Support	0.168	0.016	(0.152)	(0.130)	The projected underspend is due mainly to short term vacancy savings.	Continue to monitor and review.
Minor Variances	0.692	0.681	(0.010)	(0.003)		

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Mental Health Services						
Residential Placements	1.127	1.426	0.298	0.289	Ongoing pressure due to the numbers of long term residential placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB	Continue to monitor and review.
Minor Variances	2.537	2.462	(0.075)	(0.025)	Cumulative minor variances (each under £0.050m) across the Mental Health services	
Children's Services						
Family Placement	2.464	2.649	0.185	0.175	There is a long standing and ongoing pressure due to sustained demand influences beyond the level of the allocated budget.	Continue to monitor and review.
Professional Support	4.808	5.002	0.193	0.150	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues.	Continue to monitor and review.
Out of County Placements	3.641	4.871	1.230	1.008	This pressure is a continuation of the experience in 2016/17, where there was a significant increase in the number of high cost placements which was partly influenced by interpretations of additional responsibilities under the Social Services and Well-being (Wales) Act 2014.	Continue to monitor and review.
Minor Variances	1.588	1.632	0.044	0.043		
Development & Resources						
Charging Policy income	(2.641)	(2.766)	(0.125)	(0.123)	The projected underspend is due to surplus income which is mainly caused by the full year impact of changes to disregard rules on financial assessments which came into effect from August 2016	Continue to monitor and review.
Safeguarding Unit	0.810	0.924	0.114	0.119	There are continued significant demand influenced pressures on this service particularly on Adult Safeguarding due to a significant increase in the numbers of referrals and the ongoing impact of the Deprivation of Liberty Safeguarding (DoLS) assessments.	Continue to monitor and review.
Good Health	0.941	0.816	(0.124)	(0.136)	The projected underspend is due to a number of short term vacancy savings and from recouping an overpayment from a Voluntary Organisation.	
Minor Variances	2.704	2.725	0.021	0.020		
Total Social Services	62.454	63.024	0.570	0.292		
Community & Enterprise						
Customer And Housing Services	1.580	1.594	0.014	(0.000)	Minor variances	
Council Fund Housing	(0.372)	(0.395)	(0.023)	(0.027)	Minor variances	
Regeneration	0.412	0.458	0.046	0.044	Minor variances	
Revenues & Benefits	10.780	10.112	(0.669)	(0.630)	Underspend on the budgeted provision for the Council Tax Reduction Scheme of £0.535m. Surplus on the Council Tax Collection Fund of £0.145m. Other minor variances £0.011m..	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Housing Programmes	0.140	0.145	0.005	(0.016)	Minor variances	
Total Community & Enterprise	12.540	11.913	(0.627)	(0.630)		

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
Ancillary Services & Performance						
Waste Collection	7.118	7.535	0.417	0.377	Adverse variance of £0.200m relating to lower than anticipated energy production at the Landfill sites and reduced electricity sales from reducing levels of gas extraction. Environment and Sustainable Development (ESD) grant pressure £0.111m due to the reduction of the grant in 17/18 of 3.7%. Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate £0.050m. Increase in CPI apply to the waste treatment contract of 2.8% above the 1% built into the monitoring, £0.030m. Minor variances £0.026m.	Energy production income levels being monitored monthly and contracts being prepared for the service to be outsourced. Reported in Programme Board Efficiency Tracker Keep under review as part of MTFS Indicative reduction in ESD grant for 18/19 £0.299m
Parking & Enforcement	(0.084)	0.024	0.108	0.058	Shortfall of income from Flint Car Parking £0.100m. Pressure due to the town centre re-development being ongoing and impacting on the rollout of changes across the town. Minor variances £0.008m.	Keep under review as part of MTFS Reported in Programme Board Efficiency Tracker
Other Minor Variances	0.798	0.792	(0.006)	(0.006)		
Highways Network						
Highways Network	7.466	7.802	0.335	0.314	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 been implemented. Street lighting energy prices above the 2% standard with an increase of 16% resulting in a pressure of £0.131m. Public conveniences at Holywell and Mold (New Street) were due to close in April this year, however they will not close until March 2018 resulting in a pressure of £0.063m. Cumulative minor variances (each under £0.025m) across the Hiways service including Grounds Maintenance, Highways Maintenance and Street Cleransing £0.091m.	Keep under review as part of MTFS. Reported in Programme Board Efficiency Tracker. Continue to monitor street lighting energy prices.
Transportation & Logistics						
Logistics & Resource Services	4.518	4.701	0.182	0.175	Shared specialist plant with neighbouring Authorities has not materialised from 16/17 business planning proposal £0.050m. Increase in Fleet insurance premium for 17/18 £0.100m. Minor variances £0.032m.	Keep under review as part of MTFS
School Transport	4.734	4.919	0.185	0.385	Ongoing additional subsidy costs following re-procurement for covering various school transport routes £0.185m.	No additional funding from WG due to Statutory provision requirements. Ongoing consideration will be required in the MTFS taking account of the cost for future years. Hoping to reduce cost through the Transportation retendering exercise.
Transportation	1.598	2.438	0.841	0.695	Ongoing additional subsidy costs following re-procurement for covering various public transport routes and the delay in introducing the Bus Subsidy efficiency in 17/18 £0.840m	
Technical Commissioning	0.677	0.675	(0.003)	(0.004)	Minor variances	
Management Costs	0.233	0.236	0.003	0.002	Minor variances	
Other Minor Variances	1.432	1.429	(0.002)	0.001		
Total Streetscene & Transportation	27.580	29.641	2.061	1.998		

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Business						
Pollution Control	0.479	0.529	0.050	0.095	An increase in prosecutions for unlicensed and unsafe residential properties has resulted in two temporary Environmental Health Officers being recruited to deal with this increase in demand.	Business Case to be submitted to continue the 2 EHO posts into 2018/19
Minor Variances	1.087	1.073	(0.015)	(0.016)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Community						
Pest Control	0.004	0.049	0.044	0.044	Despite the fact that the service has seen an increase in referrals during 2016/17 and into 2017/18, the income target is unlikely to be achieved, based on current projections.	
Minor Variances	0.898	0.837	(0.061)	(0.064)	There are a number of services within the Community budget heading which are projecting minor variances, each of these variances are less than £0.050m.	Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Development						
Development Management	(0.386)	(0.144)	0.243	0.271	The projected Planning Fee Income shortfall is currently £0.243m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast.	Continue to monitor Planning Fee levels and adjust projection accordingly
Minor Variances	0.158	0.125	(0.034)	(0.014)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Access						
Greenfield Valley	0.326	0.280	(0.046)	(0.031)	Vacancy savings and reduced zero hours contracts	Service review within Countryside is currently being undertaken
Minor Variances	1.015	1.016	0.001	0.008		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Shared Services						
Minor Variances	0.177	0.177	0.000	0.000		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Strategy						
Minor Variances	0.834	0.818	(0.015)	(0.011)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Management Strategy	0.340	0.474	0.134	0.136	Balance of Business Planning Efficiencies for Staffing	Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Total Planning & Environment	4.932	5.233	0.301	0.419		
Education & Youth						
Inclusion & Progression	6.833	6.957	0.124	0.047	Variance is due to Out of County placements.	Continue close monitoring arrangements and updates following moderation meetings.
Integrated Youth Provision	1.291	1.267	(0.025)	(0.000)	Minor variances from across service area.	
School Improvement Systems	1.873	1.856	(0.017)	(0.013)	Minor variances from across service area.	
Business Change & Support	0.377	0.335	(0.042)	(0.019)	Minor variances. Includes savings following the review of software purchase.	
Minor Variances	0.611	0.611	0.000	0.000		
Total Education & Youth	10.985	11.026	0.041	0.015		
Schools	88.862	88.862	(0.000)	0.000		
People & Resources						
HR & OD	2.029	2.203	0.174	0.188	The overspend is due to partial achievement of business planning efficiency and loss of income contribution from Wrexham Occupational Health Services	Service delivery options are being considered for the Occupational Health Service
Corporate Finance	2.099	2.384	0.285	0.276	This is due to the roll out of manager self serve and the operating model review taking longer than planned	Continue to look for income maximisation and progress structural review
Total People & Resources	4.128	4.587	0.459	0.464		

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Governance						
Legal Services	0.688	0.693	0.005	0.009	Minor variances	Continue to monitor and review
Democratic Services	1.924	1.932	0.009	0.003	Minor variances	Continue to monitor and review
Internal Audit	0.443	0.371	(0.072)	(0.060)	Due to in-year vacancy savings.	Continue to monitor and review
Procurement	0.168	0.296	0.128	0.122	Due to a conscious decision to no longer pursue supplier income for registration onto the Councils payment portal	Pressure to be considered as part of the MTFS
ICT	4.428	4.459	0.031	0.085	Minor variances	Continue to monitor and review.
Total Governance	7.651	7.751	0.100	0.160		
Organisational Change 1						
Public Libraries & Arts, Culture & Events	1.583	1.596	0.013	(0.006)	Minor variances	Continue to monitor and review.
Museums	0.067	0.067	(0.000)	(0.000)		Continue to monitor and review.
County Archives	0.286	0.286	0.000	0.000		Continue to monitor and review.
Leisure	3.860	3.927	0.067	0.086	Aura Leisure and Libraries Ltd was established on 1st September. This was delayed by 2 months due to a range of queries in 3 separate responses from the Financial Conduct Authority (FCA) in registering the company. These issues are now resolved.	Continue to monitor and review.
Community Assets	0.024	0.024	0.000	0.000		Continue to monitor and review.
Total Organisational Change 1	5.821	5.900	0.079	0.079		
Organisational Change 2						
Administrative Buildings	1.241	1.129	(0.112)	(0.105)	£0.108m estimated efficiencies from the closure of phases 3 and 4 in County Hall. Other minor variances £0.004m	
Agricultural Estates	(0.189)	(0.152)	0.037	0.035	Minor Variances	
Property Holdings	0.015	0.005	(0.010)	0.012	Minor Variances	
Property Asset And Development	0.446	0.361	(0.085)	(0.066)	£0.062m in year salary savings. Other minor variances £0.023m	
Caretaking & Security	0.302	0.267	(0.035)	(0.035)	Minor Variances	
CPM & Design Services	0.691	0.470	(0.221)	(0.225)	£0.139m projected additional fee income above target. £0.070m in year salary savings. Other minor variances £0.012m	
Industrial Units	(1.153)	(0.995)	0.158	0.168	£0.168 m as a result of unachieved rental income. This will be offset against office efficiencies.	
CCTV & Open Spaces	0.184	0.211	0.027	0.032	Minor variances	
Minor Variances	0.752	0.752	(0.000)	(0.003)		
Total Organisational Change 2	2.288	2.047	(0.241)	(0.187)		
Chief Executive	2.926	2.797	(0.129)	(0.113)	Due to in-year vacancy savings and underspends on specialist budgets such as sustainable development, Your Community/Your Council and public relations	Continue to monitor and review

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance	24.990	23.638	(1.352)	(1.350)	<p>An underachievement on the income target of £0.412m, though work is continuing to identify areas of opportunity.</p> <p>Support Services recharge, has resulted in a shortfall of £0.234m due to a reduction in overall operating costs.</p> <p>Car parking permit income shortfall of £0.080m.</p> <p>Reduced audit fees, underspend of £0.127m.</p> <p>Social Services, one off in year underspend of £1.608m held centrally to mitigate any in year overspends - £0.513m resulting from remaining pressure budgeted in 17/18 no longer required, £0.500m due to funding being secured from the Regional Integrated Care Fund, a revenue grant allocation on a one off basis. An additional £0.595m of Welsh Government funding for Social Care has recently been confirmed.</p> <p>Projected Pension fund variance £0.288m due to surplus of budget required for increase in contributions in 2017/18.</p> <p>Apprentice Tax Levy underspend of £0.049m, increased data has enabled a more accurate projection.</p> <p>Minor variances £0.006m.</p>	<p>Work is continuing to identify areas of opportunity to generate income. Keep under review as part of MTFS considerations.</p> <p>Social Services - Keep under review as part of MTFS considerations to assess 18/19 impact.</p> <p>Pension Fund / Apprentice Tax Levy - Keep under review in year to consider potential for mitigation of 18/19 pressure.</p>
Grand Total	255.156	256.418	1.262	1.147		

2017/18 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2017/18 £(m)	2017/18 £(m)	2017/18 £(m)
People & Resources			
Finance - Implementation of Collaborative Planning Software to finance to improve and automate our processes thus enabling workforce efficiencies. Phased roll out of new finance model.	0.270	0.200	(0.070)
Review of Human Resources & Organisational Design operating model and job roles and various other efficiencies.	0.148	0.052	(0.096)
DBS recharges	0.058	0.025	(0.033)
Total People & Resources	0.476	0.277	(0.199)
Governance			
ICT - Reduction in management, staff and non pay costs.	0.350	0.310	(0.040)
Total Governance	0.350	0.310	(0.040)
Social Services			
Develop a 'progression' model for Supported Living.	0.250	0.076	(0.174)
Develop alternative approaches to in house day services and work opportunity schemes.	0.250	0.200	(0.050)
Total Social Services	0.500	0.276	(0.224)
Education & Youth			
Music Service to move to full cost recovery model.	0.035	0.014	(0.021)
Total Education & Youth	0.035	0.014	(0.021)
Organisational Change 1			
Alternative Delivery Models	0.415	0.335	(0.080)
Total Organisational Change 1	0.435	0.355	(0.080)
Community & Enterprise			
Council Tax Reduction Scheme.	0.200	0.735	0.535
Total Community & Enterprise	0.200	0.735	0.535
Streetscene & Transportation			
Develop energy production at landfill.	0.100	0.000	(0.100)
Review subsidised bus routes.	0.350	0.000	(0.350)
Total Streetscene & Transportation	0.450	0.000	(0.450)
Planning & Environment			
Staffing - management restructure.	0.125	0.062	(0.063)
Self financing for Public Protection Services.			
- Animal & Pest Control.			
- Licencing Charging.	0.030	0.000	(0.030)
Increase in planning fees (15% WG increase) and applications	0.015	0.000	(0.015)
Increase in number of planning applications	0.035	0.000	(0.035)
Total Planning & Environment	0.205	0.062	(0.143)
Total 2017/18 Budget Efficiencies		100	8.433
Total Projected 2017/18 Budget Efficiencies Underachieved		7	0.622
Total Projected 2017/18 Budget Efficiencies Achieved		93	7.811

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2017	10.953	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		5.184
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) agreed in 2016/17		(0.050)
Less – allocation from the Contingency Reserve to provide financial support to meet in-year budget pressures in 2017/18 for regional economic structures and support for events		(0.052)
Less – projected outturn overspend		(1.262)
Total Contingency Reserve as at 31st March 2018		3.820

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(32.263)	(32.164)	0.099	0.118	£0.079m reflects the decision to delay implementation of Service Charges to 1st April 2018 (from January 2018) to allow more time for full consultation. £0.034m relates to the loss of income on garages following refurbishments and demolition. The Bad Debt Provision has been reviewed to release a saving of £0.025m. The remaining balance relates to minor variances of £0.011m.	
Capital Financing - Loan Charges	7.545	7.411	(0.134)	(0.018)	£0.118m relates to a reduction in the expected interest charge for HRA borrowing. This is because interest rates have remained low since the Brexit referendum. Borrowing costs have also been minimised through efficient treasury management. £0.016m relates to a reduction in the minimum revenue payment (MRP). This is calculated based on the total HRA borrowing at 31st March 2017 which was slightly lower than assumed in the budget.	
Estate Management	1.633	1.614	(0.019)	0.005	Minor Variance	
Landlord Service Costs	1.311	1.333	0.021	0.022	Minor Variance	
Repairs & Maintenance	8.601	8.317	(0.284)	(0.203)	A saving of £0.284m is anticipated on Repairs and Maint. £0.150m relates to staffing costs and £0.146m relates to subcontractor spend. The remaining £0.012m relates to minor variances.	
Management & Support Services	2.273	2.204	(0.069)	(0.004)	£0.035m relates to vacancy savings. £0.010m relates to a reduction in the projected Apprentice Levy. £0.025m relates to software. The remaining £0.001m relates to minor variances.	
Capital Expenditure From Revenue (CERA)	10.890	11.276	0.385	0.084	The variance of £0.385m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces the requirement to borrow.	
HRA Projects	0.046	0.046	(0.000)	(0.000)	No variance	In March 2017 Cabinet approved progression of site investigation works on several possible sites for SHARP. If for any reason schemes are not approved by 31st March 2018, these costs will be charged to the HRA.
Contribution To / (From) Reserves	(0.035)	(0.035)	0.000	0.000	No variance	
Total Housing Revenue Account	0.000	(0.000)	(0.000)	0.000		



CABINET

Date of Meeting	Tuesday, 19 th December 2017
Report Subject	Treasury Management Mid-Year Report 2017/18
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report presents the draft Treasury Management Mid-Year review 2017/18 for approval and recommendation to Council.

RECOMMENDATIONS

1	Cabinet approves and recommends to Council the Treasury Management Mid-Year Report 2017/18.
2	Cabinet recommends that Council approves the decision to 'opt up' to professional client status by regulated financial services firms as a result of the second Markets in Financial Instruments Directive (MiFID II) as explained in paragraphs 1.09 - 1.15.

REPORT DETAILS

1.00	EXPLAINING THE MID YEAR REVIEW
1.01	On 14 th February 2017, the Council approved the Treasury Management Strategy 2017/18, following the recommendation of the Cabinet and consideration by the Audit Committee.
1.02	The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for execution and administration of treasury management decisions to the Corporate Finance Manager, who acts in accordance with the Council's Treasury Management Policy Statement, Strategy and Practices. The Council has nominated Audit Committee to be responsible for ensuring effective scrutiny of Treasury Management Strategy and Policies.
1.03	<p>The draft Treasury Management Mid-Year Report for 2017/18 is attached as Appendix 1. The Mid-Year Report reviews the activities and performance of the treasury management operations during the period 1st April to 30th September 2017.</p> <p>As required by the Council's Financial Procedure Rules, this Mid-Year Report was reviewed by Audit Committee on 22nd November 2017 and will also be reported to Council on 30th January 2018. Audit Committee scrutinised the report and had no matters to draw to the Cabinet's attention.</p>
1.04	<p><u>Summary of Key Points</u></p> <p>2017/18 continues the trend of 2016/17 as an extraordinary year politically. The Prime Minister called an unscheduled General Election in June, to resolve uncertainty but the result has led to a minority Government. Lack of clarity over future trading partnerships, in particular future customs agreements with the rest of the EU block flowing from UK's negotiations to leave the EU, is denting business sentiment and investment.</p>
1.05	The Bank of England made no change to monetary policy at its meetings in the first half of the financial year with the official Bank Rate remaining at 0.25%. The Monetary Policy Committee highlighted concerns about rising inflation over risks to growth and implied a rate rise in the coming months. Section 3 of the mid-year report provides a full economic and interest rate review of the first half of 2017/18.
1.06	The historic low Bank Rate contributed to the low level of interest the Council was able to generate on its investments, with an average return of 0.25%. Section 5 provides further details of the Council's investment activity during the year.
1.07	No new long term borrowing was undertaken to date in 2017/18. Short term borrowing was undertaken as necessary in accordance with the 2017/18

	<p>borrowing strategy. The total short term (temporary) borrowing as at 30th September 2017 was £15.1m with an average rate of 0.29%. Section 4 provides more information on borrowing and debt management during the period.</p>
1.08	<p>The treasury function has operated within the limits detailed in the Treasury Management Strategy 2017/18 to date.</p>
1.09	<p>Section 6 provides information on regulatory changes coming into force in the near future.</p>
1.10	<p>The main change is called MiFID II (the second Markets in Financial Instruments Directive) which comes into force on the 3rd of January 2018. MiFID II requires local authorities to be categorised by regulated financial services firms as retail clients by default who can “opt up” to be professional clients, providing that they meet certain criteria.</p>
1.11	<p>The Council is currently classed as a professional client. To opt up and continue its status as professional the Council must hold an investment balance of at least £10 million and the person authorised to make investment decisions on behalf of the authority must have at least one year’s relevant professional experience to ensure that they benefit from the greatest level of investor protection along with other qualitative and quantitative tests. In addition, the financial service firm must assess that the person has the expertise, experience and knowledge to make investment decisions and understand the risks involved.</p>
1.12	<p>The main additional protection for retail clients is a duty on the firm to ensure that the investment is “suitable” for the client. However, local authorities are not protected by the Financial Services Compensation Scheme nor are they eligible to complain to the Financial Ombudsman Service whether they are retail or professional clients. The Council doesn’t currently use many of the kinds of products where it would benefit from the additional protection offered from being a retail client for example; shares, bonds and derivatives.</p>
1.13	<p>It is anticipated that retail clients will face increased transaction costs due to the increased level of advice that firms will need to provide, and will potentially face restricted access to certain money market / pooled funds, treasury bills and to financial advice from brokers etc. The costs of being a retail client would potentially outweigh any benefits.</p>
1.14	<p>Officers have considered the differing impacts of remaining a professional client or changing to be a retail client. The assessment considered the security, liquidity and yield of investments and the availability, flexibility and costs of short and long term borrowing. Officers recommend that the Council maintains its current MiFID status of professional in order to continue to manage the Council’s daily treasury management activities as at present.</p>
1.15	<p>This will result in a slight change to operating procedures to maintain the daily investment balance required of £10m. The status will be reviewed regularly and can be subsequently changed.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Financial implications are addressed in the report and appendices; no other resource implications directly as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Arlingclose Ltd, being the Council's treasury management advisors.

4.00	RISK MANAGEMENT
4.01	Risk Management directly addressed within appendices including identification of risks and measures to mitigate likelihood and impact of risks identified.

5.00	APPENDICES
5.01	Appendix 1 - Draft Treasury Management Mid-Year Report 2017/18

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Liz Thomas – Technical Finance Manager Telephone: 01352 702289 E-mail: liz.thomas@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Authorised Limit: A statutory limit that sets the maximum level of external debt for the Council.</p> <p>Balances and Reserves: Accumulated sums that are held, either for specific future costs or commitments (known as earmarked) or generally held to meet unforeseen or emergency expenditure.</p> <p>Bank Rate: The official interest rate set by the Bank of England's Monetary Policy Committee and what is generally termed at the "base rate".</p> <p>Basis Point: A unit of measure used in finance to describe the percentage change in the value or rate of a financial instrument. One basis point is equivalent to 0.01% (1/100th of a percent). In most cases, it refers to changes in interest rates and bond yields. For example, if interest rates rise by 25 basis points, it means that rates have risen by 0.25% percentage points.</p>

Bond: A certificate of debt issued by a company, government, or other institution. The bond holder receives interest at a rate stated at the time of issue of the bond. The price of a bond may vary during its life.

Capital Expenditure: Expenditure on the acquisition, creation or enhancement of capital assets.

Capital Financing Requirement (CFR): The Council's underlying need to borrow for capital purposes representing the cumulative capital expenditure of the local authority that has not been financed.

Certificates of Deposits (CD's): A savings certificate entitling the bearer to receive interest. A CD bears a maturity date, a specified fixed interest rate and can be issued in any denomination. CDs are generally issued by commercial banks. The term of a CD generally ranges from one month to five years.

Cost of Carry: The "cost of carry" is the difference between what is paid to borrow compared to the interest which could be earned. For example, if one takes out borrowing at 5% and invests the money at 1.5%, there is a cost of carry of 3.5%.

Consumer Price Index (CPI): The UK's main measure of inflation (along with Retail Price Index or 'RPI') The Monetary Policy Committee of the Bank of England set the Bank Rate in order to try and keep CPI at or close to the target set by the Government. The calculation of CPI includes many items of normal household expenditure but excludes some items such as mortgage interest payments and Council Tax.

Credit Rating: Formal opinion by a registered rating agency of a counterparty's future ability to meet its financial liabilities; these are opinions only and not guarantees.

Corporate Bonds: Corporate bonds are bonds issued by companies. The term is often used to cover all bonds other than those issued by governments in their own currencies and includes issues by companies, supranational organisations and government agencies.

Counterparty List: List of approved financial institutions with which the Council can place investments.

Debt Management Office (DMO): The DMO is an Executive Agency of Her Majesty's Treasury and provides direct access for local authorities into a government deposit facility known as the Debt Management Account Deposit Facility (DMADF). All deposits are guaranteed by HM Government and therefore have the equivalent of a sovereign credit rating.

Federal Reserve: The US central bank, the equivalent of the Bank of England. (Often referred to as "the Fed").

Financial Instruments: Financial instruments are tradable assets of any kind. They can be cash, evidence of an ownership interest in an entity, or a contractual right to receive or deliver cash or another financial instrument.

Gilts: Gilts are bonds issued by the UK Government. They take their name from 'gilt-edged'. They are deemed to be very secure as the investor expects to receive the full face value of the bond to be repaid on maturity.

LIBID: The London Interbank Bid Rate (LIBID) is the rate bid by banks on Eurocurrency deposits (i.e. the rate at which a bank is willing to borrow from other banks).

LIBOR: The London Interbank Offered Rate (LIBOR) is the rate of interest that banks charge to lend money to each other. The British Bankers' Association (BBA) work with a small group of large banks to set the LIBOR rate each day. The wholesale markets allow banks who need money to borrow from those with surplus amounts. The banks with surplus amounts of money are keen to lend so that they can generate interest which it would not otherwise receive.

LOBO: Stands for Lender Option Borrower Option. The underlying loan facility is typically very long-term - for example 40 to 60 years - and the interest rate is fixed. However, in the LOBO facility the lender has the option to call on the facilities at pre-determined future dates. On these call dates, the lender can propose or impose a new fixed rate for the remaining term of the facility and the borrower has the 'option' to either accept the new imposed fixed rate or repay the loan facility.

IFRS: International Financial Reporting Standards.

Maturity: The date when an investment or borrowing is repaid.

Maturity Structure / Profile: A table or graph showing the amount (or percentage) of debt or investments maturing over a time period.

Monetary Policy Committee (MPC): A committee of the Bank of England, which meets to decide the Bank Rate. Its primary target is to keep CPI inflation within 1% of a central target of 2%. Its secondary target is to support the Government in maintaining high and stable levels of growth and employment.

Money Market Funds (MMF): Pooled funds which invest in a range of short term assets providing high credit quality and high liquidity.

Minimum Revenue Provision (MRP): An annual provision that the Council is statutorily required to set aside and charge to the Revenue Account for the repayment of debt associated with expenditure incurred on capital assets.

Non Specified Investment: Investments which fall outside the WG Guidance for Specified investments (below).

Operational Boundary: This linked directly to the Council's estimates of the CFR and estimates of other day to day cash flow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

Premiums and Discounts: In the context of local authority borrowing,
(a) the premium is the penalty arising when a loan is redeemed prior to its maturity date and
(b) the discount is the gain arising when a loan is redeemed prior to its maturity date.

Prudential Code: Developed by CIPFA and introduced in April 2004 as a professional code of practice to support local authority capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice.

Prudential Indicators: Indicators determined by the local authority to define its capital expenditure and asset management framework. They are designed to support and record local decision making in a manner that is publicly accountable; they are not intended to be comparative performance indicators.

Public Works Loans Board (PWLB): The PWLB is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. The PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Quantitative Easing (QE): QE is a form of monetary policy where a Central Bank creates new money electronically to buy financial assets, like government bonds. This cash injection lowers the cost of borrowing and boosts asset prices to support spending.

Revenue Expenditure: Expenditure to meet the continuing cost of delivery of services including salaries and wages, the purchase of materials and capital financing charges.

Retail Price Index (RPI): A monthly index demonstrating the movement in the cost of living as it tracks the prices of goods and services including mortgage interest and rent.

Term Deposits: Deposits of cash with terms attached relating to maturity and rate of return (Interest).

Specified Investments: Term used in the Welsh Assembly Guidance for Local Authority Investments. Investments that offer high security and high liquidity, in sterling and for no more than one year. UK government, local authorities and bodies that have a high credit rating.

Supported Borrowing: Borrowing for which the costs are supported by the government or third party.

Supranational Bonds: Instruments issued by supranational organisations created by governments through international treaties (often called multilateral development banks). The bonds carry an AAA rating in their own right. Examples of supranational organisations are the European Investment Bank, the International Bank for Reconstruction and Development.

Treasury Bills (T-Bills): Treasury Bills are short term Government debt instruments and, just like temporary loans used by local authorities, are a means to manage cash flow. They are issued by the Debt Management Office and are an eligible sovereign instrument, meaning that they have an AAA-rating.

Treasury Management Code: CIPFA's Code of Practice for Treasury Management in the Public Services, initially brought in 2003, subsequently updated in 2009 and 2011.

Treasury Management Practices (TMP): Treasury Management Practices set out the manner in which the Council will seek to achieve its policies and objectives and prescribe how it will manage and control these activities.

Temporary Borrowing: Borrowing to cover peaks and troughs of cash flow, not to fund capital spending.

Unsupported Borrowing: Borrowing which is self-financed by the local authority. This is also sometimes referred to as Prudential Borrowing.

Yield: The measure of the return on an investment instrument.



FLINTSHIRE COUNTY COUNCIL

TREASURY MANAGEMENT

DRAFT MID YEAR REPORT 2017/18

1.00 PURPOSE OF REPORT

- 1.01 To provide members with a mid-year update on matters relating to the Council's Treasury Management function.

2.00 BACKGROUND

- 2.01 Treasury management comprises the management of the Council's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- 2.02 The Council's primary objectives for the investment of its surplus funds are to protect the principal sums invested from loss, and to ensure adequate liquidity so that funds are available for expenditure when needed. The generation of investment income to support the provision of local authority services is an important, but secondary, objective.
- 2.03 The Council's policy is to appoint external consultants to provide advice on its treasury management function. In September 2016 Arlingclose Ltd were reappointed as the Council's advisors for a period of 3 years, following a competitive tendering exercise.
- 2.04 The Council has adopted the 2012 edition of the CIPFA Treasury Management in the Public Services: Code of Practice, which requires the Council to approve a treasury management strategy before the start of each financial year, a mid-year report, and an annual report after the end of each financial year.
- 2.05 In addition, the Welsh Government (WG) Guidance on Local Government Investments recommends that local authorities amend their investment strategies in light of changing internal or external circumstances.
- 2.06 This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the WG Guidance.
- 2.07 The Council approved the 2017/18 Treasury Management Strategy at its meeting on 14th February 2017.

3.00 ECONOMIC & INTEREST RATE REVIEW APRIL – OCTOBER 2017.

Provided by Arlingclose Ltd the Council's Treasury Management advisors.

Economic backdrop: Commodity prices fluctuated over the period with oil falling

below \$45 a barrel before inching back up to \$58 a barrel. UK Consumer Price Inflation (CPI) index rose with the data print for August showing CPI at 2.9%, its highest since June 2013 as the fall in the value of sterling following the June 2016 referendum result continued to feed through into higher import prices. The new inflation measure CPIH, which includes owner occupiers' housing costs, was at 2.7%.

The unemployment rate fell to 4.3%, it's lowest since May 1975, but the squeeze on consumers intensified as average earnings grew at 2.5%, below the rate of inflation. Economic activity expanded at a much slower pace as evidenced by Q1 and Q2 GDP growth of 0.2% and 0.3% respectively. With the dominant services sector accounting for 79% of GDP, the strength of consumer spending remains vital to growth, but with household savings falling and real wage growth negative, there are concerns that these will be a constraint on economic activity in the second half of 2017.

The Bank of England made no change to monetary policy at its meetings in the first half of the financial year. The vote to keep Bank Rate at 0.25% narrowed to 5-3 in June highlighting that some MPC members were more concerned about rising inflation than the risks to growth. Although at September's meeting the Committee voted 7-2 in favour of keeping Bank Rate unchanged, the MPC changed their rhetoric, implying a rise in Bank Rate in "the coming months". The Council's treasury advisor Arlingclose is not convinced the UK's economic outlook justifies such a move at this stage, but the Bank's interpretation of the data seems to have shifted.

In contrast, near-term global growth prospects improved. The US Federal Reserve increased its target range of official interest rates in June for the second time in 2017 by 25bps (basis points) to between 1% and 1.25% and, despite US inflation hitting a soft patch with core CPI at 1.7%, a further similar increase is expected in its December 2017 meeting. The Fed also announced confirmed that it would be starting a reversal of its vast Quantitative Easing programme and reduce the \$4.2 trillion of bonds it acquired by initially cutting the amount it reinvests by \$10bn a month.

Geopolitical tensions escalated in August as the US and North Korea exchanged escalating verbal threats over reports about enhancements in North Korea's missile programme. The provocation from both sides helped wipe off nearly \$1 trillion from global equity markets but benefited safe-haven assets such as gold, the US dollar

and the Japanese yen. Tensions remained high, with North Korea's threat to fire missiles towards the US naval base in Guam, its recent missile tests over Japan and a further testing of its latent nuclear capabilities.

Prime Minister Theresa May called an unscheduled General Election in June, to resolve uncertainty but the surprise result has led to a minority Conservative government in coalition with the Democratic Unionist Party. This clearly results in an enhanced level of political uncertainty. Although the potential for a so-called hard Brexit is diminished, lack of clarity over future trading partnerships, in particular future customs agreements with the rest of the EU block, is denting business sentiment and investment. The reaction from the markets on the UK election's outcome was fairly muted, business confidence now hinges on the progress (or not) on Brexit negotiations, the ultimate 'divorce bill' for the exit and whether new trade treaties and customs arrangements are successfully concluded to the UK's benefit.

In the face of a struggling economy and Brexit-related uncertainty, Arlingclose expects the Bank of England to take only a very measured approach to any monetary policy tightening, any increase will be gradual and limited as the interest rate backdrop will have to provide substantial support to the UK economy through the Brexit transition.

Financial markets: Gilt yields displayed significant volatility over the six-month period with the appearing change in sentiment in the Bank of England's outlook for interest rates, the push-pull from expectations of tapering of Quantitative Easing (QE) in the US and Europe and from geopolitical tensions, which also had an impact. The yield on the 5-year gilts fell to 0.35% in mid-June, but then rose to 0.80% by the end of September. The 10-year gilts similarly rose from their lows of 0.93% to 1.38% at the end of the quarter, and those on 20-year gilts from 1.62% to 1.94%.

The FTSE 100 nevertheless powered away reaching a record high of 7548 in May but dropped back to 7377 at the end of September. Money markets rates have remained low: 1-month, 3-month and 12-month LIBID rates have averaged 0.25%, 0.30% and 0.65% over the period from January to 21st September.

Credit background: UK bank credit default swaps continued their downward trend, reaching three-year lows by the end of June. Bank share prices have not moved in any particular pattern.

Outlook for the remainder of 2017/18

The UK economy faces a challenging outlook as the minority government continues to negotiate the country's exit from the European Union. Both consumer and business confidence remain subdued. Household consumption growth, the driver of UK GDP growth, has softened following a contraction in real wages. Savings rates are at an all-time low and real earnings growth (i.e. after inflation) struggles in the face of higher inflation.

The Bank of England's Monetary Policy Committee has changed its rhetoric, implying a rise in Bank Rate in "the coming months". Arlingclose is not convinced the UK's economic outlook justifies such a move at this stage, but the Bank's interpretation of the data seems to have shifted.

This decision is still very data dependant and Arlingclose is, for now, maintaining its central case for Bank Rate at 0.25% whilst introducing near-term upside risks to the forecast as shown below. Arlingclose's central case is for gilt yields to remain broadly stable in the across the medium term, but there may be near term volatility due to shifts in interest rate expectations.

	Dec 17	Mar 18	Jun 18	Sept 18	Dec 18	Mar 19	Jun 19	Sept 19	Dec 19	Mar 20	Jun 20
Upside Risk	0.25%	0.25%	0.25%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Interest Rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Downside Risk	0.00%	0.00%	0.00%	0.00%	0.00%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%

4.00 BORROWING REQUIREMENTS AND DEBT MANAGEMENT

4.01 PWLB (Public Works Loans Board) Certainty Rate Update.

The Authority submitted its application to WG along with the 2017-18 Capital Estimates Return to access this reduced rate for a further 12 months from 1st November 2017.

4.02 The total long term borrowing outstanding totals £253.7 million.

4.03 Loans with the Public Works Loans Board are in the form of fixed rate (£222.41m) and variable rate (£10m), £18.95m is variable in the form of Lobo's (Lender's Option, Borrower's Option) and £2.341m is interest free loans from government.

The Council's average borrowing rate is currently 4.96%.

	Balance 01/04/2017 £m	Debt Maturing £m	New Debt £m	Balance 30/09/2017 £m
Long Term Borrowing	251.36	0.00	0.00	251.36
Government Loans	1.29	0.00	1.05	2.34
TOTAL BORROWING	252.65	0.00	0.00	253.70
Other Long Term Liabilities *	6.50	0.55	0.00	5.95
TOTAL EXTERNAL DEBT	259.15	0.00	0.00	259.65
Increase/ (Decrease) in Borrowing £m				0.50

- 4.04 No other new long term borrowing has been undertaken so far during 2017/18. Other than specific government loans available for specific capital schemes.

Affordability (interest costs charged on new loans) and the “cost of carry” (costs associated with new long term loans) remain important influences on the Council's borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of long term borrowing.

- 4.05 Loans at Variable Rates

The extent of variable rate borrowing the Council can potentially undertake is influenced by the level of Reserves and Balances. The interest rate on the Council's £10m variable rate loans averaged 0.36%.

The Council has determined that exposure to variable rates is warranted. It also assists with the affordability and budgetary perspective in the short-to-medium term. Any upward movement in interest rates and interest paid on variable rate debt would be offset by a corresponding increase in interest earned on the Council's variable rate investments. The interest rate risk associated with the Council's strategic exposure of £10m is regularly reviewed with our treasury advisor against clear reference points, this being a narrowing in the gap between short and longer term interest rates. If appropriate, the exposure to variable interest rates will be reduced by switching into fixed rate loans.

- 4.06 Internal Borrowing and Short Term Borrowing

Given the significant cuts to local government funding putting pressure on Council finances, the borrowing strategy is to minimise debt interest payments without

compromising the longer-term stability of the portfolio. With short-term interest rates currently lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term instead.

The differential between the cost of new longer-term debt and the return generated on the Council's temporary investment returns was significant at around 2.73%.

The use of internal resources in lieu of borrowing has therefore continued to be used over the period as the most cost effective means of funding capital expenditure. This has lowered overall treasury risk by reducing both external debt and temporary investments.

Short term borrowing was undertaken as necessary. The total short term (temporary) borrowing as at 30th September 2017 was £15.1m with an average rate of 0.29%.

The Council acknowledges that this position is not sustainable over the medium term. The Council's capital expenditure plans will be monitored throughout 2017/18 to inform and confirm the Council's long term borrowing need. This is to ensure that the Council does not commit to long term borrowing too early and borrow unnecessarily which will be costly. The continued use of short-term borrowing will assist with such. This will be balanced against securing low long term interest rates currently being forecast.

4.07 Lender's Option Borrower's Option Loans (LOBOs)

The Authority holds £18.95m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. The option to change the terms on £18.95m of the Council's LOBOs was not exercised by the lender. The Authority acknowledges there is an element of refinancing risk even though in the current interest rate environment lenders are unlikely to exercise their options.

4.08 Debt Rescheduling

FCC has a long term debt portfolio of £259m, a mix of PWLB maturity loans, bank loans and loans from government. Options for debt rescheduling have been explored and the following can be surmised from work in conjunction with our treasury management advisors:

PWLB Loans:

The premium charged for early repayment of PWLB debt remained relatively expensive for the loans in the Authority's portfolio and therefore unattractive for

debt rescheduling activity. No rescheduling activity was undertaken as a consequence.

LOBOs:

The authority explored the option to repay LOBOs early and received valuations for the LOBO loans from the bank. Following a review it has been established that the premium would cost £11.7m is 62% of principal amount of the LOBOs. Therefore, to repay the loans the Council would need to repay the principal of £18.95m and the premium of £11.7m a total of £30.65m. This reflected the expected prolonged low interest rate environment. FMS (the lender of the Lobos) did not offer any discounts on the premium cost.

Given the valuations offered by FMS and the Council's financial position, costs were unlikely to be lower due to the need to refinance both the principal and premium. The Council was advised not to repay unless FMS agrees a lower valuation of the loans and have decided at this time to not to refinance.

While the Council could reduce its exposure to the optionality contained within the loans, i.e. uncertain refinancing risk, this risk is very low in the short to medium term.

The Corporate Finance Manager, in conjunction with the Council's treasury advisors will continue to review any potential opportunities for restructuring the Council's debt in order to take advantage of potential savings as interest rates change and to enhance the balance of the long term portfolio (amend the maturity profile and/or the balance of volatility).

5.0 INTERIM INVESTMENT AND PERFORMANCE REPORT

- 5.01 The Welsh Government's Investment Guidance gives priority to security and liquidity and the Authority's aim is to achieve a yield commensurate with these principles.
- 5.02 The maximum investments the Authority had on deposit at any one time totalled £29.6m. The average investment balance for the period was £13.8m and the average rate of return was 0.25%, generating investment income of £16k.
- 5.03 Investments have been made with UK banks and building societies up to periods of 35 days, as well as utilising investment opportunities afforded by money market funds and call accounts.
- 5.04 The average of long and short term borrowing was £266.4m and the average rate paid was 4.73% generating interest payable of £6,300m in line with budget forecasts (to date).

	Investments		Borrowing	
	Interest received £'000	Interest rate %	Interest paid £'000	Interest rate %
Actual	16	0.25	6,300	4.73
Budget	22.5	0.30	6,600	4.47
Difference	-6.5	-	300	-

Year-end projections are as follows:

	Investments		Borrowing	
	Interest received £'000	Interest rate %	Interest paid £'000	Interest rate %
Actual	32	0.20	13,060	5.00
Budget	45	0.30	13,200	4.47
Difference	-13	-	140	-

5.05 Credit Risk (security)

Counterparty credit quality was assessed and monitored with reference to credit ratings (the Authority's minimum long-term counterparty rating for institutions defined as having "high credit quality" is A- across rating agencies Fitch, S&P and Moody's); credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.

Counterparty Update (provided by Arlingclose Ltd)

There were a few credit rating changes during the quarter. The significant change was the downgrade by Moody's to the UK sovereign rating in September from Aa1 to Aa2 which resulted in subsequent downgrades to sub-sovereign entities including local authorities. Moody's downgraded Standard Chartered Bank's long-term rating to A1 from Aa3 on the expectation that the bank's profitability will be lower following management's efforts to de-risk their balance sheet. The agency also affirmed Royal Bank of Scotland's and NatWest's long-term ratings at Baa1, placed Lloyds Bank's A1 rating on review for upgrade, revised the outlook of Santander UK plc, and Nationwide and Coventry building societies from negative to stable but downgraded the long-term rating of Leeds BS from A2 to A3. The agency downgraded long-term ratings of the major Canadian banks on the expectation of a more challenging operating environment and the ratings of the large Australian banks on its view of the rising risks from their exposure to the Australian housing market and the elevated proportion of lending to residential

property investors.

S&P also revised Nordea Bank's outlook to stable from negative, whilst affirming their long-term rating at AA-. The agency also upgraded the long-term rating of ING Bank from A to A+.

Ring-fencing, which requires the larger UK banks to separate their core retail banking activity from the rest of their business, is expected to be implemented within the next year. In May, following Arlingclose's advice, the Authority reduced the maximum duration of unsecured investments with Bank of Scotland, HSBC Bank and Lloyds Bank from 13 months to 6 months as until banks' new structures are finally determined and published, the different credit risks of the 'retail' and 'investment' banks cannot be known for certain.

The new EU regulations for Money Market Funds were finally approved and published in July and existing funds will have to be compliant by no later than 21st January 2019. The key features include Low Volatility NAV (LVNAV) Money Market Funds which will be permitted to maintain a constant dealing NAV, providing they meet strict new criteria and minimum liquidity requirements. MMFs will not be prohibited from having an external fund rating (as had been suggested in draft regulations). Arlingclose expects most of the short-term MMFs it recommends to convert to the LVNAV structure and awaits confirmation from each fund.

5.06 *Liquidity*

In keeping with the WG's Guidance on Investments, the Council maintained a sufficient level of liquidity through the use of Money Market Funds and call accounts.

5.07 *Yield*

The Council sought to optimise returns commensurate with its objectives of security and liquidity. The Council's investment yield is outlined in 5.02.

6.00 REGULATORY UPDATES

6.01 MiFID II: Local authorities are currently treated by regulated financial services firms as professional clients who can "opt down" to be treated as retail clients instead. From 3rd January 2018, as a result of the second Markets in Financial Instruments Directive (MiFID II), local authorities will be treated as retail clients who can "opt up" to be professional clients, providing that they meet certain criteria. Regulated financial services firms include banks, brokers, advisers, fund managers and

custodians, but only where they are selling, arranging, advising or managing designated investments. In order to opt up to professional, the authority must have an investment balance of at least £10 million and the person authorised to make investment decisions on behalf of the authority must have at least one year's relevant professional experience. In addition, the firm must assess that that person has the expertise, experience and knowledge to make investment decisions and understand the risks involved.

The main additional protection for retail clients is a duty on the firm to ensure that the investment is "suitable" for the client. However, local authorities are not protected by the Financial Services Compensation Scheme nor are they eligible to complain to the Financial Ombudsman Service whether they are retail or professional clients. It is also likely that retail clients will face an increased cost and potentially restricted access to certain products including money market funds, pooled funds, treasury bills, bonds, shares and to financial advice. The Authority has declined to opt down to retail client status in the past as the costs were thought to outweigh the benefits.

The Council meets the majority of conditions to opt up to professional status, the one exception being holding an investment balance of £10m. As previously reported the Council has a forecast borrowing requirement. This is due to an increased capital programme which includes prudential borrowing to fund the 21st century schools programme, and the investment in improving the quality of Council housing and building new Council homes. In the current low interest rate environment the strategy has been to use hold minimal investments and maximise the use of internal borrowing to fund capital expenditure reducing the Council's exposure to counterparty risk and reducing borrowing costs, without compromising the long term stability of the Council's debt portfolio.

As outlined in 4.06 over the period the Council has been utilising short term borrowing to confirm the need for longer term borrowing. Ensuring the Council doesn't commit to any unnecessary and costly long term borrowing. Over the past six months the daily average investment balance has been £13.7m with highs of £29.6m and lows of £3.7m. The Councils monthly investment balance can vary by £19.7m as shown in quarterly updates. To continue to operate Treasury Management activities of investing and borrowing as present a daily investment balance of £10m will need to be held.

Having considered the differing impacts of remaining a professional client or changing to a retail client on the security, liquidity and yield of any investments held and on the availability, flexibility and costs of short and long term borrowing Officers would recommend that the Council maintains its current MiFID status of professional and seeks approval from Members to do so.

- 6.02 CIPFA Consultation on Prudential and Treasury Management Codes: In February 2017 CIPFA canvassed views on the relevance, adoption and practical application of the Treasury Management and Prudential Codes and after reviewing responses launched a further consultation on changes to the codes in August with a deadline for responses of 30th September 2017.

The proposed changes to the Prudential Code include the production of a new high-level Capital Strategy report to full council which will cover the basics of the capital programme and treasury management. The prudential indicators for capital expenditure and the authorised borrowing limit would be included in this report but other indicators may be delegated to another committee. There are plans to drop certain prudential indicators, however local indicators are recommended for ring fenced funds (including the HRA) and for group accounts. Other proposed changes include applying the principles of the Code to subsidiaries.

Proposed changes to the Treasury Management Code include the potential for non-treasury investments such as commercial investments in properties in the definition of “investments” as well as loans made or shares brought for service purposes. Another proposed change is the inclusion of financial guarantees as instruments requiring risk management and addressed within the Treasury Management Strategy. Approval of the technical detail of the Treasury Management Strategy may be delegated to a committee rather than needing approval of full Council. There are also plans to drop or alter some of the current treasury management indicators.

CIPFA intends to publish the two revised Codes towards the end of 2017 for implementation in 2018/19, although CIPFA plans to put transitional arrangements in place for reports that are required to be approved before the start of the 2018/19 financial year. The Department of Communities and Local Government (DCLG) and CIPFA wish to have a more rigorous framework in place for the treatment of commercial investments as soon as is practical. It is understood that DCLG will be revising its Investment Guidance (and its MRP guidance) for local authorities in England; however there have been no discussions with the devolved administrations yet.

The impacts of the changes are currently being considered by Officers who will report to Members in due course.

7.00 COMPLIANCE

- 7.01 The Council can confirm that it has complied with its Prudential Indicators for the period April to September 2017. These were approved on 14th February 2017 as part of the Council’s 2017/18 Treasury Management Strategy.
- 7.02 In compliance with the requirements of the CIPFA Code of Practice this report

provides members with a summary report of the treasury management activity during the period April – September 2017. None of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

8.00 OTHER ITEMS

8.01 Other treasury management related activity that took place during April – September 2017 includes:

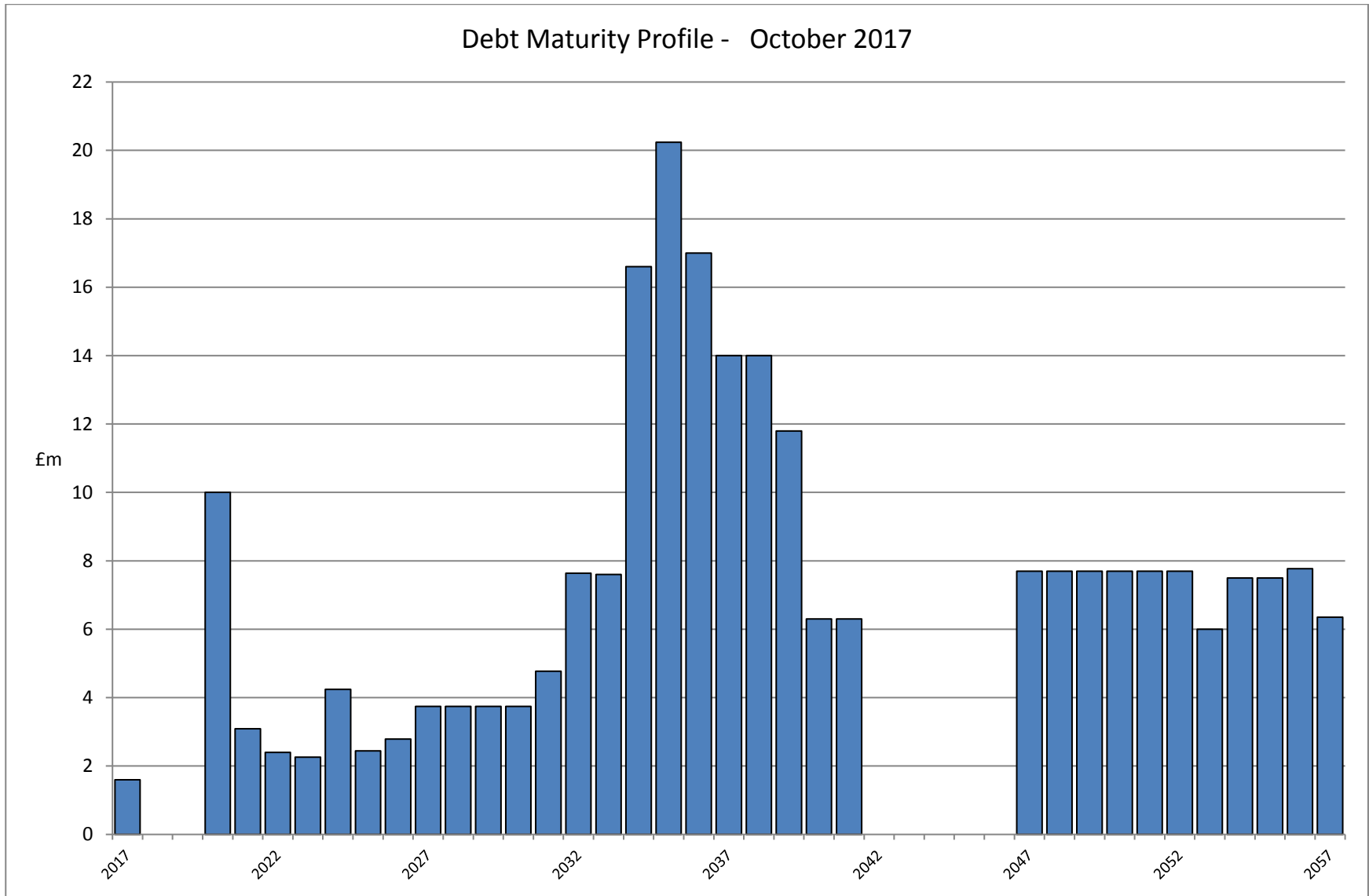
- The Treasury Management Annual Report 2016/17 was reported to Audit Committee on 19th July 2017, Cabinet on 26th September 2017 and approved by Council on 27th September 2017.
- Quarterly Treasury Management updates were reported to the Audit Committee.
- The Council continues to be a member of the CIPFA Treasury Management Forum and the TM Network Advisory Group.

9.00 CONCLUSION

9.01 In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during the first half of 2017/18.

9.02 As indicated in this report none of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

9.03 In order to continue to manage the Council's daily treasury management activities as at present, the Council elects to 'opt up' to professional client status by regulated financial services firms as a result of the second Markets in Financial Instruments Directive (MiFID II). This will result in a slight change to operating procedures to maintain a daily investment balance of £10m. The status will be reviewed regularly and can be changed subsequently.





CABINET

Date of Meeting	Tuesday, 19 th December 2017
Report Subject	The Introduction of Garden Waste Charges in Flintshire
Cabinet Member	Cabinet Member for Streetscene and Countryside
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Operational

EXECUTIVE SUMMARY

In 2011 Flintshire introduced its Managed Weekly Collection service (MWC) which changed waste collections in the County from a weekly, black sack service collected at the back door to weekly recycling and food collections with fortnightly collections of residual waste alternating with garden waste - with all of the various waste streams being collected at the kerbside.

This change significantly improved the Council's recycling performance and the Council have since met all of the statutory targets set by Welsh Government (WG), with the next significant targets being 64% in 2019/20 and 70% in 2025. The Council continues to perform well and the performance for 2016/17 was above 68%.

Whilst our recycling performance is good, the service we provide to residents is not fully in line with WG's Blueprint for waste collections in Wales, as the Blueprint recommends that Local Authorities charge residents for the provision of the garden waste collection service and that this funding is then utilised to support the overall recycling service. Given the current period of austerity and the ongoing financial challenges being faced by the Council, it is now necessary to introduce such a charge which will be similar to that which has been introduced by a number of Councils in North Wales and an ever growing number of Councils across England and Wales.

This report sets out how the proposal will be implemented and provides an estimate for the associated financial benefit to the Council from the proposal.

RECOMMENDATIONS

- | | |
|----|--|
| 1. | That Cabinet approves the charging policy for the Garden Waste Service and the arrangements detailed within the report for the smooth introduction of the charge which forms part of Stage One budget proposals for 2018/19. |
|----|--|

REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE PROPOSALS
1.01	There is no statutory duty on the Council to collect garden waste however garden waste collections contribute significantly to the overall recycling performance through both the brown bin collection service and the garden waste collected at our Household Recycling Centres (HRC's).
1.02	The Council first introduced garden waste collections in 2003. At the time the service was offered mainly to urban properties with gardens, which accounts for around 80% of the number of overall properties in Flintshire. In 2011 on the introduction of the current Managed Weekly Collection service it was offered to all properties - both rural and urban.
1.03	The current service is provided from the 1st March to the 31st November, as this is when the demand for the service is at its highest and most residents do not require the service over the winter period. The service currently provides residents with a 140L brown bin (for garden waste) which is collected alternately with a 180L black bin (for residual waste) on a fortnightly basis. The garden waste collected is then taken to the Council's own 'open windrow' composting facility in Greenfield and turned into soil conditioner which is then made available to residents, free of charge at the Council's HRC sites.
1.04	In 2011 WG issued its Waste Collections Blueprint which stated the preferred delivery method for waste collections in Wales, in order to deliver high and sustainable levels of recycling. Flintshire's existing waste and recycling collection service in the main aligns with the collections Blueprint, however a significant departure from the process includes the garden waste collection service.
1.05	<p>WG recommend that this discretionary service is offered as a chargeable service, which should help reduce landfill and generate revenue for the provision of other statutory services, such as dry recycling and food collections. It is worth noting that WG provide significant funding for the recycling services through the Single Environment Grant each year, although the amount received is falling as the grant has been significantly reduced over the past 3-4 years. The funding provided by WG does not match the cost of operating the full recycling service and the year on year reduction in the Single Environment Grant is encouraging councils to follow their Blueprint.</p> <p>A link to the blueprint is attached to this report however the advice on Garden Waste Collections is clear :</p> <p>Councils should:</p> <p><i>Apply charges for green waste collections (as allowed under the Controlled Waste Regulations 1994), and collect it only once a fortnight.</i></p>
1.06	In April 2015 Cabinet approved the introduction of a charge for the 2 nd or 3 rd brown bin used by residents as previously these bins were also

	collected free of charge. Around 2,200 residents have subscribed to this service which now generates a revenue income of around £50,000 to the Council.
1.07	Given the increasing financial pressures on the Council from both reducing budgets and the reduction in WG grant funding, it is now necessary to introduce a charge for the garden waste service in Flintshire. Whilst the decision to introduce a charge for this service is a difficult one, it should be remembered that garden waste can still be taken to the Councils HRC sites - without charge. The decision to provide and operate a more extensive HRC service than was advised by WG, will result in 5 modern and well operated HRC sites being available to residents, at strategic locations across the County.
1.08	How much will the service cost? In line with the Corporate charging and Income Policy it is important that all discretionary services achieve full cost recovery and the proposed charges are intended and designed to represent that position.
1.09	The proposed charging arrangement will be as follows: Charge for First bin (140 litre) - £30 per year Charge for second and third bin (140 litre) - £30 per bin per year The service provided will operate from 1 st March – 30 th November and collections will be fortnightly from kerbside or property curtilage.
1.10	Introducing a charge for all garden waste collections has been implemented by approximately 42% of all Local Authorities across both England and Wales and in Authorities in North Wales, such as Denbighshire, Gwynedd and Conwy who all now charge for their garden waste collection service. Local charges are as follows (2017-18) : Denbighshire - £34 per annum (240 litre bin) & £22 per annum (180 litre) Conwy - £1.50 per black sack (max 6 collected per week) Wirral - £40 per annum (240 litre bin) Gwynedd - £33 per annum (240 litre bin)
1.11	Experience in other counties has shown that whilst significant income is generated, there is a direct impact on recycling performance. Initial take up of the service is normally around 40% of residents, with around 60% of the original tonnage being collected at kerbside. All of the counties report an increase in green waste tonnages received through their HRC's of around 15% and the capacity to receive the additional garden waste material at Flintshire's HRC sites will be increased to accommodate the additional material. There is little or no evidence of an increase in fly tipping of garden waste in these areas however the overall reduction in recycling performance is expected to be between 2% and 3%.
1.12	To ensure that garden waste does not divert to the residual waste stream a concentration on the enforcement of residual (black bin) side waste will be

	necessary, particularly in the initial months after introducing garden waste charges. The process for enforcement against side waste has already been approved by Cabinet and will be rolled out across the County in January 2018.
1.13	How the system will operate? The existing system for gathering payment for the second bin requires the resident to contact the Council to request the service, this contact is either by phone or by calling in at one of the Council's Connect Centres. They are asked to provide an upfront payment (currently £24) and they are then issued with a sticker for their 1 st brown bin and one for each additional bin which they have paid for. The stickers are coloured and have a bar code to prevent them from being duplicated and this makes it easier for the collection crews to identify the additional bins at each property.
1.14	When the new charges for the full garden waste service are introduced the number of residents signing up to the service will significantly increase - up to an estimated 27,600 (based on a 40% uptake). Whilst the current system of issuing stickers will remain in place the option of paying for this service online (through the Council website) will be introduced. The existing payment options will remain for those who do not have access to a computer.
1.15	Residents will be notified of the charge by letter and by stickers which will be placed on the garden waste bins in January. Further communication will be sent with the Council Tax information in March 2018 and residents will have until 1 st April 2018 to register for the new service. Once payment has been received stickers will be dispatched to the residents in order that the crews can recognise which properties are requiring the service. The service will be provided free of charge to all residents during March 2018.
1.16	In the longer term and particularly if waste containers are replaced, it will be sensible to place a microchip in each wheel bin to evidence the time and date when it was emptied. Further enquiries on the possibility to retrofit the microchips within existing bins will be made as this will speed up the management and payment process and will remove the need to issue stickers each year. If the business case can be established the alternative recording system could be in place in readiness for the 2019-20 season.
1.17	The service will be delivered utilising the existing workforce however the number of vehicles and operators required will reduce, depending on the demand for the service. The rounds will be optimised, based on the number of requests for the service and this will ensure the continued efficiency of the routes whilst maintaining the workloads for staff. The reduction in staff numbers will be accommodated from current vacancies within the service and there will be no redundancies as a result of the proposals.

2.00	RESOURCE IMPLICATIONS
2.01	There will be a reduction in the number of front line operational staff required to operate the service which will be taken up from existing vacancies within

	the service.										
2.02	The financial benefit to introducing a charge is significant and detailed below.										
	<table border="1"> <thead> <tr> <th>Households*</th> <th>Charge</th> <th>Predicted Income</th> <th>Other Operational Savings</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>27,600</td> <td>£30.00</td> <td>£828,000.00</td> <td>£130,000.00</td> <td>£958,000.00</td> </tr> </tbody> </table>	Households*	Charge	Predicted Income	Other Operational Savings	Total	27,600	£30.00	£828,000.00	£130,000.00	£958,000.00
Households*	Charge	Predicted Income	Other Operational Savings	Total							
27,600	£30.00	£828,000.00	£130,000.00	£958,000.00							
	* Assumes 40% households sign up to the service										

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	A Member workshop was held in October 2016 seeking views on the proposed changes to waste services and one of the recommendations was the possibility of charging for garden waste collections. The suggestion was further raised at budget workshops over the summer 2018, when the proposal received broad support.
3.02	Environment Overview and Scrutiny recommended Cabinet approve the proposals at their meeting in November 2018
3.03	Extensive communications with residents is required - once the details of the proposals have been approved by Cabinet.
3.04	A full Equalities Impact Assessment has been completed on the proposal.
3.05	Once the service is established a further period of consultation on the future direction of the garden waste service can be undertaken. This will include gaining residents opinion and input into the following developments: <ul style="list-style-type: none"> • The potential to extend the service over the full year. • The use of microchips within the bin to log and record collections. • Payment mechanisms (Standing order etc.) • The potential to offer a reduced rate for residents on benefits will also be considered during the first year of introduction however it would be difficult to provide such a discount without passing additional costs onto other non-eligible residents.

4.00	RISK MANAGEMENT
4.01	A delivery project team has been established to monitor and oversee the delivery of the new service.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Link to WG Blue print http://www.wrapcymru.org.uk/sites/files/wrap/Municipal%20Sector%20Plan%20Wales%20-%20Collections%20Buleprint.pdf
6.02	Contact Officer: Stephen O Jones Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	WG – Welsh Government MWC – Managed Weekly Collections HRC - Household Recycling Centres



CABINET

Date of Meeting	Tuesday, 19 th December 2017
Report Subject	The Release of Chinese Lanterns from Council Land
Cabinet Member	Cabinet Member for Planning and Public Protection
Report Author	Chief Officer (Planning and Environment)
Type of Report	Operational

EXECUTIVE SUMMARY

That the Authority considers the prohibition of the release of “Chinese lanterns” (paper lanterns with wire frames and a lit candle) from land owned by Flintshire County Council.

RECOMMENDATIONS

1	That Council introduce a voluntary ban on the release of sky lanterns from Council owned/controlled land; and that a communication exercise be undertaken to make consumers and charity organisations aware of the risks associated with sky lanterns and the fact they should not be released from Council owned/controlled land.
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REPORT DETAILS

1.00	EXPLAINING THE REQUEST TO PROHIBIT THE USE OF CHINESE LANTERNS ON FLINTSHIRE COUNTY COUNCIL LAND
1.01	<p>There is increasing concern from a wide range of stakeholders (such as the Marine Conservation Society, RNLI, National Farmers Union, Farmers Union of Wales, RSPCA and various Fire & Rescue services) about the possible impact of sky lanterns on livestock and the environment. Particular concerns include the risks to animal welfare through ingestion of debris, litter in the countryside, the sea and on the coastline, risks to aviation and impacts on coastal rescue services. Since sky lanterns contain a naked flame, there are additional concerns about the fire risk to buildings, property and crops from uncontrolled landing.</p>
1.02	<p>Welsh Government and DEFRA jointly commissioned an independent research project to establish a body of evidence on the impact on livestock, plants and the environment of sky lantern releases. The report concluded that any impact on the environment and risk of widespread injury or death to livestock is low. However, the report did find that the risk associated with the use of sky lanterns, mainly to agricultural crops, buildings and moorland is significant.</p>
1.03	<p>As a result of its research, the Welsh Government is encouraging Local Authorities to introduce a voluntary ban on the release of sky lanterns from Council owned/controlled land. It is also urging Local Authorities in Wales to review their policies in order to discourage the use and release of these lanterns and balloons wherever possible.</p>
1.04	<p>The Keep Wales Tidy Group issued a research paper in 2008 which argued that balloon and lantern releases were a form of littering which was already subject to statutory controls. It stated that the act of intentionally releasing a balloon or lantern into the open environment is a contravention of the Clean Neighbourhoods and Environment Act 2005. At least one Local Authority has taken the view that the release of such lanterns would be viewed as littering under the Environmental Protection Act 1990, which makes it an offence to deposit litter in public places.</p>
1.05	<p>Endeavouring to prosecute a party under either of these Acts may prove challenging as there is a debate regarding at what point the littering actually takes place and how this could be monitored and subsequently enforced. In addition, the resources required are likely to be considerable and, at a time of budgetary constraints, may be prohibitive.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	A publicity exercise will be required should this decision be taken.

4.00	RISK MANAGEMENT
4.01	A decision to ban the release of lanterns may unexpectedly raise public expectations that such a ban would be rigorously enforced. Any publicity would need to make clear how this would be implemented.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Andrew Farrow (Chief Officer – Planning and Environment)</p> <p>Telephone: 01352 703201</p> <p>E-mail: andrew.farrow@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	None.

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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Streetscene and Transportation

- **The Flintshire County Council Englefield Crescent, Wats Dyke Avenue and Ellesmere Road, Mynydd Isa (Prohibition and Restriction of Waiting and Loading and Parking Places) (Civil Enforcement and Consolidation) (Amendment No. 10) Order 201.**

To advise Members of the objections received following the advertisement of the proposed Prohibition and Restriction of Waiting and Loading and Parking Places Amendment No. 10 Order, which introduces No Waiting At Any Time and Limited Waiting and Limited Parking on Englefield Crescent, Wats Dyke Avenue and Ellesmere Road, Mynydd Isa.

- **Increase in Rate of Payments for De-Minimis Agreements – Commercial Bus Services**

To advise Members of the proposal to increase the rate of the payments for De-Minimis Agreements on commercial bus services from September 2017.

- **Bereavement Services Fees Increase**

Bereavement Services Fees were last increased in April 2015. It is proposed to increase all fees by 5% apart from those fees associated with Bricked Graves which it is proposed to increase by 10%. A recent Audit report has highlighted that moving forward we need to annually review these fees and apply any increase as required whilst ensuring value for money is still achieved in the very sensitive service.

Organisational Change

- **Sale of Halkyn Depot, Fulbrooke, Halkyn CH8 8BY**

The former depot is to be sold to Gwynedd Council following the exercise of an Option to Purchase under their Lease Agreement.

- **Land Adjoining Plas Yn Dre Ucha, High Street, Trelawnyd**

The sale of this land to the adjoining owner will free up two additional parking spaces in the High Street public car park.

- **Former Llanfynydd C.P. School Playing Field, Llanfynydd**

This playing field is surplus to requirements following the closure of the Llanfynydd C.P. School.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 December 2017 TO 31 May 2018**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
December					
Corporate Resources Overview & Scrutiny Committee	6/12/17	Finance	FINANCIAL FORECAST AND STAGE TWO OF THE BUDGET 2018/19 To (1) provide the Committee with the latest financial forecast position and (2) to consult on the options for the Stage 2 Council Fund Revenue budget for 2018/19.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	12/12/17	Chief Executive's	Financial Forecast and Stage Two of the Budget 2018/19 To consider the feedback from CROSC on the Stage Two of the Budget 2018/19 and to make recommendations to Council.	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	12/12/17	Chief Executive's	Council Plan 2017/18 - Mid year Monitoring To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18.	Strategic	Cabinet Member for Planning and Public Protection, Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	12/12/17	Planning and Environment	Mold Flood Alleviation Scheme - Review of Options Feasibility To receive a progress report on the proposed scheme.	Strategic	Cabinet Member for Planning and Public Protection
Environment Overview & Scrutiny Committee	12/12/17	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	
Environment Overview & Scrutiny Committee	12/12/17	Planning and Environment	Pest Control To receive a report outlining the services provided to Flintshire residents by the Pest Control Team.	Operational	Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	12/12/17	Governance	Appointment of Independent Member To appoint an independent member (co-optee) to the vacancy on the Standards Committee.		
Flintshire County Council	12/12/17	Finance	Recommendation from the Clwyd Pension Fund Committee To award an additional senior salary for the position of Chair of the Clwyd Pension Fund Committee.		
Flintshire County Council	12/12/17	Chief Executive's	Financial Forecast and Stage Two of the Budget 2018/19 To consider Second Stage Budget Options for the Council Fund Budget 2018/19 on the recommendation of Cabinet.		
Social & Health Care Overview & Scrutiny Committee	13/12/17	Overview and Scrutiny	Betsi Cadwaladr University Health Board To maintain regular meetings and promote partnership working.	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	13/12/17	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	14/12/17	Chief Executive's	Flintshire Community Endowment fund - Annual Report Colin Evans from the Community Foundation to present the Annual progress report	Operational	Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/12/17	Finance	Revenue Budget Monitoring 2017/18 (Month 7) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 7).	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/12/17	Overview and Scrutiny	Quarter 2 Council 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	Strategic	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/12/17	People and Resources	Workforce Information Report – Quarter 2 To consider the Workforce Information Report for Quarter 2 of 2017/18	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/12/17	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	
Organisational Change Overview & Scrutiny Committee	18/12/17	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	19/12/17	Community and Enterprise	Customer Involvement Strategy To approve a revised strategy to engage with Housing Revenue Account customers.	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	19/12/17	People and Resources	Treasury Management Mid-Year Review 2017/18 To present the draft Treasury Management Mid-Year Review for 2017/18 for recommendation to Council.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/12/17	Finance	<p>Revenue Budget Monitoring 2017/18 (MONTH 7) To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 75 projected forward to year end).</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/12/17	Planning and Environment	<p>The Release of Chinese Lanterns from Council Land To consider the Council's position in relation to the prevention of the release of lanterns from Council owned land.</p>	Operational	Cabinet Member for Planning and Public Protection
Cabinet	19/12/17	Streetscene and Transportation	<p>The Introduction of Garden Waste Charges in Flintshire To seek approval of the garden waste charging arrangements within the Waste service.</p>	Operational	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/12/17	Chief Executive's	North Wales Economic Growth Deal Bid Progress Report To share the current position on the developing Growth Deal Bid with timescales and initial decisions required	Strategic	Cabinet Member for Economic Development, Leader of the Council and Cabinet Member for Finance
Cabinet	19/12/17	Chief Executive's	Financial Forecast and Budget Position To provide a verbal update on the financial forecast and budget position for 2018/19.	Strategic	Leader of the Council and Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee	20/12/17	Community and Enterprise	Sheltered Housing Review To share the outcomes of the Sheltered Housing Review	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	20/12/17	Community and Enterprise	Gypsies and Travellers To provide the Committee with information on the Council's new process and procedures	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	20/12/17	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	21/12/17	Education and Youth	Healthy Schools and Pre-School Programme To provide an update on the service and how schools are meeting Welsh Government targets	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	21/12/17	Education and Youth	School Balances To provide the Committee with details of the closing balances held by Flintshire schools at the end of the financial year.	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	21/12/17	Education and Youth	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
January					
Environment Overview & Scrutiny Committee	11/01/17	Streetscene and Transportation	Public Spaces Protection Orders (PSPO) Dog Control, Dog Fouling & DNA To provide the Committee with an update on Public Spaces Protection Orders(PSPO) Dog Control, Dog Fouling & DNA	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	15/01/18	Community and Enterprise	Housing Revenue Account (HRA) 2018-19 To consider the proposals for the Housing Revenue Account (HRA) for 2018-19	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	15/01/18	Community and Enterprise	Supporting People Commissioning Plan To consider the proposed Commissioning Plan for 2018/19	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Environment Overview & Scrutiny Committee	16/01/18	Planning and Environment	Greenfield Valley Museum Heritage Park visit and presentation To receive an update on the developments at Greenfield Valley Heritage	Operational	Cabinet Member for Economic Development
Environment Overview & Scrutiny Committee	16/01/18	Streetscene and Transportation	Review of Car Parking Charges in Council Owned Car Parks To seek Environment Overview and Scrutiny Committee recommendation on the proposed car parking charges in all Council owned car parks.	Operational	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	16/01/18	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	18/01/18	Finance	Revenue Budget Monitoring 2017/18 (Month 8) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 8).	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	18/01/18	People and Resources	Workforce Information Report – Quarter 2 2017/18 To consider the Workforce Information Report for Quarter 2 of 2017/18.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	18/01/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	18/12/17	Organisational Change	<p>Connah's Quay Swimming Pool - Cambrian Aquatics Mid Year Progress Report 2017/18</p> <p>Cambrian Aquatics will present a mid year progress review to enable discussion and comment prior to the development of a Business Plan for 2018/19</p>	Operational	Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee Page 113	18/12/17	Organisational Change	<p>Play Wales and Play Sufficiency</p> <p>Play Wales will provide a presentation to members to enable discussion and comment prior to providing training for members and staff early in 2018 that will support the future development of play in Flintshire</p>	Operational	Cabinet Member for Education
Cabinet	23/01/18	Governance	<p>Digital Strategy</p> <p>To approve the Digital Strategy action plan.</p>	Strategic	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	23/01/18	Planning and Environment	Adoption of a Developer Advice Note and Supplementary Guidance relating to Newt Mitigation to follow	Strategic	Cabinet Member for Planning and Public Protection
Cabinet	23/01/18	Finance	Revenue Budget Monitoring 2017/18 (MONTH 8) To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 8 projected forward to year end).	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	23/01/18	Education and Youth	Early Help Hub and Adverse Childhood Experiences (ACEs) To provide an update on new multi-agency arrangements for early intervention to address Adverse Childhood Experiences (ACEs).	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	24/01/18	People and Resources	<p>Treasury Management 2018/19 Strategy and Q3 Update 2017/18</p> <p>1.01 To present to Members the draft Treasury Management Strategy 2018/19 for comments and recommendation for approval to Cabinet.</p> <p>1.02 To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of December 2017.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	24/01/18	Chief Executive's	<p>Mid Year Risk Report</p> <p>Endorse the Council's actions taken to mitigate the significant risks at the mid year point.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	24/01/18	Governance	<p>Contract Management</p> <p>To update the committee on an audit review of contract management</p>	All Report Types	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	25/01/18	Social Services	Transition To provide Members with information in relation to Transition Services	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	25/01/18	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	29/01/18	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Flintshire County Council	30/01/18	Finance	Treasury Management Mid-Year Review 2017/18 To present to Members the draft Treasury Management Mid-Year Review for 2017/18.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	31/01/18	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
February					
Education and Youth Overview & Scrutiny Committee	1/02/18	Education and Youth	Self-evaluation on education services To update Members on overall service performance	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	1/02/18	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	15/02/18	Finance	Revenue Budget Monitoring 2017/18 (Month 9) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 9).	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	15/02/18	Chief Executive's	Strategic Equality Plan Annual Report 2016/17 To review the Annual report for the Council's Strategic Equality Plan, noting progress made and areas for further improvement.	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	15/02/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) Rhaglen Gwaith i'r Dyfodol	Operational	Not Applicable
Cabinet	20/02/18	Finance	Revenue Budget Monitoring 2017/18 (MONTH 9) To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 9 projected forward to year end).	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20/02/18	Chief Executive's	Capital Programme 2017/18 (Month 9) To provide Members with the Month 9 (end of December) capital programme information for 2017/18.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20/02/18	Chief Executive's	Prudential Indicators 2018/19 to 2020/21 To present proposals for setting a range of Prudential Indicators in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20/02/18	Finance	Treasury Management Strategy 2018/19 To present to Members the draft Treasury Management Strategy 2018/19 for recommendation to Council.	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20/02/18	Chief Executive's	<p>Minimum Revenue Provision - 2018/19 Policy To present proposals for the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt in 2018/19, as required under the Local Authorities (Capital Finance and Accounting) (Wales) (Amendment) Regulations 2008 ('the 2008 Regulations').</p>	Operational	Leader of the Council and Cabinet Member for Finance
Flintshire County Council	20/02/18	Chief Executive's	<p>Prudential Indicators 2018/19 to 2020/21 To present to Council the recommendations of the Cabinet in relation to the setting of a range of Prudential Indicators.</p>		
Flintshire County Council	20/02/18	Chief Executive's	<p>Minimum Revenue Provision - 2018/19 Policy To present to Council the recommendations of the Cabinet in relation to the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	20/02/18	Chief Executive's	Treasury Management Strategy 2018/19 To present to Members the draft Treasury Management Strategy 2018/19.		
March					
Flintshire County Council	1/03/18	Chief Executive's	Financial Procedure Rules To provide Constitution Committee with updated Financial Procedure Rules for recommendation to County Council.		
Environment Overview & Scrutiny Committee	13/03/18	Streetscene and Transportation	North East Wales Bus Strategy To seek a recommendation to Cabinet to approve the North East Wales Bus Strategy	Strategic	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	13/03/18	Streetscene and Transportation	Review of Highway and Car Park Safety Inspection and Intervention Level and Response to Policy To review the above policy in line with the revised national guidelines	Operational	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	13/03/18	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Community and Enterprise Overview & Scrutiny Committee	14/03/18	Community and Enterprise	SARTH To consider proposed changes to the allocation policy for social housing	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	14/03/18	Community and Enterprise	New Homes Board To receive an update on the work of the New Homes Board	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	14/03/18	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	15/03/18	Finance	Revenue Budget Monitoring 2017/18 (Month 10) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 10).	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	15/03/18	People and Resources	Workforce Information Report – Quarter 3 To consider the Workforce Information Report for Quarter 3 of 2017/18.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	15/03/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	19/03/18	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	20/03/18	Chief Executive's	Revenue Budget Monitoring 2017/18 (Month 10) To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 10 projected forward to year end).	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	21/03/18	People and Resources	Q4 Treasury Management Update 2017/18 To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of February 2018.	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	21/03/18	Chief Executive's	Q4 Treasury Management Update 2017/18 To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of February 2018.	Operational	Leader of the Council and Cabinet Member for Finance
Social & Health Care Overview & Scrutiny Committee	29/03/18	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
April					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	12/04/18	Education and Youth	School Improvement To provide an update on learner outcomes in 2017	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	12/04/18	Education and Youth	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Environment Overview & Scrutiny Committee	17/04/18	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	19/04/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	24/04/18	Finance	Revenue Budget Monitoring 2017/18 (MONTH 11) To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 11 projected forward to year end).	Operational	Leader of the Council and Cabinet Member for Finance
Social & Health Care Overview & Scrutiny Committee	10/05/18	Social Services	Comments, Compliments & Complaints To consider the Annual Report on the Social Services Complaints and Compliments Procedure	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	10/05/18	Social Services	Flintshire Local Voluntary Council Annual review of the social care activity undertaken by the third sector in Flintshire	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	10/05/18	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	14/05/18	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Community and Enterprise Overview & Scrutiny Committee	16/05/18	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	17/05/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22/05/18	Finance	<p>Revenue Budget Monitoring 2017/18 (MONTH 12) This regular monthly report provides the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 12, and projects forward to year-end.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Education and Youth Overview & Scrutiny Committee	24/05/18	Education and Youth	<p>Additional Learning Needs Bill Legislation To provide an update on implementation plans arising from the Additional Learning Needs Bill Legislation</p>	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	24/05/18	Overview and Scrutiny	<p>Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee</p>	Operational	Not Applicable