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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

14 February 2018

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 20th February, 2018 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 7 - 16)

Purpose: To confirm as a correct record the minutes of the meeting on 23rd January 2018.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 COUNCIL FUND REVENUE BUDGET 2018/19 – THIRD AND CLOSING STAGE (Pages 17 - 44)

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

Purpose: To recommend to Council a method for closing the remaining budget gap and setting a balanced budget for 2018/19.

5 DEVELOPMENT OF 2018/19 - 2020/21 CAPITAL PROGRAMME (Pages 45 - 66)

Report of Chief Executive, Chief Officer (Organisational Change), Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

Purpose: To propose schemes for inclusion within the Capital Programme over the 3 year period 2018/19 – 2020/21.

6 DRAFT HOUSING REVENUE ACCOUNT (HRA) BUDGET 2018/19 & 30 YEAR BUSINESS PLAN (Pages 67 - 108)

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

Purpose: To present for consideration the draft Housing Revenue Account (HRA) Budget for 2018/19, and the summary HRA 30 year Business Plan.

7 TREASURY MANAGEMENT STRATEGY 2018/19 (Pages 109 - 142)

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

Purpose: To present the draft Treasury Management Strategy 2018/19 for recommendation to the Council.

8 DISCRETIONARY RATE RELIEF SCHEME FOR 2017-18 AND 2018-19 (Pages 143 - 154)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Corporate Management and Assets

Purpose: To amend the Discretionary Rate Relief Policy Framework for 2017-18 and 2018-19 with the primary aim of awarding additional rate relief to charities and voluntary groups occupying small premises with rateable values of £6,000 or less.

9 WELSH GOVERNMENT TRANSPORT GRANT FUNDING BIDS (Pages 155 - 160)

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

Purpose: To provide details of the 2018/19 bids for capital highway and transport funding.

10 **DIGITAL STRATEGY - DIGITAL CUSTOMER** (Pages 161 - 190)

Report of Chief Officer (Community and Enterprise), Chief Officer (Governance), Chief Officer (Organisational Change) - Cabinet Member for Corporate Management and Assets

Purpose: To approve the Digital Strategy action plan.

11 **FLINTSHIRE SUPPORTING PEOPLE PROGRAMME GRANT LOCAL SPEND PLAN AND REGIONAL STRATEGIC PLAN** (Pages 191 - 234)

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

Purpose: To seek approval for the Supporting People Local Commissioning Plan and Supporting People Programme Grant Spend Plan for 2018/19.

OPERATIONAL REPORTS

12 **QUARTER 3 COUNCIL PLAN 2017/18 MONITORING REPORT** (Pages 235 - 324)

Report of Chief Executive - Cabinet Member for Corporate Management and Assets

Purpose: To agree the levels of Quarter 3 progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18.

13 **REVENUE BUDGET MONITORING 2017/18 (MONTH 9)** (Pages 325 - 348)

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 9 projected forward to year end).

14 **CAPITAL PROGRAMME 2017/18 (MONTH 9)** (Pages 349 - 372)

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

Purpose: To provide the Month 9 (end of December) capital programme information for 2017/18.

15 **MINIMUM REVENUE PROVISION - 2018/19 POLICY** (Pages 373 - 382)

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

Purpose: 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').

16 **PRUDENTIAL INDICATORS 2018/19 TO 2020/21** (Pages 383 - 392)

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

Purpose: 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).

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

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

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

It is not good employment practice or in the public interest for matters the subject of consultation with employees effected and other unions to be discussed in public at this stage of the process.

17 **COMMUNITIES FIRST** (Pages 421 - 424)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Economic Development

Purpose: To update on the closure of the Communities First programme and succession arrangements.

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

The public interest in withholding the information outweighs the public interest in disclosing the information.

**18 CONNAH'S QUAY SWIMMING POOL AND HOLYWELL LEISURE CENTRE
COMMUNITY ASSET TRANSFER (Pages 425 - 462)**

Report of Chief Officer (Organisational Change) - Cabinet Member for Education

Purpose: To agree grant funding for the year 2018/19.

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
23rd JANUARY 2018

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 23rd January 2018.

PRESENT: Councillor Aaron Shotton (Chair)

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

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Chief Officer (Education and Youth), Chief Officers (Organisational Change), Chief Officer (Planning and Environment), Chief Officer (Streetscene and Transportation), Corporate Finance Manager and Team Leader – Democratic Services.

APOLOGY:

Councillor Billy Mullin.

OTHER MEMBERS IN ATTENDANCE:

Councillors Veronica Gay, David Healey and Tudor Jones.

111. DECLARATIONS OF INTEREST

Councillors Attridge, Butler, Jones and Shotton declared personal interests in agenda item number 4 – Welsh Government's (WG) 21st Century Schools Programme and Education Programme Band B and Mutual Investment Model (MIM), and agenda item number 5 – School Organisation – Area Review, Brynford and Lixwm, as they were School Governors.

112. MINUTES

The minutes of the meetings held on 12th December 2017 and 19th December 2017 had been circulated with the agenda and approved as a correct record.

RESOLVED:

That the minutes be approved as correct records.

113. WELSH GOVERNMENT'S (WG) 21ST CENTURY SCHOOLS PROGRAMME AND EDUCATION PROGRAMME BAND B AND MUTUAL INVESTMENT MODEL (MIM)

Prior to introducing the report, Councillor Roberts expressed his apologies for the error in the appendix to the report which indicated that the Council's intention was to amalgamate Ysgol Terrig and Ysgol Glanrafon onto the Glanrafon site in Mold and close the provision in Ysgol Terrig. The report should have outlined the need to review the Welsh medium provision in those areas and try and address underutilised places in Ysgol Terrig and oversubscription in Ysgol Glanrafon, both of which presented their own challenges. He thanked the Head Teacher and Chair of Governors at Ysgol Terrig

for accepting the Council's apology and their confirmation that they wished to work constructively with the Council to secure Welsh medium education in the area.

Through the Welsh in Education Strategic Plan (WESP), the Council was committed to increasing the numbers of pupils accessing Welsh medium education to help Welsh Government (WG) achieve its ambitious target of a million Welsh speakers by 2050. Band B included a proposal to build a new school for Ysgol Croes Atti.

The report outlined the projects contained within the Council's Strategic Outline Plan (SOP) submission to WG. It explained the principles used and assumptions made to deliver a programme with as minimal impact on future revenue budgets. Details were also provided on the Mutual Investment Model (MIM).

Band B provided the Council with another exciting opportunity to build more new schools and radically improve the facilities in others. This would ensure that many more Flintshire pupils had access to 'state of the art' facilities which would improve the quality of learning.

For traditional projects funding would be split 50:50 between WG and the Council. However, under the new MIM funding mechanism, WG would fund 75% and the Council would fund 25%.

The SOP was the first stage of a long process to draw down the funding stream from WG and was the Council's statement of intent. Each individual project would be considered by Cabinet.

Councillor Thomas asked for information on the consultation process, on the provision of Welsh medium education and sought reassurance on the MIM model. The Chief Officer (Education and Youth) explained that the proposals were considered initially by the Education and Youth Programme Board and the Capital Asset Programme Board. The report and recommendations were then before Cabinet today and if approved, a detailed public consultation exercise would commence as defined in the School Organisational Code. On MIM, she explained that this was WG's new form of Private Finance Initiative with any MIM projects resulting in a two tier education estate in terms of quality and intensity of the maintenance regime deployed. MIM took into account and learned from previous issues with PFI. Work would be undertaken with key partners in communities to ensure that communities were aware that Welsh medium education was a choice for them.

The Chief Executive added that there would likely be some movement within the proposals but the criteria for bidding was specific.

Councillor Attridge welcomed the report and the MIM funding. It was now important to listen to the views of the communities once the public consultation exercise had ended before receiving a further report to Cabinet.

Councillor Shotton also welcomed the report and gave details of achievements that had been made through Band A of the 21st Century Schools Programme. He concurred with the Chief Executive that the list was not definitive, explaining that there were a numbers of projects included in the Band A proposals that did not progress.

RESOLVED:

That the content of the report be noted, including the observations from the Education and Youth Overview and Scrutiny Committee meeting.

114. SCHOOL ORGANISATION – AREA REVIEW, BRYNFORD AND LIXWM

Councillor Roberts introduced the School Organisation – Area Review, Brynford and Lixwm report which outlined the progress made since Cabinet in September when a short pause was approved to allow officers to work with the Governing Bodies of Brynford and Lixwm CP Schools. The report also provided further information and options to consider in order to provide a determination on the way forward in the area.

Whilst the report recommended proceeding to statutory consultation, Councillor Roberts stressed that this did not automatically mean school closures and he provided examples of other schools that had proceeded to statutory consultation and had federated and not closed.

If proposals for a federation were received, and were viable, this could be an option supported by the Council. Views of the local community would be sought as part of the formal consultation process as outlined in the School Organisational Code.

Councillor Shotton asked that, for the benefit of the public gallery, if the drivers for the proposals could be outlined. The Chief Officer (Education and Youth) explained that under the School Modernisation Strategy, schools that could come under review were those with surplus places and the requirement by Wales Audit Office (WAO) to minimise those. Unfilled places in a school was inefficient for the sustainability of small schools due to the cost, particularly during these austere times. She stressed the importance to move swiftly with the process to enable the schools involved to have certainty on the way forward as soon as possible.

Councillor Shotton commented on the number of letters and emails that had been received from the community which was helpful in being able to take all views into account. He stressed that the proposal to proceed to statutory consultation was not connected in any way to the Council being required to balance a budget.

The Chief Officer said it was the view of the Cabinet Secretary for Education that local authorities should consider all avenues available to schools and that federation should be supported wherever possible. Any further proposals for federation would become known during the consultation period and would be considered.

A timeline for the process was appended to the report however the Chief Officer explained that if a viable proposal for federation was received, that could progress sooner if possible. Following a question from Councillor Attridge, the Chief Officer confirmed that the public consultation exercise would finish before the start of the schools' summer holidays.

The Chief Executive added that following a challenge in WG, the Cabinet Secretary for Education had written to Flintshire County Council to say that the processes followed on school organisation at Flintshire were correct and residents could have confidence in the process.

RESOLVED:

That the Council proceed to statutory consultation on school organisational change with the proposal to amalgamate Brynford and Lixwm primary schools to create one area school.

115. REVENUE BUDGET MONITORING 2017/18 (MONTH 8)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2017/18 (Month 8) 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 £0.846m greater than budget; and
- Projected contingency reserve balance as at 31st March 2018 of £4.236m.

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 most significant projected variances were the underspend on the Council Tax Reduction Scheme (CTRS) and the positive variance on the Council Tax collection fund.

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

The Corporate Finance Manager explained that at the recent Corporate Resources Overview and Scrutiny Committee comments were made on the in-year overspend on Out of County Placements however Members were satisfied with the response from officers that a review of that area was to be undertaken.

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.

116. COMMUNITY ENDOWMENT FUND – ANNUAL REPORT

The Chief Executive introduced the Community Endowment Fund Annual Report which considered a proposal received from the Community Foundation in Wales to manage, administer and invest the Clwyd Tri-partite Welsh Church Act Fund (Clwyd WCAF) which was currently administered by the Council on behalf of Flintshire, Denbighshire and Wrexham Councils.

The proposal had been supported unanimously by Members at the recent Corporate Resources Overview and Scrutiny Committee. An additional recommendation was suggested for there to be more regular reporting on the performance and impact of the Fund, which was supported.

Councillor Bithell said it was encouraging to see the income received from investments.

Councillor Thomas commented on the process for applying for funding and said it would be helpful if applicants could be notified of progress at different stages of the process.

RESOLVED:

- (a) That the work of the Community Foundation in Wales and the award of local grants as part of the Flintshire Community Endowment Fund continue to be endorsed;
- (b) That the transfer of the management and the administration of the Clwyd Tri-partite Welsh Church Act Fund for Flintshire, Denbighshire and Wrexham to the Community Foundation for Wales from 1st April 2018 be approved;
- (c) That the transfer of the management and the administration of Flintshire grants awarded from the Welsh Church Act Fund to be combined with the process already in place for the Flintshire Community Endowment Fund be approved; and
- (d) That there be more regular reporting on the performance and impact of the Fund.

117. INTEGRATED TRANSPORT SOLUTION FOR THE DEESIDE AREA

Councillor Thomas introduced the Integrated Transport Solution for the Deeside Area report.

Deeside Industrial Park (DIP) was one of the largest industrial estates in Wales with approximately 400 businesses employing approximately 9,000 people and the Park had become one of the key economic driving forces within the region. The immediate area had been the subject of a number of recent studies, all of which

concluded that one of the main factors limiting further growth was the poor transport links into and around the Park. In order to provide a long term sustainable transport solution, it must successfully integrate all modes of transport and cater for the demands of each whilst maintaining and promoting at its heart, a sustainable, affordable and environmentally friendly Public Transport Service.

The report outlined the main drivers for change and key interventions for cycleway and active travel, highway improvements, bus network and rail improvements.

The overall proposals provided a platform which could be widened in scope to provide a transport solution for other local key areas of employment, particularly Broughton and the nearby Airbus site.

In response to a comment from Councillor Attridge, the Chief Officer explained that it was about providing seamless access for people wishing to work in the area whilst living in other Counties in North/Mid Wales and North West England.

Councillor Shotton welcomed the report and the progress made which was the result of Cabinet promoting, campaigning and lobbying for a solution for DIP for a number of years. He commented on the number of opportunities this would open up for the County, North/Mid Wales and North West England.

Councillor Roberts asked that any proposed changes to stopping patterns on the North Wales Coast railway line and proposals for car parking charges at railway stations be submitted to Cabinet.

Councillors Butler and Bithell also welcomed the report which would help with retention of employees on the Park. Councillor Jones said she was pleased to see the improvements planned for Zone 3, the cycle path improvements and the proposed truck stop which was much needed in the area.

RESOLVED:

That the work on the Deeside Integrated Transport solution and its links to the wider North East Wales Metro plans by Welsh Government (WG) be supported.

118. SECOND PHASE CAPITAL INVESTMENT IN THE STREET LIGHTING INFRASTRUCTURE AND UPDATE TO LED LANTERNS

Councillor Thomas introduced the Second Phase Capital Investment in the Street Lighting Infrastructure and Upgrade to Light Emitting Diode (LED) Lanterns report and explained that following the success of the initial programme to replace units, Welsh Government (WG) had indicated that further funding may be available to complete the project.

If approved by WG further funding would result in all of the Council street lighting infrastructure operating entirely on energy efficient LED lanterns. The second phase bid would be approximately £1.6m and this would allow the remaining 6,500 lights, which were not included in the initial project, to be replaced.

RESOLVED:

- (a) That Phase 2 Wales Funding Programme submission for Capital Funding to replace the remaining Street Lighting Lanterns with new and more energy efficient LED lighting units be approved; and
- (b) That, subject to funding being awarded by Welsh Government (WG), that a contract for the replacement LED lighting units be let under the All Wales Highways Lighting Framework to procure the lanterns.

119. PLANNING ENFORCEMENT POLICY

Councillor Bithell introduced the Planning Enforcement Policy report which recommended a revised Policy for consultation.

The revised Policy had been considered at Environment Overview and Scrutiny Committee in September 2017 where it was supported with the inclusion of three minor changes which had been incorporated into the body of the Policy.

The Chief Officer (Planning and Environment) explained that Section 9 of the Policy provided the Council with a defensible position as to why some enforcement matters were pursued.

In response to a question from Councillor Thomas, the Chief Officer explained that the consultation would take place via the Flintshire website with the final document also being available on that site. Following a question from Councillor Attridge, the Chief Officer said a summary of the responses to the consultation would be submitted to a future Cabinet meeting.

RESOLVED:

That the revised Planning Enforcement Policy be approved for consultation.

120. ADOPTION OF A DEVELOPER ADVICE NOTE AND SUPPLEMENTARY GUIDANCE RELATING TO NEWT MITIGATION

Councillor Bithell introduced the Adoption of a Developer Advice Note and Supplementary Guidance Relating to Newt Mitigation report which sought final approval to formally adopt two Planning Guidance notes.

The Developer Guidance Note on Speculative Development had previously been adopted, but without full public consultation. It has now been subject to public consultation and could be formally adopted as an Advice Note. The Newt Mitigation Note was a new Note, which had been produced to accompany the existing Supplementary Planning Guidance Note no 8 Nature Conservation, to add greater detailed advice on mitigation measures associated with Great Crested Newts. That Note could be adopted as formal Supplementary Planning Guidance.

RESOLVED:

That the adoption of the Speculative Development Advice Note and the Newt Mitigation Supplementary Planning Guidance Note be approved so that they can be given weight as material planning considerations when considering relevant planning applications.

121. EARLY HELP HUB

Councillor Jones introduced the Early Help Hub report which explained that the Hub had been designed to enable the delivery of more timely and appropriate early intervention and support for families with greater needs.

Over the summer the Hub undertook a 'soft launch' to test proposed procedures and joint working arrangements. During this time referrals from partner agencies, that did not meet thresholds for children's social services, were referred to the Hub. A review of the soft launch had taken place which had identified positive outcomes as well as areas of process that could be refined and strengthened. The Hub now accepted direct referrals from partner agencies and professionals and it was proposed that the Hub was formally launched to provide public access in April 2018.

The Chief Officer (Social Services) added that the key aim of the Early Help Hub was to provide the greatest level of knowledge and analysis of all known intelligence and information across the multiagency partnership to ensure all children, young people and families had access to advice and information about relevant early support to build coping skills and address any problems before they became entrenched.

Councillor Shotton suggested that the Early Help Hub be brought to the attention of the Future Generations Commission for Wales to demonstrate how the work of the Hub aligned to the Future Generations Act, which was agreed. He also requested a report back to Cabinet with an evaluation of the work which was also agreed.

RESOLVED:

- (a) That the Early Help Hub be endorsed to be formally launched which will accept direct referrals from the public in April 2018; and
- (b) That a formal evaluation of the Early Help Hub be endorsed within 12 months of operation. The evaluation will provide an analysis of the resources offered by agencies, how effective they are, and the outcomes that are being delivered.

122. PROPOSALS FOR INTEGRATION OF THE ARTS DEVELOPMENT AND MUSIC SERVICES WITH THEATR CLWYD

Councillor Roberts introduced the Proposals for Integration of the Arts Development and Music Services with Theatr Clwyd report.

Part of the 2018/19 Stage 2 budget proposals included £0.075m to be used from Theatr tax relief funding to reduce the current Music Service subsidy from £0.035m

and to subsidise the Arts Development Service by £0.040m. That approach protected current service provision in each of the services.

RESOLVED:

That the integration of the Arts Development (Arts, Culture and Events) and Music Service with Theatr Clwyd as outlined in the report be agreed, and delegated authority be granted to the Chief Officers (Organisational Change) and Chief Officer (Education and Youth) in consultation with the relevant Cabinet Member to implement these changes.

123. EXERCISE OF DELEGATED POWERS

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

Chief Executive

- **Welsh Church Act Fund 2017/18 – Round 5**

In Round 5, 9 applications were considered at the panel meeting on 29/11/17 and eight applications were approved to the value of £2,229.99. With Round 5 completed the remaining budget stands at £1,168.22 for allocation.

Community and Enterprise

- **Corporate Debt Write Off**

Financial Procedure Rules (section 9.6) – Income and Expenditure, stipulate that any individual debt between the values of £5,000 and £25,000 shall be reported to the Corporate Finance Manager for consideration to write off, in conjunction with the Cabinet Member for Finance. The write off request relates to one debt totalling £5,390.31 for Care Home Fees. The customer did not have any equity in the estate as they did not own the home they lived in prior to moving to the care home. Although the debt is valid as Care Home Fees were covered by the authority it is irrecoverable after the customer passed away.

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).

124. 21ST CENTURY SCHOOLS PROGRAMME – PENYFFORDD PROJECT – CONTRACT COMMISSIONING

The Chief Officer (Organisational Change) introduced the report which sought approval to contract for the Capital improvement project at Penyffordd School, funded through the Band A Welsh Government’s (WG) 21st Century Schools Programme.

The project had Full Business Case (FBC) approval from WG and planning approval would be sought at the Planning Committee in February 2018. The indicative cost of the project was slightly above the agreed WG funding envelope for the Band A programme.

A discussion took place on the cost of the project, including the options available to the Council should the funding remain at a shortfall. Information was awaited from the contractor on verification of actual costs from its supply chain, which was expected by the end of January. In response to a comment from Councillor Attridge, it was agreed that the recommendation would be amended to remove the words ‘and financial tolerances outlined within the report’.

The Chief Executive suggested that WG be contacted to seek assistance to utilise any underspend in other Band A projects as the WG methodology was based on size alone, which was supported.

RESOLVED:

- (a) That Cabinet support and approve the contract to enable the construction and delivery phase of the capital improvement project at Penyffordd School to proceed subject to Planning approval; and
- (b) That officers discuss with Welsh Government utilising any underspend in other Band A projects to help fund this project.

121. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were 11 members of the public and one member of the press in attendance.

(The meeting commenced at 9.30 a.m. and ended at 11.45 a.m.)

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Chair



CABINET

Date of Meeting	Tuesday, 20 th February 2018
Report Subject	Council Fund Budget 2018/19 – Third and Closing Stage
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council has developed the budget for 2018/19 in three stages:

Stage One: Portfolio Business Plan proposals, endorsed by Cabinet, were reviewed by the respective Overview and Scrutiny Committees throughout October and approved by Council on 14 November. These proposals were all approved except for the proposal to introduce charging for green waste collection which was called in for further review by the Environment Overview and Scrutiny Committee. The Committee subsequently confirmed agreement to the proposals at its meeting in January and the proposals are now in the process of being implemented. Stage One is now closed.

Stage Two: Secondary proposals and options were considered at the Corporate Resources Overview and Scrutiny Committee on 6 December and considered by Council on 12 December. All proposals were approved except for schools funding and public car parking charges which were referred for further consideration by the Education and Youth and Environment Overview and Scrutiny Committees respectively. Feedback from these two meetings was reported to Council on 30 January and at that stage remained unresolved. The position on both will need to be settled as part of balancing the budget at this third and final stage.

Stage Three: This is the closing stage. The Council will need to set a balanced budget to meet its legal duty. It is the collective responsibility of the whole Council to set the budget on the advice of Cabinet. The options remaining to achieve a legal balanced budget are set out in this report for consideration. The scope for further service reductions for this financial year has been exhausted. The portfolio resilience statements which demonstrate the risks to service capacity and performance of any further budget reductions have been accepted by the Overview and Scrutiny Committees and Cabinet. The position of the three specific requests made to Welsh

Government for financial assistance is set out within the report. Beyond a financial intervention by Welsh Government the only remaining options to balance the budget are Council Tax income and drawing upon reserves and balances.

A full presentation of the report will be made at both the Cabinet and Council meetings.

List of Tables:

- Table 1: Stage One Budget Proposals Approved and Adopted
- Table 2: Stage Two Budget Proposals Approved and Adopted
- Table 3: Revised Financial Forecast
- Table 4: Financial Value of Council Tax Increases
- Table 5: Proposed Budget

RECOMMENDATIONS	
1	Cabinet to recommend a final position to Council on schools funding and a target level of income for public car parks for 2018/19 as the two outstanding issues from Stage Two of the budget process.
2	Cabinet to consider the options to set a balanced budget for 2018/19 and to make a recommendation to Council.
3	Cabinet to consider what further approaches should be made to Welsh Government for assistance in funding allocations and flexibilities.

REPORT DETAILS

1.00	ARRIVING TO THIS FINAL STAGE OF THE BUDGET 2018/19
1.01	<p>Budget Process and Timeline</p> <p>The annual budget for 2018/19 has been developed in three stages.</p>
1.02	<p>Stage One: Portfolio Business Plan proposals, endorsed by Cabinet, were reviewed by the respective Overview and Scrutiny Committees throughout October and approved by Council on 14 November. These proposals were all approved except for the proposal to introduce charging for green waste collection which was called in for further review by the Environment Overview and Scrutiny Committee. The Committee subsequently confirmed agreement to the proposals at its meeting in January and the proposals are now in the process of being implemented. Stage One is now closed.</p> <p>Stage Two: secondary proposals and options were considered at the Corporate Resources Overview and Scrutiny Committee on 6 December and considered by Council on 12 December. All proposals were approved except for schools funding and public car parking charges which were referred for further consideration by the Education and Youth and Environment Overview and Scrutiny Committees respectively. Feedback from these two meetings was reported to Council on 30</p>

January and at that stage remained unresolved. The position on both will need to be settled as part of balancing the budget at this third and final stage.

The options for Council Tax income were shown as a range and deferred for Stage Three of the budget setting process. It is our annual practice, and a legislative requirement, to defer taking a final position on Council Tax levels until the final stage of the budget process.

Three specific requests for support from Welsh Government were made in the Stage Two proposals, and an update on these is included in the report. Welsh Government was also requested to provide supplementary financial support specifically for schools funding and social services.

Impact and consequence statements have been prepared as needed for the Stage One and Two budget proposals. A summary of these was reported to Council at the last meeting and can be accessed via the hyperlink listed under Background papers at the end of the report

Stage Three: This is the closing stage. The Council will need to set a balanced budget to meet its legal duty. It is the collective responsibility of the whole Council to set the budget following a recommendation from Cabinet. The options remaining to achieve a legal and balanced budget are set out in this report for consideration.

A summary of the earlier stages is set out below.

1.03 **Stage One – Portfolio Business Plans**

The Stage One budget proposals total £3.029m

Table 1: Stage One Budget Proposals Approved and Adopted

Portfolio	£m
Social Services	0.450
Community & Enterprise	0.837
Education & Youth	0.070
Organisational Change 1	0.416
Organisational Change 2	0.286
Streetscene & Transportation	0.800
Planning & Environment	0.160
Corporate Services	0.010
Total	3.029

Note 1: details of the service portfolio business plan efficiency proposals can be accessed via the hyperlink listed under Background Papers at the end of the report.

1.04

Stage Two – Secondary / Corporate budget proposals

The Stage Two proposals, excluding the two areas referred to Overview and Scrutiny Committees - schools funding and public car parking charges - total £2.418m and are summarised in the table below.

Table 2: Stage Two Budget Proposals Approved and Adopted

Efficiency Item	£m
Efficiencies:	
Theatre Clwyd Tax Relief	0.075
County Hall Partial Demolition	0.300
Integrated Care Fund (note 2)	0.500
Cost Pressure Provision Reductions:	
Council Tax Reduction Scheme	0.323
Pensions Auto Enrolment	0.100
Price Inflation	0.139
Social Care Commissioning Costs	0.831
Autism Spectrum Disorder	0.100
Planning Fee Income	0.050
Total	2.418

Note 1: Full details of the above proposals can be accessed via the hyperlink listed under Background Papers at the end of the report.

Note 2: the request for continuation of the Integrated Care Fund (ICF) contribution to an extension of residential care home services to prevent hospital admissions and facilitate hospital discharges has been made to Welsh Government as one of the three specific national requests to assist with the budget. This will in effect be a regional decision amongst the Health Board and local authorities as the commissioners of ICF funded services in North Wales. Given the continuity and expansion of ICF funding, and the centrality of these local services to the integration of health and social care services under Welsh Government policy there is a high probability of a positive decision to continue this funding into 2018/19.

Stage Two – Unresolved Budget Options

1.05

School Funding

The Education and Youth Overview and Scrutiny Committee considered the options for schools funding on 18 January and the outcome was reported to Council on 30 January. Given the overall budget provision, the Council does not have the financial capacity to provide any uplift in sustained funding for schools over and above the 2017/18 funding level – thereby resulting in a ‘cash flat’ settlement position at this stage. Welsh Government had been requested to provide supplementary support to the Council specifically for schools. Thus far the Welsh Government has not varied its position that core funding can only be distributed to councils through the local government funding formula, and has not agreed to provide any additional support as a special case. The only local options available to the Council are (1) further use of reserves and balances as a

	<p>temporary measure which cannot be sustained year on year and (2) a specific increase in Council Tax over and above that which will be required to balance the budget as it stands. The Council, and the schools and teaching communities, reserve the option to re-approach Welsh Government for supplementary funding given the level of risk to schools which is shown as 'red' on the impact assessment of a 'cash flat' settlement (as reported to Council at the last meeting).</p> <p>This report does not review the schools funding issue in detail as this was the subject of a full debate at both the Education and Youth Overview and Scrutiny Committee and Council. The full Scrutiny Committee report can be accessed via the hyperlink listed under Background Papers at the end of the report.</p>																		
1.06	<p>Public Car Parking</p> <p>The Environment Overview and Scrutiny Committee considered the optional schemes to increase public car parking charges at its meeting on 16 January. The outcome was reported to Council on 30 January.</p> <p>At Stage Two of the budget an additional income target from public car parking charges was shown based on a working set of proposals to raise charges across the public car parks where charging is in place or is planned. The options for charging are still under review following the debate at the Scrutiny Committee, and are not due to be reported back to Cabinet prior to this meeting. Council has been advised that in the absence of a final decision on a revised charging scheme it will have to set a target income figure within the Council Fund budget; Cabinet would then have to meet this figure in making its final decisions. An income target of £0.468m was set out at Stage Two. Realistically, Cabinet will have to adopt a scheme which is projected to bring in additional car parking charging income of £0.450m upwards in a full financial year as a required contribution to the annual budget. The scheme should be introduced at the earliest point in the financial year to avoid slippage in achieving the target.</p>																		
1.07	<p>The financial impact of both (1) the approved and adopted and (2) the outstanding budget options from Stages One and Two are shown in the table below. Having taken both into account the remaining budget gap to be balanced stands at £5.771m.</p> <p>Table 3: Revised Financial Forecast</p> <table border="1" data-bbox="300 1554 1477 1935"> <thead> <tr> <th>Item</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Original Forecast Budget Gap</td> <td>11.601</td> </tr> <tr> <td>Revised Forecast Budget Gap at the Provisional Settlement</td> <td>13.501</td> </tr> <tr> <td>Less: Stage 1 Budget Proposals Approved</td> <td>(3.029)</td> </tr> <tr> <td>Less: Final Settlement Revised Reduction in Grant</td> <td>(1.037)</td> </tr> <tr> <td>Less: Stage 2 Budget Proposals Approved</td> <td>(2.418)</td> </tr> <tr> <td>Less: Stage 2 Outstanding Options (Schools Funding and Public Car Parking Charges) note 1</td> <td>(1.881)</td> </tr> <tr> <td>Add: New and Emergent Cost Pressures note 2</td> <td>0.635</td> </tr> <tr> <td>Revised Working Budget Gap</td> <td>5.771</td> </tr> </tbody> </table> <p>Note 1: the budget forecast had included provision of £1.431m to offset inflationary cost pressures for schools. A revised target for increased car parking charging income of £0.450m is included in the Stage 2 budget options based on a working</p>	Item	£m	Original Forecast Budget Gap	11.601	Revised Forecast Budget Gap at the Provisional Settlement	13.501	Less: Stage 1 Budget Proposals Approved	(3.029)	Less: Final Settlement Revised Reduction in Grant	(1.037)	Less: Stage 2 Budget Proposals Approved	(2.418)	Less: Stage 2 Outstanding Options (Schools Funding and Public Car Parking Charges) note 1	(1.881)	Add: New and Emergent Cost Pressures note 2	0.635	Revised Working Budget Gap	5.771
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	<p>set of proposals to raise charges across the public car parks where charging is in place or is planned</p> <p>Note 2: the updated final list of adjusted cost pressures to be taken into account in the final stage of budget setting were reported to Council in January.</p>
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2.00	STAGE THREE – CLOSING AND BALANCING THE BUDGET
	Stage Three – The Closing Stage of Budget Setting
2.01	<p>The scope for further service portfolio reductions for 2018/19 has been exhausted. This position is accepted by the Overview and Scrutiny Committees and Cabinet.</p> <p>The three specific requests made to Welsh Government for assistance with the budget, in accordance with the previous Council resolution, have been made and are under negotiation. Of the three, the request for continuity of the Integrated Care Funding (£0.500m) into 2018/19 has been assumed and has been built into the Stage Two budget calculations. Refer to Table 2 and note 2 in 1.04 above. A business case in support of this request has been made to Welsh Government.</p> <p>The request for the local flexibility to move from a £70 per week to a £100 per week charging cap for domiciliary care services from 2018/19 is under active consideration by Cabinet Secretaries in Welsh Government. Government policy is for the charging cap to rise from £70 per week in 2017/18 to £100 per week in 2020/21 in annual increments of £10. We have requested a local flexibility at the very time that Welsh Government is consulting local authorities on the powers, freedoms and flexibilities they require for the future. We have made the case that a local flexibility will not breach this policy as it would be within the charging cap that Welsh Government believes should be the maximum for uniformity across Wales. A business case in support of this request has been made to Welsh Government and a positive decision is being sought prior to the meeting. Refusal of the request could require the Council to review its levels of support for domiciliary care and other personal social services in an attempt to reduce service costs. This would be a counter-productive outcome. No positive budget outcome from this request is assumed at this stage.</p> <p>The request for a return of 50% of the Apprentice Tax Levy annual payments to sustain the Council’s own trainee and apprenticeship scheme is under less active consideration. Welsh Government is still developing its policy for the use of the Tax Levy to support apprenticeship schemes at the national and regional levels. The Council as a major employer of size is being taxed to contribute to the national costs of further education and other support for apprenticeship schemes with no direct benefit. A business case has been offered to Welsh Government in support of our request. No positive budget outcome from this request is assumed at this stage.</p> <p>The financial value of the two requests is domiciliary care charging (£0.490m) and Apprentice Tax Levy part return (£0.350m).</p>
2.02	<p>Beyond a financial intervention by Welsh Government the only remaining options to balance the budget are Council Tax income and drawing upon reserves and balances. These two options are explored in the sections which follow.</p>

	Use of Reserves and Balances
2.03	<p>Public bodies are encouraged to make strategic use of their reserves and balances to contribute to annual budget setting. Fuelled by political comment there is a public expectation that public bodies do so. However, the situation across local government in England and Wales is variable with some councils being 'reserve rich' and others being 'reserve poor'. Compared to many councils Flintshire has modest and limited reserves to call upon. We have an established protocol for reporting on reserves and the purpose for retaining them each quarter. This is seen as good practice in our sector. The Council has drawn on its reserves to (1) cross-fund one-off cost pressures (2) balance the budget as needed and (3) meet the costs of voluntary redundancies to reduce the Council workforce in recent years. Reserves can only be used once and an over-reliance upon their use to balance annual budgets is not a sustainable way of funding services.</p> <p>In the last 3 years the Council has utilised £4.774m from its reserves and £2.345m was used in 2017/18 to help balance the budget and suppress Council Tax levels. This use of reserves was not a recurring solution and permanent funding is needed as one of the budget pressures for 2018/19 onwards.</p>
2.04	<p>The Council has limited useable or 'un-earmarked' reserves to draw upon. The Month 9 budget monitoring report advises of a projected Contingency Reserve at the end of March 2018 of £4.174m. However, this is subject to change between now and the close of the financial year. The Council also holds earmarked reserves which are set aside for specific purposes. Some are restricted in their use by, for example, the terms and conditions of grant where their source is Government funding. The month 9 budget monitoring report provides an update on current projected levels of earmarked reserves and shows that the amount is likely to reduce from £20m to £10m by the end of the financial year as these reserves are 'drawn down' (See Appendix 8).</p> <p>A review of the remaining earmarked reserves is close to completion and only those for which there is a strong business case will be retained with the remainder being released for use as part of the Medium Term Financial Strategy. The outcome of the review will be reported at both the Cabinet and Council meetings.</p>
2.05	<p>The Contingency Reserve (currently projected at £4.714m) is the Council's only 'defence' against in-year cost pressures. It is utilised to meet the impact of an overall overspend in a given financial year - as is the case in the current financial year with a projected overspend of £0.908m.</p>
2.06	<p>The Council could also be exposed to several significant additional cost pressures later in 2018/19 and reserves will need to be held back as an in-year 'buffer' to meet them. The most significant is the outcome of the national pay award negotiations between the local government employers and the trade union representatives. If any award above 1% is settled, and it is not nationally funded, the Council as the employer will be exposed to the cost which is estimated to be in the region of £2m. The collective position of local government in Wales and England is that the pay awards should be funded at a UK level with Welsh Government then receiving the additional quantum of funding to distribute. Welsh Government has confirmed that it cannot fund any additional pay award costs from its own resources. This applies to both local authority and teaching workforces. The other significant risks are rising social care costs, and the upward trend in the number of cases of Out of County placements across Wales which has resulted in</p>

	<p>a projected in-year overspend of £1.799m although this has been partly addressed by the inclusion of an additional £0.500m in the budget proposals for 2018/19.</p> <p>Due to these significant risks the Council will need to be prudent in drawing upon reserves to balance the 2018/19 budget.</p>																								
	Council Tax																								
2.07	The budget forecast does not make any provision for an annual increase in Council Tax. The use of some reserves would reduce the working gap. In the absence of an alternative, and any supplementary support from Welsh Government, the remaining gap would need to be met in full from Council Tax.																								
2.08	The Final Settlement from Welsh Government has set the Standard Spending Assessment (SSA) for Flintshire at £264.333m. The SSA threshold is notional and is not a reliable indicator of true or current need. However, in the current public expenditure situation, councils would be expected to maximise their sources of local taxation and other income to at least reach this threshold. For Flintshire to reach the SSA threshold, a Council Tax rise of 6.71% would be necessary. Welsh Government has confirmed that councils have the local flexibility to set Council Tax levels at their discretion and that the previous advisory cap of 5% will not be applied by Government, through any form of intervention, if any council set Council Tax above it. Councils are expected to act reasonably and be mindful of the burdens placed upon local taxpayers in setting Council Tax.																								
2.09	The table below illustrates the contribution to the budget of Council Tax rises on a scale net of the Council Tax Reduction Scheme (CTRS) projected benefit payments to those entitled to whole or partial benefit. A comparison of Council Tax levels across Wales is attached at Appendix 9 for reference.																								
2.10	<p>Table 4: The Financial Value of Council Tax Increases</p> <table border="1"> <thead> <tr> <th>Increase (%)</th> <th>Net Contribution (£m)</th> </tr> </thead> <tbody> <tr> <td>3.0</td> <td>2.435</td> </tr> <tr> <td>3.5</td> <td>2.788</td> </tr> <tr> <td>4.0</td> <td>3.140</td> </tr> <tr> <td>4.5</td> <td>3.492</td> </tr> <tr> <td>5.0</td> <td>3.844</td> </tr> <tr> <td>5.5</td> <td>4.182</td> </tr> <tr> <td>6.0</td> <td>4.514</td> </tr> <tr> <td>6.71</td> <td>4.984</td> </tr> <tr> <td>7.0</td> <td>5.161</td> </tr> <tr> <td>8.0</td> <td>5.460</td> </tr> <tr> <td>9.0</td> <td>6.353</td> </tr> </tbody> </table>	Increase (%)	Net Contribution (£m)	3.0	2.435	3.5	2.788	4.0	3.140	4.5	3.492	5.0	3.844	5.5	4.182	6.0	4.514	6.71	4.984	7.0	5.161	8.0	5.460	9.0	6.353
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3.00	STAGE THREE – OVERALL POSITION AND CONCLUDING ADVICE
3.01	The table below summarises the overall position and the remaining budget gap to be bridged through the budget balancing options which remain open to the Council.

Table 5: Proposed Budget 2018/19

Funding	£m
Aggregate External Funding (AEF)/RSG NNDR	189.156
Council Tax at 17/18 level	70.123
SSA/Budget Requirement	259.279
Specific Grants (Estimated)	31.326
Use of Reserves	0.000
Total Funding	290.605
Expenditure	
Base Budget Rolled Forward	291.245
Transfers in/out of settlement (Appendix 2)	4.092
Prior Year Budget Decisions Recurring (Appendix 1)	1.048
Inflation (Appendix 3)	1.572
Recurring Pressures and Investments (Appendix 4)	6.278
Fire Levy Increase	0.070
Efficiencies - Stage 1 (see para 1.03)	(3.029)
Efficiencies - Stage 2 (Appendix 5)	(1.613)
Efficiencies - Stage 2.1 (Appendix 6)	(0.869)
Less Specific Grants 2017/18	(33.744)
Plus Specific Grants 2018/19 (Estimated Appendix 7)	31.326
Total Expenditure	296.376
Remaining Budget Gap	5.771

3.02 As an outcome of making the case to Welsh Government for supplementary support, and local funding flexibilities, we agreed, with the support of the Welsh Local Government Association and the endorsement of Welsh Government, to engage some expert and independent peer support. The purpose of the peer support was to both challenge and validate our self-assessment of our risk position, and to explore any further options. This work was commissioned in January.

The peer advice on further options recommends that we review our policy on the method of calculating Minimum Revenue Provision and consider the merits of moving to a different model which might release more revenue in the shorter-term

	<p>similarly to a number of English local authorities. The advice is that we also explore rebalancing contributions between the Housing Revenue Account (HRA) and the Council Fund to increase funding to the latter. Both of these recommendations are under urgent review and we are seeking specialist advice, including that of our external auditors, in developing professional advice for the Council to consider. Both are technically complex issues. Any possible rebalancing of contributions between the HRA and Council Fund could not be allowed to compromise the operational performance of the HRA or achievement of the Council's Housing Strategy and Business Plan. The peer work did not reveal any significant new options for income. The work largely validated our self-assessment of risks and has underlined the need to act on a number of service options for 2019/20 onwards - options which are already under consideration for the medium-term.</p> <p>Welsh Government was invited to review our self-assessment of risk as an 'open book' approach in support of our case for urgent supplementary support and local funding flexibilities. Welsh Government agreed to participate in the peer work to gain a greater understanding of the challenges we face and a civil servant was attached to the project as an observer. The Wales Audit Office was also invited to review our self-assessment. They have now offered to review our resilience statements and other key documentation in the first quarter of 2019/20.</p>
	Funding
3.03	The budget expenditure proposals (unbalanced) set a budget requirement of £259.279m which includes £189.156m of the Council's core grant (Revenue Support Grant and share of National Rates Pool) and £70.123m of Council Tax yield based on 2017/18 levels and before any uplift is applied.
	Expenditure Provisions
3.04	Previous Year Budget Decisions and Pressures Each year indicative amounts for pressures and investments from the previous year are included in the budget. These are updated as part of the ongoing review of the forecast and are summarised in Appendix 1. Details of all other pressures taken into account in the budget process are included in Appendix 4.
3.05	Transfers into/out of the Settlement The transfers in and out of the settlement together with any new responsibilities, as confirmed in the Final Settlement are summarised in Appendix 2.
3.06	Pay and Price Inflation A summary of the inflationary increases in the budget is included in Appendix 3. Pay inflation is included at 1%. However, the ongoing national pay negotiations remain a significant risk as outlined in the report.
3.07	Specific Grants Appendix 7 provides details on specific grants. The levels of funding for some specific grants have not yet been confirmed by Welsh Government.
3.08	Managing the In-Year Position As an important organisational discipline we will continue to review all operational

	<p>budgets and cost pressures throughout the year to (1) aim to stay within budgets and avoid a projected year-end overspend on the Council Fund and (2) identify operational efficiencies to either off-set cost pressures or release funds back into the Contingency Reserve. Under (2) the workforce establishment, workforce costs and vacancy management will be re-reviewed as good practice and as prompted by a member question at the previous Council meeting. A 'blanket' recruitment 'freeze' would not be possible as a failure to recruit to key vacancies could prevent the Council from meeting its legal obligations, from achieving service standards, and from work teams having sufficient capacity to meet work demands without individuals having to take on unreasonable and unmanageable workloads. The workforce establishment, and number of management and other posts, has been reviewed with rigour as part of the portfolio business planning process with a number of reviews to reduce workforce numbers coming to a close. Any immediate budget savings from this work in-year are therefore likely to be limited. Any recommended reviews of the establishment or workforce costs, or changes to practices for example vacancy management, would require careful consideration and prior consultation with the Trade Union.</p>
	<p>Opinions of the Statutory Officers</p>
3.09	<p>Opinion of the Corporate Finance Manager</p> <p>Section 25 of the Local Government Act 2003 includes a specific duty on the Chief Finance Officer (for Flintshire this is the Corporate Finance Manager) to report to the Council when it is considering its budget and Council Tax setting on the robustness of the estimates and the adequacy of reserves. The Act requires the Council to have regard to this report in making its decisions in relation to the budget</p>
3.10	<p>The 2018/19 budget has again been set within the context of the Medium Term Financial Strategy. It presents a significant financial challenge. The Council's budget strategy for dealing with this has been clearly set out in detail for all stakeholders in previous budget reports, supported by a series of member workshop sessions together with community engagement events across the County.</p>
3.11	<p>For the estimates contained within the budget, all figures are supported by a clear and robust methodology with the efficiency proposals considered achievable, but not without risk. The pressures are supported by evidenced method statements some of which have been reviewed by the Council's internal auditors on a sample basis.</p>
3.12	<p>The Council's Reserves and Balances Protocol sets out how the Council will determine, manage and review the level of its Council Fund Balance and Earmarked Reserves taking into account legislation and professional guidance. An outcome of this protocol was to report quarterly the level of Earmarked Reserves held to both Cabinet and Corporate Resources Overview and Scrutiny Committee and this has continued to be done in 2017/18 through the budget monitoring report. This ensures that members can have a better understanding of all the reserves held by the Council.</p>
3.13	<p>The Council's overall level of reserves and balances is reviewed annually as part of the budget process and the adequacy and purpose of reserves held is challenged,</p>

	with any reserves no longer required at the same level being made available for Corporate use. The outcome of the current review is nearing completion and will be reported to Cabinet and Council. Any additional contributions will provide a further safeguard to support the Councils financial position and the risks that will remain into 2018/19.
3.14	Supported by the above, I can confirm the reasonableness of the estimates contained in the proposed budget having regard to the Council's spending needs in 2018/19 and the financial context within which the budget is being set. It is clear that there are still some significant risks in the 2018/19 budget proposals, particularly around pay provision, social care demand and any under-achievement of the efficiencies included in the budget. Therefore, it is important that the Council protects its current level of reserves as far as possible to safeguard against these risks. A robust programme for the delivery of the efficiencies within the budget and to the timescales set together with effective and disciplined in-year financial management is essential to ensure that budgets are managed effectively with prompt action taken to mitigate any impacts should variances occur.
3.15	Within the context described above, I recommend that the Council should maintain sufficient general balances of £5.769m and retain a sizeable Contingency Reserve as a safeguard to manage any in-year cost pressures and variances. The over-use of reserves in the balancing of the annual budget would create a level of risk which I would not support.
	Opinion of the Chief Executive
3.16	<p>My professional advice complements that of the Corporate Finance Manager as set out above. The draft budget follows the Medium Term Financial Strategy adopted by the Council. It is the most balanced approach possible for achieving an annual budget, as required by law and the principles of good governance, whilst attempting to protect the improvement objectives and public service duties and obligations of the Council, as a short-term solution. However, there are growing risks that the Council will not achieve its priority outcomes as set out in the Council Plan, or maintain performance to service standards, as it might have done, due to reducing budgets and reducing organisational capacity. In its most recent annual letter the Wales Audit Office said of Flintshire: "whilst satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources, its financial outlook represents a significant challenge".</p> <p>The Audit Committee at its January meeting acknowledged that the Council manages its resources well in accord with the opinion of its external auditors, and agreed with the view that the Council cannot see a way through the medium-term given its funding position. The Committee accepts that the solutions for the future are largely outside of its own control and rest with Governments. The annual letter goes on to say: "the Council has acknowledged that it is at a high risk of becoming financially unsustainable as it continues to face unprecedented financial challenges in the short and medium term".</p>
3.17	The level of risk having to be taken in recommending a balanced budget for 2018/19 is higher than in previous years. I am concerned over the risks posed to schools should the Council not be in a position to invest in the schools funding formula at least to partly offset pay and price inflation cost pressures, and the impact on the in-year budget of the eventual outcome of the national pay negotiations should Governments not fund any award over and above 1%. I remain

	<p>concerned at the levels of stress within the organisation as individual managers and their teams have to manage their responsibilities with less capacity, and face an uncertain future both for their services and themselves. Maintaining morale in these circumstances is a daily managerial challenge.</p>
3.18	<p>The Council has been advised previously that (1) without national funding to meet rising costs (2), with the risks of further reductions in national budgets, and (3) with the ongoing transfer of responsibilities and costs from Governments to local government then its budget might no longer be sustainable in the short to medium-term. The medium-term budget forecast, and the detailed forecast for 2019/20, will be presented to Council as set out in 4.00. At this stage it is hard to see how the Council will be able to successfully balance the budget in 2019/20 without some reversal of national fiscal policy. The same is true in a growing number of councils across Wales and England. Governments need to acknowledge and accept the risks and consequences of their fiscal policies and take action to properly fund local government before the situation becomes irreversible and we see the collapse of public services.</p>
3.19	<p>Concluding Advice</p> <p>The Council has no option at this stage but to openly consider the use of reserves and balances to part close the remaining budget gap and then to set a higher than traditional level of Council Tax for 2019/20 both to balance the budget and provide any support for the schools funding formula. A Council Tax rise of 6.71% would raise £4.984m towards the remaining budget gap of £5.771m, as an illustration, and would also see the Council reach its Standard Spending Assessment threshold. Reserves and balances can be drawn upon to a manageable level only in support of balancing the budget.</p> <p>The two outstanding requests made to Welsh Government are significant in the calculation. A local flexibility to move to the £100 per week domiciliary care charging cap would increase cost recovery income by an estimated £0.490m, and a return of 50% of the outgoing Apprentice Tax Levy a further £0.350m. This additional income would allow some flexibility around Council Tax setting and other budget risks including schools funding. An update on negotiations with Welsh Government will be given at the meeting.</p> <p>Further advice will be given on the work referred to in 3.02 above, and whether there are any further options to balance the budget, before or at the meeting.</p>

4.00	THE MEDIUM TERM OUTLOOK
4.01	<p>The financial forecast for the medium-term, and more specifically for 2019/20, is being reviewed and revised and will be reported to Cabinet in April. There are a number of variables which will have a major impact on the forecast and its reliability, none of which are within our control. These include the level of funding for local government in future funding settlements, the continuity and funding level of key specific grants, and the outcome of both the current and future national pay negotiations.</p>
4.02	<p>An overview of the developing forecast for 2019/20 will be included in the presentation of the report to both Cabinet and Council.</p>

5.00	RESOURCE IMPLICATIONS
5.01	As set out within the report.

6.00	CONSULTATIONS REQUIRED / CARRIED OUT
6.01	<p>Public Engagement Events:</p> <p>A total of 217 people took part in seven public engagement events held across the County during October and November 2017. Areas of concern and/or interest for people included:</p> <ul style="list-style-type: none"> • Supporting people in need • Protection of local services • The continued resilience of Council services • Making the most of Council assets • The use of Council reserves • Council mergers and public sector collaboration <p>People strongly agreed that:</p> <ul style="list-style-type: none"> • The Council had done as much as could be expected to make efficiencies • Major service cuts and closures would be needed if the financial situation did not improve • It was inevitable that some Councils would need to increase Council Tax by 5% <p>There was a range of opinion about:</p> <ul style="list-style-type: none"> • The protection, as far as possible for schools and social services • The introduction of charges for services such as green waste • The lifting of the national public sector pay cap
6.02	<p>Other consultation has been undertaken through:</p> <ul style="list-style-type: none"> • All-Member Workshops in July, September and November. • Overview and Scrutiny Meetings. • School Budget Forum and Headteacher Federations. • Trade Unions • The Workforce through a special seminar • Portfolio management teams • Consultation with the ten highest business rate payers in the County

7.00	RISK MANAGEMENT
7.01	Within the Settlement there is limited information on specific grants. Proposed reductions in and change to specific grants pose a significant risk. The Education Improvement Grant (EIG) and Single Environment Grant are of particular concern.

	The new pressures and efficiencies included within the revised forecast are based on latest intelligence. Welsh Government (WG) has announced a reduction in EIG of 11.36%. This would be a significant reduction and, as yet, no guidance has been issued as to how the grant terms will be changed to reflect this funding. Further information and guidance is awaited on the Minor Ethnic and Language Achievement Grant (MEAG) which funds support services for pupils from Gypsy/Traveller Communities and for those for whom English is an additional language. The value of this grant to Flintshire is £0.174m. There is no information whether this funding has been included in the Revenue Support Grant (RSG) or is to be funded through some other means.
7.02	The Council has only budgeted for a 1% annual pay award in its forecast. The national pay negotiations remain open and a higher annual pay award is the expected outcome. Refer to the commentary in 2.06 on the position and the risks.

8.00	APPENDICES
8.01	Appendix 1: Prior Year Budget Decisions Appendix 2: Transfers into/out of the Settlement Appendix 3: Inflation Appendix 4: Cost Pressures and Investments Appendix 5/6: Stage 2 Efficiencies Appendix 7: Specific Grants Appendix 8: Earmarked Reserves Appendix 9: Council Tax Levels in Wales 2017/18

9.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
9.01	Paragraph 1.02: http://committeemeetings.flintshire.gov.uk/documents/s47126/Appendix%203.pdf?LLL=0 Paragraph 1.03: http://committeemeetings.flintshire.gov.uk/documents/s47124/Appendix%201.pdf?LLL=0 Paragraph 1.04: http://committeemeetings.flintshire.gov.uk/documents/s47125/Appendix%202.pdf?LLL=0 Paragraph 1.05: http://committeemeetings.flintshire.gov.uk/documents/s46915/201819%20Council%20Fund%20Budget%20Stage%20Two%20Proposals%20for%20the%20School%20Funding%20Formula%20Level.pdf?LLL=0
9.02	Contact Officers: Colin Everett, Chief Executive Gary Ferguson, Corporate Finance Manager Telephone: 01352 702101 E-mail: gary.ferguson@flintshire.gov.uk

10.00 GLOSSARY OF TERMS

Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

Local Government Funding Formula: the system through which the annual funding needs of each council is assessed at a national level, and from which each council's annual AEF (see above) is derived. The formula is very complex. In summary, using information such as statistics on local population change and deprivation, the formula sets a guide for each Council's funding needs called the Standard Spending Assessment (SSA).

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

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

Aggregate external finance (AEF): represents the support for local revenue spending from the Welsh Government and is made up of formula grant. Formula grant includes the revenue support grant (RSG), and the distributable part of non-domestic rates (NDR). Amounts are determined annually and in advance of each new financial year as part of the Local Government Financial Settlement.

Annual Settlement: the amount of its funds the Welsh Government will allocate annually to local government as a whole, as part of its total budget and to individual councils one by one. The amount of Revenue Support Grant (see below) each council will receive is based on a complex distribution formula for awarding Aggregate External Finance (AEF). The formula is underpinned by assessments of local need based, for example, of population size and demographics and levels of social deprivation.

Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year.

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.

Earmarked Reserves: Funding set aside that must be used for a specific purpose.

Un-earmarked Reserves: Funding set aside as a safeguard against unforeseen events and can be used for any purpose. The Council maintains a prudent base level.

Contingency Reserve: A reserve accumulated from historical underspends and used to mitigate in-year variations.

Integrated Care Fund: A regional grant allocated by Welsh Government which is administered by a regional partnership board. Local Authorities, Health and other partner agencies work in partnership to support older people, people with a learning disability and children with complex needs.

Apprentice Tax Levy: A levy on the pay bill introduced by UK Government for all large organisations.

Minimum Revenue Provision (MRP): method for charging (debt-funded) Capital expenditure to the revenue account in local authority accounts. Full Council sets an MRP policy annually selecting from a range of options contained with Welsh Regulations set by Welsh Government.

Education Improvement Grant (EIG): The *Education Improvement Grant* (EIG), established in April 2015, provides financial assistance to schools, local authorities and regional *education* consortia to improve *educational* outcomes for all learners.

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

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**Budget 2018/19
Council Fund Revenue****Previous Years Growth/ Items Dropping Out****APPROVED 2017/18 BUDGET****2018/19****£m****Social Services**

Extra Care

0.420**Total Social Services****0.420****Central & Corporate**

Workforce Pressures

0.628**Total Central & Corporate****0.628****Total 2017/18 Budget****1.048****Total Prior Year Decisions Recurring****1.048**

Budget 2018/19
Council Fund Revenue

Transfers in/out of settlement

Transfers in:	£m	£m
Single Environment Grant	1.640	
Welsh Independent Living Grant	1.586	
Social Care Grants	0.412	
Total Transfers in (Pressure)		3.638
Net effect (Pressure)		<u>3.638</u>
New Responsibilities		
Social Services:		
Increasing Capital Limits for Residential Care		0.303
Homelessness Prevention		0.151
Total		<u>4.092</u>

**Budget 2018/19
Council Fund Revenue****Inflation**

	Total £m
Pay (1%)	0.937
Food	0.124
Fuel	0.069
Energy	0.442
Total Inflation	<u><u>1.572</u></u>

Budget 2018/19
Council Fund Revenue

Pressures & Investments

	2018/19	2019/20
	£m	£m
<u>Social Services</u>		
Independent Sector Care 18/19	1.190	1.190
Transition to Adulthood	0.570	0.570
Autism Spectrum Disorder (ASD)	0.200	0.200
Supporting People Funding	0.387	0.387
Work Opportunities delayed efficiency	0.180	0.125
Deprivation of Liberty Safeguards (DOLS)	0.100	0.100
Out of County Placements	0.500	0.500
Independent Living Fund (ILF)	0.000	0.326
Total Social Services	3.127	3.398
<u>Streetscene & Transportation</u>		
Single Environment Grant	0.410	0.410
Street Lighting in year increase	0.131	0.131
Shared Specialist Plant unachieved efficiency	0.050	0.050
Bus shelters/CAT	0.050	0.050
Renewable Energy Income	0.200	0.200
Transport Routes	0.341	0.341
Total Streetscene & Transportation	1.182	1.182
<u>Planning & Environment</u>		
Planning Fee Income	0.300	0.300
Total Planning & Environment	0.300	0.300
<u>Education & Youth</u>		
GwE Inflationary Increase	0.004	0.004
Total Education & Youth	0.004	0.004
<u>Governance</u>		
Members Allowances	0.017	0.017
Additional Software Maintenance	0.050	0.050
Cloud/Datacentre	0.060	0.060
Procurement	0.036	0.036
Total Governance	0.163	0.163
<u>Community & Enterprise</u>		
Credit Card Surcharge	0.025	0.025
Bailiff Service	0.050	0.050
Markets Income	0.025	0.025
Single Person Discount - (one year efficiency dropping out)	0.132	0.132
Total Community & Enterprise	0.232	0.232
<u>People & Resources</u>		
Human Resources reduction in efficiency	0.240	0.240
Occupational Health SLA reduction in income	0.088	0.088
Total Planning & Resources	0.328	0.328
<u>Central & Corporate</u>		
Actuarial Review	0.070	0.070
Support Services	0.124	0.124
County Hall Car Parking	0.080	0.080
Central Loans and Investments (MRP)	0.300	0.300
Supplier Charging	0.116	0.116
Corporate Events	0.052	0.052
Income Target Reduction	0.200	0.200
Total Central & Corporate	0.942	0.942
Total Pressures and Investments	6.278	6.549

Budget 2018/19
Council Fund Revenue

<u>Stage 2 Efficiency</u>	<u>£m</u>
Schools Demography	0.288
Theatre Clwyd Tax Relief	0.075
Car Parking Charges	0.450
County Hall	0.300
Integrated Care Fund	0.500
Total Stage 2 Efficiency	<u><u>1.613</u></u>

Budget 2018/19
Council Fund Revenue

<u>Stage 2.1 Efficiency</u>	<u>£m</u>
Care Fees Recurring Saving from 17/18	0.514
Audit Fee Reduction	0.127
Merger of Out of Hours Service	0.020
Single Person Discount 18/19 additional efficiency	0.160
ICT Efficiency (Digital Strategy)	0.048
Total Stage 2.1 Efficiency	<u><u>0.869</u></u>

**Budget 2018/9
Council Fund Revenue**

Specific Grants

		Budget 2017-18 £	Budget 2018-19 £	Variance to 2017-18 £	Confirmed (C) or Estimated (E)
Education & Youth					
Non Delegated	Promoting Positive Engagement (Youth Crime Prevention Fund)	196,143	196,143	0	E
	YOT / Youth Justice Board (inc. JAC)	221,956	221,956	0	E
	School Uniform Financial Assistance Scheme	29,000	0	(29,000)	C
	Welsh Network of Healthy School Schemes	101,380	101,380	0	E
	Youth Support Grant (Youth Service Revenue Grant)	176,820	126,820	(50,000)	E
	Free School Milk	245,891	245,891	0	E
	Families First	1,532,678	1,532,678	0	C
	Pupil Deprivation Grant	3,250,000	2,977,000	(273,000)	E
	Education Improvement Grant for Schools	6,336,004	5,822,154	(513,850)	E
		12,089,872	11,224,022	(865,850)	
Delegated	DCELLS (Post 16 provision in schools)	4,756,182	4,756,182	0	E
	Adult Community Learning	2,075	0	(2,075)	E
		4,758,257	4,756,182	(2,075)	
Social Services					
	Social Care Workforce Development Programme	312,069	312,069	0	E
	Flying Start	2,954,700	2,904,700	(50,000)	C
	Out of School Childcare	97,877	97,877	0	C
		3,364,646	3,314,646	(50,000)	
Streetscene & Transportation					
	Concessionary Travel	2,180,000	2,180,000	0	E
	Local Transport Services	645,562	974,500	328,938	E
	Sustainable Waste - now Environment & Sustainable Development	2,798,064	852,852	(1,945,212)	C
	Bus Service Support Grant (Prev Taith)	557,000	557,000	0	E
	Welsh Young Person Travel Discount Scheme	120,000	60,000	(60,000)	E
		6,300,626	4,624,352	(1,676,274)	
Planning & Environment					
	Safer Communities Fund	221,881	221,881	0	E
	Substance Misuse	522,744	522,744	0	C
	Crime Reduction and Anti Social Behaviour	31,566	31,566	0	E
	Domestic Abuse Co-ordinator Funding	92,400	92,400	0	E
	Environment & Sustainable Development Grant (non-Waste)	0	178,068	178,068	C
		868,591	1,046,659	178,068	
Community & Enterprise					
	Supporting People	5,809,818	5,809,818	0	C
		5,809,818	5,809,818	0	
Organisational Change					
	Free Swimming	121,500	121,500	0	E
	National Exercise Referral	123,750	123,750	0	E
	Active Young People	305,303	305,303	0	E
	Community Learning	2,034	0	(2,034)	C
		552,587	550,553	(2,034)	
Total		33,744,397	31,326,232	(2,418,165)	

Budget 2018/19
Council Fund

Summary of Council Fund Earmarked Reserves

	Estimated Balance 01/04/18 £m	Estimated Balance 31/03/19 £m
<u>Service Balances</u>		
Planning & Environment	0.125	0.066
Education & Youth	0.067	0.067
Social Services	0.095	0.000
Streetscene & Transportation	0.022	0.000
Community & Enterprise	0.070	0.064
Organisational Change	0.098	0.048
Corporate Services	0.242	0.158
Total	0.719	0.403
<u>Corporate Balances</u>		
Single Status/Equal Pay	2.002	1.289
General Reserve - Investment in Organisational Change	0.500	0.338
General Reserve - Budget Strategy	0.546	0.546
Total	3.048	2.173
<u>Specific Reserves</u>		
Schools Balances	-0.028	-0.028
Benefits Equalisation	0.117	0.117
County Elections	0.165	0.065
Supporting People	0.000	0.000
Unitary Development Plan	0.480	0.334
Building Control	0.036	0.036
Waste Disposal	0.282	0.210
Flintshire Enterprise Ltd	0.052	0.052
Design Fees	0.150	0.150
Winter Maintenance	0.215	0.215
Insurance Funds	1.473	1.473
Cash Receipting Review	0.079	0.079
LMS Curriculum	0.161	0.161
Flintshire Trainees	0.398	0.000
Rent Income Shortfall	0.300	0.300
Customer Service Strategy	0.103	0.000
Capita One	0.019	0.000
Public Sector Broadband Aggregation	0.530	0.530
Supervision Fees	0.041	0.000
Transport Review	0.000	0.000
Grants & Contributions	1.715	1.660
Total	6.289	5.355
Total Earmarked Reserves	10.056	7.931

Breakdown of Band D Council Tax in Wales

	County Council Precept (£)			Precept Increase (%)		
	2015/16	2016/17	2017/18	2015/16	2016/17	2017/18
Isle of Anglesey	1,026	1,061	1,088	4.5	3.8	2.5
Gwynedd	1,161	1,207	1,241	4.5	4.1	3.0
Conwy	1,013	1,064	1,113	5.0	4.9	4.5
Denbighshire	1,142	1,159	1,191	3.0	1.5	2.8
Flintshire	1,025	1,071	1,104	3.7	4.4	3.0
Wrexham	996	1,025	1,052	3.0	2.8	2.5
Powys	1,046	1,090	1,133	4.1	4.4	4.3
Ceredigion	1,070	1,124	1,169	4.9	4.9	3.9
Pembrokeshire	801	841	883	4.4	5.1	4.9
Carmarthenshire	1,076	1,118	1,146	4.7	3.9	2.4
Swansea	1,132	1,176	1,208	4.8	3.9	2.7
Neath Port Talbot	1,368	1,408	1,443	4.2	2.9	2.5
Bridgend	1,249	1,298	1,335	4.9	4.0	3.0
Vale of Glamorgan	1,070	1,111	1,142	3.9	3.8	2.7
Cardiff	1,022	1,060	1,100	5.0	3.7	3.7
Rhondda Cynon Taf	1,295	1,331	1,361	3.8	2.7	2.3
Merthyr Tydfil	1,353	1,400	1,441	4.5	3.5	2.9
Caerphilly	992	1,002	1,012	3.9	1.0	1.0
Blaenau Gwent	1,406	1,457	1,507	2.6	3.6	3.4
Torfaen	1,097	1,141	1,183	4.6	3.8	3.6
Monmouthshire	1,095	1,138	1,183	5.2	4.3	4.4
Newport	938	975	1,009	5.0	3.9	3.5
Wales Average	1,088	1,127	1,162	4.3	3.7	3.1
Flintshire - compared to Welsh Average	-63	-56	-58	-0.6	0.7	-0.1

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CABINET

Date of Meeting	Tuesday, 20 th February 2018
Report Subject	Development of 2018/19 – 2020/21 Capital Programme
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive Chief Officer (Organisational Change) Corporate Finance Manager
Report Type	Strategic

EXECUTIVE SUMMARY

This report presents the developing Capital Programme for the period 2018/19 – 2020/21.

The Council funded Capital Programme is only one part of the Council's contribution to investing in local infrastructure, facilities and assets. Regional programmes such as the Economic Growth Strategy which draw on national funds, and separate capital programmes such as the HRA Capital Programme which includes the Welsh Housing Quality Standard (WHQS) and Social Housing and Regeneration Programme (SHARP), and the 21st Century Schools Programme delivered in partnership between the Council and Welsh Government, all supplement the Council funded capital programme.

The Council funded programme primarily supports infrastructure assets and buildings (e.g. highways and schools) and investment in our new or readopted service models (e.g. leisure and social care). The proposed capital investments are aligned to the Portfolio service business plans and the Council Plan.

The Capital Strategy and Asset Management Plan will be updated later in the year to support the current and emerging longer term Council priorities and to meet the investment needs of our new or readopted business models. The new Strategy will be more ambitious and will be an evidence base to support the leverage of national funds to meet Council priorities.

The report builds on the Capital Strategy and Asset Management Plan adopted in February 2016 and splits the Council Fund Capital Programme into three sections;

1. Statutory / Regulatory - allocations to cover regulatory and statutory works
2. Retained Assets - allocations to fund infrastructure works necessary to ensure service and business continuity
3. Investment - allocations to fund works necessary to remodel services to deliver efficiencies outlined in Portfolio business plans and invest in services as outlined in the Council Plan.

The majority of the programme can be funded from capital receipts and grants. There is a shortfall in general funding which would need to be met through a combination of future capital receipts, alternative grants, prudential borrowing or scheme phasing over a number of years.

The information in this report refers to Council Fund (CF) schemes only, not the Housing Revenue Accounts which is reported separately on this agenda.

RECOMMENDATIONS

1	To consider and approve the allocations and schemes in Table 4 (paragraph 1.06.1) for the Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2018/19 - 2020/21.
2	To consider and approve the schemes included in Table 5 (paragraph 1.07.1) for the Investment section of the Council Fund Capital Programme 2018/19 - 2020/21.
3	To note that the shortfall in funding of schemes in 2019/20 and 2020/21 (paragraphs 1.08) at this point in the approval process is flexible. Options including a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of schemes will be considered during 2018/19, and included in future capital programme reports.
4	To note the further development and a refresh of a forward Capital Strategy and Asset Management Plan.

REPORT DETAILS

1.00	DEVELOPING THE CAPITAL PROGRAMME 2018/19 – 2020/21
1.01	<p>The Council funded Capital Programme has limited resources to support Council priorities, needs and liabilities. The programme is only one part of the Council’s contribution to investing in local infrastructure, facilities and assets. Regional programmes such as the Economic Growth Strategy which draw on national funds, and separate capital programmes such as the HRA Capital Programme which includes the Welsh Housing Quality Standard (WHQS) and Social Housing and Regeneration Programme (SHARP), and the 21st Century Schools Programme, delivered in partnership between the Council and Welsh Government, supplement the Council funded capital programme.</p> <p>The Council funded programme primarily supports infrastructure assets and buildings (e.g. highways and schools) and investment in our new or re-adopted service models (e.g. leisure and social care). The proposed capital investments are aligned to the Portfolio service business plans and the Council Plan.</p>
1.02	<p>The Council’s Capital Strategy and Asset Management Plan will be updated later in the year to support the current and emerging longer term Council priorities and to meet the investment needs of our new or readopted service business models. The new Strategy will be ambitious and will be an evidence base to support the leverage of national funds to meet Council priorities. Longer-term planning will put the Council in a stronger position to attract national funds of differing types, from capital grant to borrowing approvals, to support its priorities in areas such as economic development infrastructure, transport, education, housing and new service models.</p>
1.03	Changes to CIPFA’s Codes of Practice - Prudential Code for Capital Finance in Local Authorities 2017 and Treasury Management Code 2017
1.03.1	<p>CIPFA published new editions of the Prudential Code for Capital Finance and the Treasury Management in the Public Services: Code of Practice and Cross-sectoral Guidance in late December 2017 which complement each other.</p>
1.03.2	<p>The 2017 edition of the Prudential Code for Capital Finance has expanded objectives and includes a requirement for Councils to look at capital expenditure and investment plans in the light of overall organisational strategy and resources, and ensure that decisions are being made with sufficient regard to the long term financing implications and potential risks to the Council.</p> <p>The Code introduces the requirement for a Capital Strategy which sets out the long-term context of capital expenditure and investment decisions and their associated risks and rewards along with an overview of how risk is managed for future financial sustainability. Its intention is to give a high level overview of how capital expenditure, capital financing and treasury</p>

	<p>management activity contributes to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability, linking the Capital Strategy with the Treasury Management Strategy.</p>
1.03.3	<p>The Council considers that it prudently assesses the long-term context of capital expenditure and any non-treasury management investment decisions, and their associated risks and rewards on future financial sustainability. As stated in 1.03.2 the Council already has a Capital Strategy and Asset Management Plan in place. Nevertheless, the requirements of the changes of both Codes will need to be worked through as part of updating the Capital Strategy and Asset Management Plan with careful consideration to ensure compliance with the requirements of the Codes. Appropriate risk management frameworks and reporting mechanisms will also need to be further developed in consultation with Chief Officers and Members and will take some time. On this basis it anticipated that a refreshed Capital Strategy and Asset Management Plan will be presented to Members later in the financial year (2018/19).</p> <p>CIPFA have yet to publish the updated guidance notes to both Codes which will include examples and more detailed practical guidance. These guidance notes are needed to assist the Council in interpreting the practical implications of the updated Codes.</p> <p>Due to the timing of the publications, and the need to set the Capital Programme before the start of the financial year, it is appropriate to set the Programme for 2018/19 under the 2011 version of the Prudential Code.</p>
1.04	<p>Capital Programme 2017/18 – 2019/20 Update</p>
1.04.1	<p>The Council's Capital Strategy and Asset Management Plan sets out the Capital Programme in three parts;</p> <ol style="list-style-type: none"> 1. Statutory / Regulatory section – allocations to cover regulatory and statutory works. Examples include; providing support to improve and adapt private sector homes (Disabled Facilities Grants), adaptations to schools for children with disabilities, any works required to keep buildings open by Health and Safety requirements etc. 2. Retained Assets section – to ensure service and business continuity. Allocations to fund schemes that maintain, enhance and improve retained assets and infrastructure to deliver services. Significant needs identified by service plans / condition surveys etc. 3. Investment section – to fund costs incurred when remodelling and investing in services. New schemes arising from Portfolio business plans, the Council Plan, other relevant and emerging plans, and other strategies or emerging Council priorities approved through a selection process based on the provision of a sound business case.

1.04.2 Table 1 below shows the schemes approved by Council in February 2017 for the 2017/18 – 2019/20 Capital Programme, along with any schemes added to the Programme during 2017/18 (funded by the Council's own resources).

Table 1

APPROVED ALLOCATIONS 2017/18 - 2019/20				
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Statutory / Regulatory Section				
DD Act - Individual pupils	0.250	0.250	0.250	0.750
Private sector renewals & improvements	1.496	1.496	1.496	4.488
School building works	0.100	0.100	0.100	0.300
Corporate property works	0.300	0.300	0.300	0.900
IT - Firewalls, protection from cyber attacks	0.070	0.000	0.000	0.070
Special inspections - Flintshire bridge	0.510	0.000	0.000	0.510
Total Statutory / Regulatory	2.726	2.146	2.146	7.018
Retained Assets Section				
School building works	1.000	1.000	1.000	3.000
Corporate property works	0.300	0.300	0.300	0.900
Highways asset management plan	0.600	0.600	0.600	1.800
Streetlighting Replacement*	2.779	0.000	0.000	2.779
IT - Network replacement	0.300	0.000	0.000	0.300
IT - Server replacement	0.200	0.000	0.000	0.200
IT - Replacement of equip. to 'back up' data	0.050	0.000	0.000	0.050
TC - Telephony / Box office upgrade	0.100	0.000	0.000	0.100
Playareas and synthetic sports pitches	0.487	0.200	0.200	0.887
Headroom	0.250	0.250	0.250	0.750
Total Retained Assets Section	6.066	2.350	2.350	10.766
Investment Section				
Community asset transfers	0.250	0.250	0.000	0.500
School extension and remodelling				
Castell Alun High School - Hope	0.000	0.600	4.000	4.600
Glan Aber Primary - Bagillt	0.073	0.683	0.241	0.997
Property works at leisure centres / libraries**	2.418	0.000	0.000	2.418
LD Day services facility	2.045	1.955	0.000	4.000
Extension and remodelling of Arosfa	0.100	0.000	0.000	0.100
Household recycling centres	1.000	0.000	0.000	1.000
Total Investment Section	5.886	3.488	4.241	13.615
Total Capital Programme	14.678	7.984	8.737	31.399

* Added to the programme in Month 4 and Month 6 monitoring reports

** £1.964m added to the programme in Month 4 monitoring reports

1.04.3 Table 2 below shows how the schemes approved by Council in February 2017 for the 2017/18 – 2019/20 Capital Programme are being funded.

Table 2

ESTIMATED FUNDING 2017/18 - 2019/20				
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Funding				
Un-hypothecated Supported Borrowing (USB)	4.124	4.124	4.124	12.372
General Capital Grant (GCG)	2.510	2.510	2.510	7.530
Capital Receipts Available (As at Month 6 2016/17)	3.567	0.000	0.000	3.567
Prudential Borrowing*	4.743	0.000	0.000	4.743
Total Funding	14.944	6.634	6.634	28.212
Total Capital Programme 2017/18 - 2019/20	14.678	7.984	8.737	31.399
Surplus / (Shortfall)	0.266	(1.350)	(2.103)	(3.187)

* Revenue costs funded by energy efficiencies and reducing funding awarded to Aura

1.04.4 Tables 1 and 2 show that when the Capital Programme 2017/18 – 2019/20 was set, in February 2017, there was an overall shortfall in funding of £3.187m, though 2017/18 schemes were fully funded. The shortfall in funding of schemes in 2018/19 and 2019/20 at that point in the approval process was kept flexible and this was explained in the report to Council at that time. Options included a combination of future capital receipts, alternative grants, prudential borrowing or scheme phasing over several years which would be considered during 2017/18.

Progress on addressing the shortfall has been reported regularly to Cabinet and Corporate Resources Overview and Scrutiny Committee (CROSC) during 2017/18. It is important to note that capital receipts forecast to be received during the remainder of 2016/17 and in 2017/18 have now been received. This means that the programme approved for 2017/18 – 2019/20 as set out in Table 1 is now fully funded, and a small surplus is available of £0.201m. Please see Month 9 Capital Monitoring report for further information, which is also included within this agenda.

1.05 Projected Funding Available 2018/19 - 2020/21

1.05.1 Table 3 below shows the general capital funding currently projected to be available to fund the capital programme over the next 3 years (2018/19 – 2020/21).

Table 3**ESTIMATED AVAILABLE FUNDING 2018/19 - 2020/21**

	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Funding (Excluding Specific Funding)				
Un-hypothecated Supported Borrowing (USB) ¹	4.051	4.051	4.051	12.153
General Capital Grant (GCG) ¹	2.465	2.465	2.465	7.395
Capital Receipts Available (As at Month 9 2017/18)	3.624	0.000	0.000	3.624
Total	10.140	6.516	6.516	23.172

1 As per 18/19 Final Settlement.

1.05.2 Table 3 above assumes that the Un-hypothecated Supported Borrowing allocation and the General Capital Grant received from Welsh Government (WG) in the years 2019/20 to 2020/21 remains the same as the information provided in the 2018/19 final Financial Settlement for Welsh local government.

Compared with 2017/18 final Financial Settlement the Un-hypothecated Supported Borrowing allocation has reduced by £0.073m and General Capital Grant by £0.045m, a total reduction of £0.118m.

1.05.3 The only capital receipts included in the total funding available in Table 3 are those that have been received to date. That is prior year's receipts, and 2017/18 receipts (to date, as at the month 9 capital monitoring report 2017/18) which are unspent to date.

The current projection is for a further £0.772m of capital receipts to be received by the end of 2017/18. This only includes sales that are actively progressing to legal completion and are rated as a low risk of not being achieved. A further £0.600m of capital receipts is anticipated by the end of the financial year, but there is more risk relating to these due to their size and complexity as such they may not be achieved in the current financial year but are likely to be achieved in financial year 2018/19.

Future capital receipts over the period 2018/19 onwards are estimated to be in the region of £7.000m.

1.05.4 The Council has developed a prudent policy of only allocating capital receipts to fund capital projects when receipts are actually received; rather than when we anticipate the receipt to be received, and this position continues to be the case.

All of the schemes proposed for inclusion within the Capital Programme in sections 1.06, 1.07 and 1.09 below invest in assets and / or reconfigure models of service provision. They are pivotal to support the delivery of the Council's strategic priorities outlined in portfolio business plans and the Council Plan.

	The majority of the programme can be funded from capital receipts and WG funding allocations, although there is an overall shortfall in funding which could require funding by borrowing which has revenue implications. Schemes have therefore been phased over the 3 year period to ensure 2018/19 financial year is fully funded. The shortfall in funding in the later years will need to be met through a combination of future capital receipts, alternative grants (if available), prudential borrowing or further scheme phasing over several years.																																																																																																				
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1.06.1	<p>Table 4 shows the proposed allocations for the period 2018/19 - 2020/21 for the Statutory / Regulatory and Retained Asset sections of the Capital Programme.</p> <p><u>Table 4</u></p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th colspan="5" style="text-align: center;">PROPOSED ALLOCATIONS 2018/19 - 2020/21</th> </tr> <tr> <th></th> <th style="text-align: center;">2018/19</th> <th style="text-align: center;">2019/20</th> <th style="text-align: center;">2020/21</th> <th style="text-align: center;">Total</th> </tr> <tr> <th></th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td colspan="5">Statutory / Regulatory Section</td> </tr> <tr> <td>Equalities Act - Individual pupils</td> <td style="text-align: center;">0.250</td> <td style="text-align: center;">0.250</td> <td style="text-align: center;">0.250</td> <td style="text-align: center;">0.750</td> </tr> <tr> <td>Disabled Facilities Grants</td> <td style="text-align: center;">1.800</td> <td style="text-align: center;">1.700</td> <td style="text-align: center;">1.700</td> <td style="text-align: center;">5.200</td> </tr> <tr> <td>School building works</td> <td style="text-align: center;">0.100</td> <td style="text-align: center;">0.100</td> <td style="text-align: center;">0.100</td> <td style="text-align: center;">0.300</td> </tr> <tr> <td>Corporate property works</td> <td style="text-align: center;">0.300</td> <td style="text-align: center;">0.300</td> <td style="text-align: center;">0.300</td> <td style="text-align: center;">0.900</td> </tr> <tr> <td>Total Statutory / Regulatory</td> <td style="text-align: center;">2.450</td> <td style="text-align: center;">2.350</td> <td style="text-align: center;">2.350</td> <td style="text-align: center;">7.150</td> </tr> <tr> <td colspan="5">Retained Assets Section</td> </tr> <tr> <td>School building works</td> <td style="text-align: center;">1.400</td> <td style="text-align: center;">1.400</td> <td style="text-align: center;">1.400</td> <td style="text-align: center;">4.200</td> </tr> <tr> <td>Corporate property works</td> <td style="text-align: center;">0.300</td> <td style="text-align: center;">0.300</td> <td style="text-align: center;">0.300</td> <td style="text-align: center;">0.900</td> </tr> <tr> <td>Highways asset management plan</td> <td style="text-align: center;">0.600</td> <td style="text-align: center;">0.600</td> <td style="text-align: center;">0.600</td> <td style="text-align: center;">1.800</td> </tr> <tr> <td>Playareas and synthetic sports pitches</td> <td style="text-align: center;">0.330</td> <td style="text-align: center;">0.200</td> <td style="text-align: center;">0.472</td> <td style="text-align: center;">1.002</td> </tr> <tr> <td>ICT - 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	<p>An annual allocation to adapt and modify schools for children who have disabilities to support and create increasingly inclusive school environments. No change proposed for 2018/19 onwards.</p>
1.06.4	<p>Disabled Facilities Grants</p> <p>The annual allocations to improve and adapt private sector homes called private sector renewals and improvements in Table 1 has been renamed to better reflect what the funding will now be used for:</p> <ul style="list-style-type: none"> • Disabled Facilities Grants – adaptations enabling residents to continue to live independently in their own homes • Partnership working with Care and Repair to support vulnerable residents <p>The funding allocations have been increased to reflect increasing demand for the statutory service and the increase in complexity of cases and costs. The service highlight that the annual allocation is under significant pressure and there is a risk that the allocations won't be sufficient to meet the demands for a statutory service.</p>
1.06.5	<p>School building work</p> <p>An annual allocation to fund the most urgent property works required at schools split across the regulatory / statutory and retained assets sections of the capital programme.</p> <p>Within the retained assets section £0.100m is allocated for a programme of toilet upgrades in both primary and secondary schools to ensure compliance with Education (School Premises) Regulations 1999 and Department for Education and Skills document "Toilets in Schools". There is currently a backlog of such works estimated to be in the region of £1.5m which is often reflected as a Health and Safety issue in Estyn inspections of schools.</p> <p>The retained assets section has been increased by £0.400m from 2018/19 onwards to introduce:</p> <ul style="list-style-type: none"> • Works to upgrade ventilation systems at school kitchens which are failing building regulations and gas safety legislation and are at risk of closure. £0.200m per annum. • Fire Inspection Works at schools which are the responsibility of the Local Authority and have been identified during statutory fire risk assessments. £0.200m per annum.
1.06.6	<p>Corporate property works</p> <p>An annual allocation to fund the most urgent property works required at non-school premises split across the regulatory / statutory and retained assets sections of the capital programme. No change proposed for 2018/19 onwards.</p>
1.06.7	<p>Highways Asset Management Plan (HAMP)</p>

	<p>An annual allocation of £0.600m to fund the HAMP which includes resurfacing of the classified highway network, replacement programme for street lighting columns and structural maintenance.</p> <p>Whilst the Council has a statutory duty to maintain the Highways Network in a safe condition for travel, how the Council does this is not defined. Welsh Government (WG) set targets for road condition indices, and at present Flintshire is performing better than the target set as a result of significant additional investment from WG in recent years.</p> <p>Maintaining the current position would require annual investment of circa £2.7m, which in the current climate is unaffordable. The service highlight that there are a number of roads in need of urgent works and that the annual allocation is under significant pressure.</p> <p>In January 2018 the WG announced funding of £30m for capital investment in local authority roads refurbishment scheme. The Council's share of the funding is £1.427m which must be utilised in 2017/18. The Council is able to use the grant to displace expenditure incurred during 2017/18 funded from its own resources which can then be carried forward into 2018/19 to fund additional road refurbishment. This will mean that the Council will have a total of £2.027m to spend on its highway infrastructure in 2018/19.</p>
1.06.8	<p>Play areas and Synthetic sports pitches</p> <p>An annual allocation of £0.200m to fund the most urgent requirements to replace play equipment that has reached the end of its useful life at play areas, as well as upgrades to play areas.</p> <p>Condition surveys are undertaken of all synthetic sports pitches. Pitches at Flint High School and Elfed High School, Buckley will require resurfacing in 2018/19 and 2020/21 respectively.</p>
1.06.9	<p>IT Infrastructure</p> <p>Various schemes required to maintain service and business continuity;</p> <ul style="list-style-type: none"> • ICT Cyber Security. Replacement of equipment including Firewalls and e-mail scanning technology which protect the Council's IT systems from Cyber Attack and allow the Council to maintain its public sector network accreditation (a requirement for interaction with the Department of Work and Pensions for Housing Benefit.) 3 year asset life. • ICT Replace outdated equipment at datacentres. Replacement of equipment including High Volume Air Conditioning units, batteries that ensure the power supply to data centres is not interrupted, equipment that monitors the conditions in the datacentres and alerts if there are issues and networking equipment to the datacentres. • ICT Storage Technologies. Increase storage capacity to cope with increasing demand of the organisation, whilst also investing in complimentary technologies to SharePoint software to ensure data is

stored in the most efficient way and is compliant with General Data Protection Regulation.

- **ICT Replace Server Technologies.** Replacement of server infrastructure to support Citrix applications, SQL databases and Exchange and Skype systems. Business case explains the risks of not replacing as a degradation of service; key business systems operating slowly or even failing to run completely. 5 year asset life.

1.06.10 **‘Headroom’**

‘Headroom’ has been built in to the capital programme to enable the programme to be more flexible such that funding can be allocated to small schemes as they present in year either as a result of opportunities or unforeseen circumstances (£0.250m per annum). An example would be the need to complete further highways works as a result of an exceptionally severe winter over and above any planned works funded from the annual allocation.

Investment Section of the Capital Programme 2018/19 – 2020/21

1.07.1 Table 5 below shows the proposed schemes for the period 2018/19 - 2020/21 for the Investment section of the Capital Programme.

Table 5

PROPOSED INVESTMENT SCHEMES 2018/19 - 2020/21				
	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Investment Section				
<u>Previously Approved</u>				
Community asset transfers	0.000	0.000	0.000	0.000
School extension and remodelling				
Castell Alun High School - Hope	0.600	4.000	0.207	4.807
Glan Aber Primary - Bagillt	0.683	0.241	0.000	0.924
LD Day services facility	1.955	0.000	0.000	1.955
	3.238	4.241	0.207	7.686
<u>New Schemes for Approval</u>				
North Wales Residual Waste Treatment Partnership	0.500	0.000	0.000	0.500
Marleyfield Residential Home - Buckley	0.000	1.001	1.381	2.382
Office Rationalisation - County Hall Demolition/Relocation to Ewloe	0.000	1.900	0.000	1.900
Theatr Clwyd Redevelopment	0.330	0.500	0.500	1.330
	0.830	3.401	1.881	6.112
Total Investment Section	4.068	7.642	2.088	13.798

1.07.2	Schemes within Table 5 are explained in more detail below at paragraphs 1.07.3 to 1.07.
1.07.3	<p>Community Asset Transfers</p> <p>Capital funding has previously been granted to community groups to 'pump prime' Community Asset Transfers (CATs) with £1.250m of funding having been earmarked to date. No further funding is needed in 2018/19 to continue with the project.</p>
1.07.4	<p>Castell Alun High School</p> <p>To bring the school building up to current day standards providing facilities that are fit for purpose and suitable for delivering the future curriculum. The school will be extended with the provision of a new two storey Art and Design Technology block and remodelled in other areas. This will remove the need for mobile classrooms currently on site but which are nearing the end of their economic working life (and will need replacing). The scheme starts in 2018/19 financial year, taking place over 3 financial years.</p>
1.07.5	<p>Glan Aber Primary School, Bagillt</p> <p>The school building currently has a number of issues including; classrooms which do not meet minimum size requirements for classes of 30 pupil places such that classes are being taught in the hall, resulting in the school being unable to deliver aspects of the PE curriculum. The proposed scheme will convert the existing hall to provide two suitable teaching spaces, with circulation, and the construction of a new hall at the appropriate size for the number of pupils on roll together with minor extensions to three classrooms to provide appropriate size and shape, more suitable for curriculum delivery.</p> <p>The scheme will take place over four financial years and started in 2017/18 financial year.</p>
1.07.6	<p>Learning Disability Day Services Facility</p> <p>The scheme involves a replacement day care facility with an option to include other community based facilities. The current building (Glanrafon) is not capable of supporting an efficient service and has reached the end of its useful life. A replacement facility is needed to transform the way the service is delivered.</p> <p>The scheme will take place over more than a single financial year and design detailed development commenced in 2017/18, with on-site start commencing in 2018/19.</p>
1.07.7	<p>North Wales Residual Waste Treatment Project</p> <p>As part of the Inter Authority Agreement all partners in the North Wales Residual Waste Treatment Project agreed to contribute to building waste transfer stations at Denbighshire and Conwy. The amount is capped at a maximum of £0.500m per Council and has been included in 2018/19, however, this could be less. The amount and timing are still to be confirmed.</p>

1.07.8

Extension to Residential Care Home, Marleyfield – Buckley

A comprehensive review of the residential care market in Flintshire was carried out in 2016 which included involvement from the Older People's Commissioner for Wales, Care and Social Services Inspectorate Wales, Welsh Government, Care Forum Wales and Betsi Cadwaladr University Health Board (BCUHB). The report concluded that the market is fragile with limited resources to mitigate the impacts of closures of any sort and that the demand for the number of places was forecast to grow significantly by 2020.

Whilst a significant level of support and activity is ongoing to strengthen the independent sector, there is evidence to suggest a strengthened model of social provision is required in order to stabilise and strengthen the overall provision of care to meet rising demand.

An option appraisal was undertaken on the Council's 3 residential care homes to see how forecast demand could be met. Marleyfield House in Buckley was the most viable option for an extension where an additional 32 beds can be accommodated to bring total provision up to 64 beds. There are many interdependencies across health and social care and solutions to meet increasing demand require an integrated approach. It is proposed therefore to develop the new facility at Marleyfield House through a pooled budget arrangement with BCUHB to provide additional services, beds and multi-disciplinary support in a community setting. Allowing for provision of permanent residential beds, as well as beds which prevent hospital admissions, beds which assist in speeding up hospital discharges and beds that allow appropriate assessment to reduce care packages to implemented to support people in the long term.

The associated capital and revenue costs are outlined in the table below along with indicative (though not confirmed) funding from WG and BCUHB:

Estimates	Capital £m	Recurring Revenue £m
Costs	3.591	0.673
Income - WG ICF Grant	(1.209)	(0.373)
Income - Health	0	(0.150)
Net Costs	2.382	0.150

Please note the revenue pressure that will be created as a result in the year that the facility becomes operational. This pressure would have occurred in any case as demand grows and residential beds from the private sector would need to be paid for.

The scheme will take place over more than a single financial year and has been phased to start in 2019/20 due to affordability of the overall programme. The Council would need to agree with WG that grant funding could be used flexibly rather than in a specific year.

1.07.9	<p>Office Rationalisation – County Hall partial demolition and relocation to Unity House, Ewloe</p> <p>The Councils office accommodation is now based over two sites, Flint and County Hall, Mold. The current accommodation within the Mold campus office block is inefficient and two out of the four accommodation blocks are empty with staff consolidating into phases one and two. The building still has a business rate charge, even though empty and other sundry running costs.</p> <p>The first phase of the proposal would see a large number of office staff relocating from County Hall to Unity House (a smaller more efficient building in Ewloe) and the demolition of the empty accommodation at County Hall. There are other strategic drivers flowing from this project relating to staff cultural change, new ways of working and significantly improved working environments.</p> <p>Demolition costs of phases 3 and 4 and the relocation and refurbishment costs of Unity House total £1.9m, though there is potential for some funding to be available to reduce the capital costs from the previous tenant of the building. This stage one rationalisation work will initially generate annual revenue savings of £0.090m.</p> <p>There is a second stage proposal currently under early development which would see a masterplan being developed for the whole of the Mold County Hall campus.</p>																									
1.07.10	<p>Theatr Clwyd Redevelopment</p> <p>The Theatr Clwyd building is nearing the end of its life and needs updating to ensure it is safe for public and employment use. Recently with funding from the Arts Council of Wales the Theatre has recently completed a feasibility study into the potential for future capital development.</p> <p>The outcome of the feasibility study indicated that the main two theatres work extremely well and are the right size for audiences however the infrastructure supporting the building is in need of replacement and without this the Theatre is not sustainable.</p> <p>The associated capital and revenue costs are outlined in the table below along with requests for funding from WG and Arts Council of Wales (which have not been confirmed):</p> <table border="1" data-bbox="360 1711 1390 2054"> <thead> <tr> <th>Estimates</th> <th>Capital Dev. £m</th> <th>Design £m</th> <th>Capital Build £m</th> <th>Revenue £m</th> </tr> </thead> <tbody> <tr> <td>Costs</td> <td></td> <td>1.330</td> <td>30.000</td> <td>(0.101)</td> </tr> <tr> <td>Income - WG</td> <td></td> <td>0</td> <td>(22.000)</td> <td>0</td> </tr> <tr> <td>Income – Arts Council Wales</td> <td></td> <td>(1.000)</td> <td>(5.000)</td> <td>0</td> </tr> <tr> <td>Income – Locally Raised</td> <td></td> <td>0</td> <td>(2.000)</td> <td>0</td> </tr> </tbody> </table>	Estimates	Capital Dev. £m	Design £m	Capital Build £m	Revenue £m	Costs		1.330	30.000	(0.101)	Income - WG		0	(22.000)	0	Income – Arts Council Wales		(1.000)	(5.000)	0	Income – Locally Raised		0	(2.000)	0
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Income – Arts Council Wales		(1.000)	(5.000)	0																						
Income – Locally Raised		0	(2.000)	0																						

Net Costs to Council	0.330	1.000	(0.101)
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Detailed design and development works would need to take place which would build on and develop further the feasibility study. A decision by all partners would then need to be taken to proceed with the project. Should the project not go ahead then the Council's share of the design development above at £0.330m cannot be capitalised and would be a charge to the Council's revenue account.

Summary (Generally funded) Capital Programme 2018/19 – 2020/21

1.08.1 Table 6 below summarises the Capital Programme and available funding:

Table 6

SUMMARY (GENERALLY FUNDED) CAPITAL PROGRAMME 2018/19 - 2020/21				
	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m
Statutory / Regulatory Section	2.450	2.350	2.350	7.150
Retained Assets Section	3.288	3.175	3.977	10.440
Investment Section	4.068	7.642	2.088	13.798
Total (All Sections)	9.806	13.167	8.415	31.388
Estimated available general funding*	10.140	6.516	6.516	23.172
Surplus / (Shortfall)	0.334	(6.651)	(1.899)	(8.216)

* As per 18/19 Final Settlement.

1.08.2 Table 6 shows that there is an overall shortfall in projected funding of £8.216m.

To meet the shortfall the Council will potentially need to borrow to fund the schemes (unsupported borrowing commonly referred to as prudential borrowing), which has the impact of increasing debt financing costs of interest and revenue provision for repayment of debt in the revenue budget.

That said, there is also potential for capital receipts to be generated during the remainder of 2017/18 - with a current projection for a further £0.772m (low risk) rating to be received by the end of 2017/18, and, a further £0.600m with a moderate risk of slipping into 2018/19 as detailed in paragraph 1.05.03 above.

Furthermore from 2018/19 onwards an estimate in the region of £7m of receipts is forecast.

A total of £8.372m, a sum which is in excess of the projected £8.216m shortfall.

1.08.3	<p>The Council has developed a prudent policy of only allocating capital receipts to fund capital projects only when receipts are actually received; rather than when we anticipate the receipt to be received, and this position continues to be the case.</p> <p>All of the schemes proposed for inclusion within the Capital Programme invest in assets and / or reconfigure models of service provision. They are pivotal to support the delivery of the Council's strategic priorities outlined in portfolio business plans and the Council Plan.</p>
1.08.4	<p>The Capital Programme 2018/19 – 2020/21 has been constructed carefully with schemes phased over the 3 year period to ensure that 2018/19 financial year is fully funded and mitigating operational risks to delivering services. This then enables time to consider the shortfall in funding in the later years which will need to be met through a combination of future capital receipts, alternative grants (if available), prudential borrowing or further scheme phasing over several years.</p>
1.08.5	<p>Investment programme schemes such as the extension to the residential care home, the office rationalisation and the redevelopment of the theatre costing £5.3m in total have been held back until financial year 2019/20. During 2018/19 the funding position can be re-assessed as the capital receipts needed to fund the schemes are likely to have been realised. In the event that capital receipts were not available, the schemes could be delayed until capital receipts are made available. Similarly, should the capital receipts be realised earlier the schemes could be brought forward and start earlier.</p> <p>Further, between the design phase and the construction phase of the larger schemes there will be an opportunity to 'pause and review' such schemes to consider, amongst other things, the funding available before construction commences.</p>
	<p>Future Capital Schemes</p>
1.09.1	<p>As stated in paragraph 1.02 the Council's Capital Strategy and Asset Management Plan is being refreshed to support the current and emerging longer term Council priorities and to meet the investment needs of our new or readopted service business models. Schemes under development that will feature in future Capital Programmes are noted in 1.09.2 to 1.09.4 below.</p>
1.09.2	<p>21st Century School Building Programme Band B.</p> <p>The Council's Strategic Outline Programme (SOP) of £85m was submitted to WG at the end of July 2017 in accordance with their timetable. This is essentially the Council's 'statement of intent' for the Band B investment programme. Welsh Ministers have recently announced the programme nationally and WG have written to confirm approval in principle of the Council's SOP and funding envelope for the programme subject to the onward business case submission. The programme runs from 2019 – 2024.</p>

	For further information please see the report 'WG 21 st Century Schools Programme and Education Programme Band B' to Cabinet on 23 rd January 2018 on the Council's website.
1.09.3	<p>Growth Deal Bid</p> <p>The <i>Growth Vision for the Economy of North Wales</i> was adopted by partner organisations across the region in 2016. This has led to the development of a Growth Deal Bid which was submitted to both the UK and Welsh Governments at the end of November 2017.</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. The bid aims to improve the competitiveness of the region, to increase the Gross Value Added (GVA) of the regional economy, to reduce the gap between the GVA of the region and the United Kingdom average, and to grow business to both create new jobs and protect existing jobs.</p> <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> <p>For further information please see the progress report 'North Wales Economic Growth Deal Bid' to Cabinet on 19th December 2017 on the Council's website.</p>
1.09.4	<p>Digital Strategy</p> <p>Cabinet in February 2018 are considering a proposal to agree the Digital Customer plan for implementing key elements of the Digital Strategy. This includes an initial proposal to allocate £0.550m revenue over 3 years to support resources that will enable the development of the website and new digital products that will make customer interaction with the Council easier, and therefore increase digital interactions and reduce telephone and face to face interactions. A key part of this work will be to develop longer term plans to ensure that our approach to digital services are resilient for the future and will meet changing customer needs, and therefore will result in further reductions in overall customer contact. These longer term plans will include consideration of digital capital requirements that can be considered in future reviews of the capital programme from 2019/20 onwards.</p>
	Specific Grants and Borrowing
1.10.1	In addition to those schemes funded from general resources, as summarised in Table 6 above, there are also schemes funded from specific

grants and unsupported (prudential) borrowing. A summary of known funding and borrowing commitments already approved is shown in Table 7.

Table 7

ESTIMATED AVAILABLE SPECIFIC FUNDING 2018/19 - 2020/21				
	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Specific Funding				
Specific Capital Grants	6.388	0.492	0.000	6.880
Unsupported (Prudential) Borrowing	7.579	0.000	0.000	7.579
Total	13.967	0.492	0.000	14.459

1.10.2 At the time of setting the budget the details of many capital grants have not been released by WG and so are not included in the Table 7 above. As details become available they will be reported to Members via the quarterly 2018/19 Capital Programme monitoring reports.

1.10.3 Details of the schemes funded by the above are shown in Table 8 below.

Table 8

SPECIFICALLY FUNDED SCHEMES 2018/19 - 2020/21				
	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Specifically Funded Schemes				
21st Century Schools - Band A	13.967	0.492	0.000	14.459
SHARP - Loans to NEW Homes for Affordable Homes	0.000	0.000	0.000	0.000
Total	13.967	0.492	0.000	14.459

NEW Homes are currently developing schemes for building affordable homes which will be brought to Cabinet for approval during 2018/19.

Summary Total Council Fund Capital Programme 2018/19 - 2020/21

1.10.4 Table 9 summarises the total proposals for the 2018/19 - 2020/21 Capital Programme.

Table 9**SUMMARY CAPITAL PROGRAMME 2018/19 - 2020/21**

	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Expenditure				
Statutory / Regulatory Section	2.450	2.350	2.350	7.150
Retained Assets Section	3.288	3.175	3.977	10.440
Investment Section	4.068	7.642	2.088	13.798
Specific Section	13.967	0.492	0.000	14.459
Total Programme (All Sections)	23.773	13.659	8.415	45.847
Funding				
General Funding*	10.140	6.516	6.516	23.172
Grant Funding	6.388	0.492	0.000	6.880
Unsupported (Prudential) Borrowing	7.579	0.000	0.000	7.579
Total Projected Funding	24.107	7.008	6.516	37.631
Surplus / (Shortfall)	0.334	(6.651)	(1.899)	(8.216)

* As per 18/19 Final Settlement.

2.00	RESOURCE IMPLICATIONS
2.01	Financial consequences for capital resources are as set out within the report.
2.02	As previously stated there are revenue consequences of borrowing in interest costs and revenue provision for debt repayment. The costs of supported borrowing and prudential borrowing for the 21 st century schools programme has been built into the Medium Term Financial Plan (MTFP).
2.03	In the event that the Council needs to prudentially borrow to fund the investment section of the capital programme as outlined in paragraphs 1.08.2 to 1.08.5 the estimated revenue costs of borrowing are outlined in Table 10 below. This assumes that the borrowing is associated with the schemes which have a long estimated useful life over which to spread the debt financing charges, ranging from 25 to 50 years for different assets. The costs are not included within the MTFP at present:

Table 10

ESTIMATED DEBT FINANCING COSTS				
	Expd	Interest	MRP	Total
	£m	From year of expd	Year after operational	Annual
Capital Expenditure Incurred	£m	£m	£m	£m
Assuming a 25 year life	8.216	0.218	0.329	0.546
Assuming a 50 year life	8.216	0.218	0.164	0.382

3.00 CONSULTATIONS REQUIRED / CARRIED OUT

3.01 The proposed Capital Programme is being referred to the Corporate Resources Overview and Scrutiny Committee for comment at its meeting on 15th February 2018 with their comments being fed back to Cabinet verbally before being discussed at County Council in February 2018.

4.00 RISK MANAGEMENT

4.01 Any decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications. When the Council sets its Capital Programme a separate report to assessing the affordability, prudence and sustainability of the capital plans called the Prudential Indicator report is produced.

5.00 APPENDICES

5.01 None.

6.00 LIST OF ACCESSIBLE BACKGROUND DOCUMENTS

6.01 Business Case forms completed by Portfolios

Contact Officer: Liz Thomas, Finance Manager – Technical Accounting
Telephone: 01352 702289
E-mail: liz.thomas@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Asset Management Plan - A plan maintained by an authority of the condition and suitability of its assets, updated regularly and utilised to assess future capital needs</p> <p>Capital Expenditure - Expenditure on the acquisition of Non-current Assets or expenditure that extends the life or value of an existing asset</p> <p>Capital Programme - The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipt - Receipts (in excess of £10,000) from the disposal of an asset</p> <p>Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the Capital Programme</p> <p>Capital Strategy - A corporate document providing clear strategic guidance about an authority's objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives. May be combined with the Asset Management Plan (AMP) to form a single document</p> <p>Council Fund - The fund to which all the Council's revenue and capital expenditure is charged</p> <p>Disposal - The decommissioning or transfer of an asset to another party</p> <p>Prudential Indicators - Required by the Prudential Code, these take the form of limits, estimates or actual figures used to support the local decision making process for capital investment</p> <p>Unsupported Prudential Borrowing - Borrowing administered under the Prudential Code, whereby authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.</p>

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CABINET

Date of Meeting	Tuesday, 20 th February 2018
Report Subject	Draft Housing Revenue Account (HRA) Budget 2018/19 & 30 Year Business Plan
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Housing
Report Author	Chief Officer (Community & Enterprise) Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of this report is to present for approval the draft Housing Revenue Account (HRA) Budget for 2018/19, and the HRA 30 year Business Plan.

RECOMMENDATIONS

1	To approve and recommend to the Council, the HRA budget for 2018/19 and Business Plan as set out in the attached appendices.
2	To consider the 2 options identified for setting a rent increase for 2018/19, and approve the option of 3% (plus up to or minus £2), with target rents applied for new tenancies, as a more affordable increase than the Welsh Government Rent Policy formula which would set an increase of 4.5% (plus up to or minus £2).
3	To approve a garage rent increase of £1 per week and a garage plot rent increase of £0.20 per week.
4	To approve the proposed HRA Capital programme for 2018/19 as set out in Appendix C.

REPORT DETAILS

1.00	BACKGROUND TO THE DRAFT HRA BUDGET AND HRA BUSINESS PLAN
	Considerations
1.01	<p>The HRA is required to produce a 30 year business plan. This focuses on the prioritisation of a number of strategic priorities including, the achievement of the Welsh Housing Quality Standard (WHQS), building 200 new council homes, and meeting Choices Document commitments. The Business Plan shows a strong account with surplus income over expenditure needs.</p> <p>The strategic priorities for this year's HRA budget and business plan includes the following:</p> <ul style="list-style-type: none"> • Achieving WHQS by 2020 and providing adequate ongoing investment to maintain WHQS levels. • Following de-pooling of rents a continued move towards efficient service charges and full cost recovery. • Ongoing transition of rents to Welsh Government targets. • Setting a balanced budget with a minimum of 3% surplus revenue over expenditure; • Maximisation of revenue efficiencies to minimise the borrowing required to meet WHQS by 2020. • Delivery of new build Council housing.
	Self-financing and Treasury assumptions
1.02	<p>Self-financing was introduced in April 2015 and is contained within the Housing Wales Act 2014. This policy change brings more self-determination for local council's longer term. As part of introducing self-financing the Act contained a duty for the 11 councils affected to make a one-off settlement payment of £920m, and it set the all Wales limit of indebtedness for those individual local authorities. Flintshire's borrowing cap is £144m.</p> <p>The initial borrowing for Flintshire of c.£79.2m for buy-out resulted in a basket of loans of varying lengths in accordance with the Council's Treasury Management Strategy. External advice was sought and the recommendation was for the Council to continue to operate a single debt pool approach, providing maximum flexibility.</p> <p>Since the introduction of the debt cap new borrowing has been as follows</p> <ul style="list-style-type: none"> • Borrowing to date on WHQS £13.1m* • Borrowing to date on new build £13.6m* <p>*estimated to 31/3/2018</p>

	<p>The current borrowing assumptions for 2018/19 are:-</p> <ul style="list-style-type: none"> • Borrowing for WHQS £5.1m • Borrowing for new build £11.8m <p>All borrowing is repaid at 2% per year in line with the HRA's minimum revenue provision.</p>
	<p>Rents</p>
<p>1.03</p>	<p>The Social Housing Rents policy was introduced by Welsh Government (WG) in April 2015 for local authorities and is in place for four years with 2018/19 the final year. The policy aims to achieve convergence between Council and Housing Association rents over time.</p> <p>The Welsh Government rent policy requires all service charges to be disaggregated from rents. The Council is in the process of completing this and proposals included in the business plan assume implementation of charges for all services on a phased basis.</p> <p>The Welsh Government policy allows flexibility for each landlord to set the rent band at either target rent, 5% below or 5% above. The Council agreed to set Flintshire rents for existing stock at target to support tenant affordability. Rents for new builds have been set at 5% above target.</p> <p>The rent policy sets out the total target rent band for each landlord. Where a landlord's weekly rent is lower than the target rent band, transitional protection applies to tenants. In any year a landlord is not permitted to increase the rent for any individual tenancy by more than £2 per week in addition to the agreed average annual rate of rent increase for the sector as a whole. The inflation indices used for uplifting rents each year are based on Consumer Price Index (CPI) at the previous September and a real increase percentage of 1.5.</p> <p>CPI for September 2017 was 3% plus 1.5% giving rent inflation for 2018/19 of 4.5%. The council is concerned about the affordability of a significant increase in rents for tenants in the context of the need to introduce further charging for services and the roll out of Welfare Reforms and Universal Credit in particular, which is already having a significant impact on tenants.</p> <p>Therefore at the request of the Cabinet Member and Leader of the Council the service has prepared a draft business plan with an increase of CPI only (plus or minus £2).</p> <p>Welsh Government has confirmed that it will not penalise any Council setting a lower increase, as the September CPI figure was higher than it has been for some time. Setting a lower increase reduces income by £300,000 in 18/19, and does not have a negative impact on the Council's ability to meet the WHQS standard by 2020 nor its new build programme commitments.</p> <p>Increasing rents by the additional 1.5% increases expected income by an additional £0.304m in 2018/19 (£6m over the life of the plan).</p>

	<p>Rent increases and service charges are covered by Universal Credit and Housing Benefit for social tenants however, a proportion of tenants will only qualify for partial benefit and so may find it more difficult to make payments.</p> <p>A number of general needs tenants are also housed in properties which attract service charges. They may not receive help towards their rent and service charges from Housing Benefit or Universal Credit.</p>
	Garage Rents
1.04	Garage rents are currently charged at £6.57 per week and garage plots £1.20 per week. An increase of £1 per week is proposed for garages and £0.20 for garage plots.
	Capital programme
1.05	<p>£21m has been built into the WHQS and Asset investment programme for 2018/19. This includes provision for internal work streams, external enveloping works, environmental programmes, fire risk work and Disability Facility Grant (DFG) works, asbestos, off gas and energy efficiency works. Cabinet has approved the asset investment plan to achieve the WHQS by 2020 and the budget set will ensure that the council is still on track to meet its commitment to achieve the standard.</p> <p>In addition, £11.8m of prudential borrowing has been budgeted in 2018/19 for Council housing building schemes. Affordable Housing Grant of £1.9m and proposed use of commuted sums of £0.4m allow £14.2m in total for SHARP developments during 2018/19.</p> <p>No additional grant has been built into the plan at this stage.</p> <p>Attached to this report for Cabinet consideration: -</p> <ul style="list-style-type: none"> • HRA 30 year Business Plan – Appendix A • 30 year HRA business plan summary – Appendix B • Capital programme for 2018/19 - Appendix C

2.00	RESOURCE IMPLICATIONS
2.01	The HRA is a ring fenced budget. This HRA budget and Business Plan demonstrates that the Council can achieve the WHQS by 2020, can meet service improvement plans and commitments and with prudential borrowing can continue its Council house building programme in 2018.
2.02	Additional staff have been appointed to deliver an accelerated WHQS programme. The funding for these posts is provided for in the WHQS programme.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>The draft budget was discussed with the Tenants' Federation at their February meeting. They welcomed the Council's consideration of the options for agreeing a lower increase than the rent formula; as they share concerns about the affordability of any rent increase alongside increases in food and fuel costs and the roll out of Universal Credit.</p> <p>The Community and Enterprise Overview and Scrutiny committee considered and supported the draft budget and business plan at their meeting on 15th January 2018. They welcomed the Leader and Cabinet member recommendation to set a rent increase of 3% (plus up to or minus £2), with target rents applied for new tenancies.</p>
3.02	Detailed consultation has been undertaken with tenants and elected members to inform the preparation of the WHQS investment programme.
3.03	Full local consultation is carried out for each new build scheme.

4.00	RISK MANAGEMENT
4.01	The Council has agreed a Rent Policy which will see rents at benchmark levels, rather than taking the opportunity to set at 5% per cent above the benchmark (with the exception of SHARP properties). This decision was taken to safeguard affordability for tenants.
4.02	Stock investment delivery plans will enhance the appearance of the environment and will contribute toward the Council's CO2 reduction targets.
4.03	All households will benefit from the Council's WHQS programme. The impact of the investment planning and efficiencies is being modelled for various customer groups to ensure that there is no disproportionate impact on any groups with protected characteristics.
4.04	The Business Plan assumes a confirmation of Major Repairs Allowance (MRA) for the full 30 year life of the Business Plan.

5.00	APPENDICES
5.01	Appendix A HRA 30 year Business Plan – A(i) Appendix B 30 year HRA business plan summary Appendix C Capital programme for 2018/19

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Clare Budden, Chief Officer (Community & Enterprise) Telephone: 01352 703800

7.00 GLOSSARY OF TERMS

7.01	<p>Financial Year: the period of 12 months commencing on 1 April 2018.</p> <p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Capital expenditure: money spent by the organisation on acquiring or maintaining fixed assets, such as land, buildings, and equipment.</p> <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>Treasury Management: the Council has adopted the Chartered Institute of Public Finance Accountants (CIPFA) Treasury Management in the Public Services: Code of Practice. Treasury Management is conducted in accordance with the Council's Treasury Management Policy and Strategy Statement and Treasury Management Practices which are both reviewed annually. All borrowing and long term financing is made in accordance with CIPFA's Prudential Code.</p> <p>Major Repairs Allowance: Welsh Government grant paid to local authorities in Wales who still manage and maintain their council housing.</p> <p>Affordable Housing Grant: Welsh Government grant paid to local authorities to fund up to 58% of new build development costs.</p> <p>De-pooling of Rents: Removal of service charges from core rents and identifying them separately for those in receipt of services.</p>
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**FLINTSHIRE
HOUSING REVENUE ACCOUNT:
BUSINESS PLAN**

2018 – 2048

DRAFT

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FOREWORD

1 INTRODUCTION

This business plan sets out Flintshire County Council's annual review and our financial 30 year plan for the Housing Revenue Account (HRA). The plan provides an overview of our current position identifying our achievements, as well as setting out our action plan to deliver continuous improvements in our services, while achieving value for money through effective delivery, making efficiencies where appropriate, and delivering economies of scale. Whilst reviewing our significant achievements to date, the business plan also sets out our vision and ambitions for housing delivery over the next 30 years through our strategic priorities.

Our primary priority is to continue to grow our housing stock by 1,000 additional homes over the lifetime of the plan. This will be achieved through new build and strategic acquisitions, and will meet the emerging and changing needs of our population and the challenges we face through increased numbers on the housing register and a shrinking private sector rental market. The scale, type and tenure of housing delivery will be led and informed by the intelligence of demand and the profile of those on our housing register, SARTH, as well as importantly through the County's new Housing Strategy to be produced in 2018, which will consider all types of accommodation and identify the current and emerging needs.

Additionally, a further priority will be to maintain, sustain and build on the improvements delivered through the WHQS programme, particularly to improve the energy efficiency of our homes. We aim to continue to improve our asset base, while developing an understanding of the issues of our existing range of improvement offers and installation lifecycles. As part of this process we intend to refresh our housing stock survey to provide a clearer, more comprehensive understanding of our housing stock and enable us to prioritise activity.

The Council is committed to continuous improvement of performance, particularly in relation to service delivery, and while this business plan identifies some significant performance improvements, the longer term priority is to be in the top quartile for performance and quality of service delivery. To achieve this we recognise the need to ensure the intelligence is being gathered in a way it can be interrogated and analysed to inform methods of delivery and robust reporting and benchmarking.

2 FLINTSHIRE'S HOUSING SERVICE – THE CONTEXT

2.1 The HRA Business Plan 2018-2048

The HRA Business Plan sets out our approach to delivering and maintaining decent and safe homes to our residents over the period of the plan. There has been significant achievements over 2016/17 through the new build programme, WHQS improved turnaround time for voids and response to emergency and urgent repairs. The plan identifies the Council's ambitions to deliver more efficient and effective service and deliver further improvements in 2017/18 onwards.

2.2 The Council Plan (2017 – 2023) Strategic Priorities

Flintshire County Council has identified housing as a key strategic priority as set out in the Council Plan for 2017 - 2023, ensuring its residents have access to:

- Appropriate and affordable homes, through ensuring the supply of affordable and quality council housing of all tenures; and
- Modern, efficient and adapted homes, through ensuring the supply of affordable and quality housing of all tenures.

The Council's aim is to:

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

In order to achieve the aims and priorities:

- Local Authorities need to be able to access grant funding to support new build affordable and social housing;
- There needs to be sufficient resources to fulfil the duties of the Wales Housing Act;
- Revised capital limits on borrowing for councils to build new houses;
- Maintaining of the funding of Major Repairs Allowance (MRA) so that the council can meet the WHQS by 2020; and
- Maintaining current rent policy so that the Council can achieve WHQS by 2020.

2.3 The Well-being for Future Generations Act (Wales) 2015

The seven well-being goals identified in the Act can be considered as aspirations for housing delivery as identified in the More Better report by Dr Ed Green:

<i>A globally responsible Wales</i>	Setting higher standards – reduced carbon footprints and energy-positive communities
<i>A prosperous Wales</i>	Developing an integrated all-Wales supply chain using local resources and a sustainable economy
<i>A resilient Wales</i>	Future proofing with long term flexibility, adaptability, ecological value and climate resilience
<i>A healthier Wales</i>	Reduced pressure on the health service through homes that promote physical and mental wellbeing
<i>A more equal Wales</i>	Eliminating household poverty by delivering affordable housing for all
<i>A Wales of cohesive communities</i>	Stronger neighbourhoods that support co-housing, self-build and cohesive communities
<i>A Wales of thriving culture and language</i>	Promoting diversity through Wales' unique cultural heritage, context and landscape

2.4 Flintshire Local Development Plan 2015-2030

Flintshire is in the process of preparing its LDP and has produced its Preferred Strategy Consultation Document, which sets out the growth ambition for the County and its strategic policy for meeting housing needs through the planning system. The Preferred Strategy identifies a requirement for 7,645

new houses during the plan period, 2015 – 2030 and a percentage will be affordable homes of different tenures to meet the local demand.

2.5 Right to Buy

In 2016/17 Flintshire made a successful application to Welsh Government to suspend Right to Buy, enabling us to retain our stock to meet the increasing demand for social housing.

2.6 Welfare Reform

Welfare reform has meant that Universal Credit has been rolled out in Flintshire, resulting in a cap on income from benefit which families and individuals can receive; ending housing benefit and direct payment to landlords; and limiting the amount of housing benefit for working age tenants.

A significant risk to the Business Plan is the collection of rental income as the tenants income reduces or when they are expected to take ownership and manage budgets directly.

2.7 Flintshire Community Benefit Strategy

Flintshire has developed a Council wide Community Benefit Strategy which, once has been signed off by Cabinet, will enable community benefits against all procurement activity across the Council. The objectives of the strategy are:

- To provide a framework which ensures the inclusion of realistic and achievable community benefit via contractual clauses in all applicable Capital Programme contracts.
- To provide a joined up approach to identifying and monitoring of community benefits across Flintshire, ensuring maximum value for money of spend on the Capital programme.
- By working together, avoiding duplication of effort, share best practice, maximise opportunities for leveraging community benefits from suppliers and provide a more common and consistent experience for suppliers.
- To ensure compliance within legislative framework when incorporating community benefits into the contracts and agreements. The core procurement principles of transparency, proportionality, equality and non-discrimination.
- Through guidance and the application of agreed approaches, deliver real and lasting benefits to our stakeholders and assist the overall aim of the Capital Programme, to grow the Flintshire economy, including delivery of sustainable employment outcomes for residents.

2.8 Flintshire's Regeneration Priorities

The six North Wales Local Authorities are working collaboratively on a Growth Deal, with housing as a strategic priority. The proposal is to establish a regional Housing Enabler project that would accelerate the rate of house building and provide support for SME developers across North Wales. The proposed scheme provides support for SME house builders currently experiencing barriers to entering the market; increase the number of housing completions; provide more affordable housing; and increase the number of construction jobs. Outcomes from the project would include 250 affordable housing as part of 1,000 housing programme delivery.

3 FLINTSHIRE HOUSING SERVICES – DELIVERY

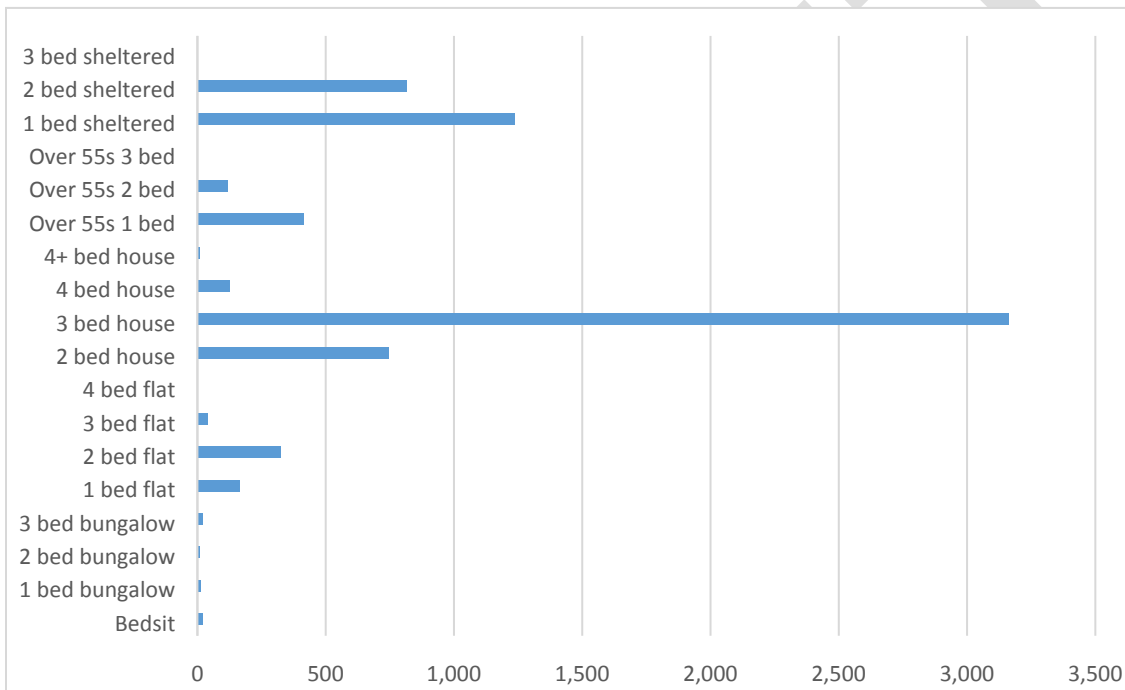
3.1 Overview

The Flintshire housing service aims to:

Ensure its residents have access to appropriate and affordable homes, through ensuring the supply of affordable and quality council housing of all types.

The service currently manages a portfolio of 7,233 properties (December 2017 Stock List), a breakdown is set out in the graph below.

Flintshire County Council Housing Stock (December 2017)



There has been significant achievements in 2017/18 through:

- The new build programme with 64 new homes transferred into the HRA;
- The WHQS programme continuing to deliver on time and on target in year – xx kitchens xx bathrooms completed;
- The implementation of a revised delivery structure for housing and neighbourhood management teams – 6 hubs created;
- The development of a Customer Involvement Strategy;
- Delivery of the repairs and maintenance improved;
- Voids inspections times reduced and void clearance subcontracted to local social enterprise providing local training and employment opportunities;

The Service continues to deliver its targets, and it recognises the need for continuous improvement to achieve excellent customer service and value for money in all that it does and underpinning this objective there are a series of priorities for the service to deliver in 2017/18.

3.2 Housing need and supply

The demand for housing comes from all sections of our society including the under 35s; the 'squeezed middle' who can't afford to buy but are not eligible for social rented properties; and also the older generation over 65 years. Changing demographics, economic growth and changes in Government policies, such as Welfare Reform, all have an impact on Flintshire and its housing market.

The design and location of some Council properties has resulted in low demand which, from a financial perspective, incurs costs for the council through rent loss, but with the demand for social housing nationally outstripping supply, there is minimal risk to the HRA of not having sufficient demand for its properties in general terms. However, the risk is availability of the right type of supply of housing to meet the needs of those on the housing waiting list, including the older population, single / small households impacted by Welfare Reform and supporting low income families to reduce fuel poverty.

Critically, going forward, up to date and accurate intelligence will help to inform how the supply can meet the demand and reduce the financial risk of rent loss. Initial analysis of the current waiting list, which has increased over the last 12 months, shows significant demand for smaller accommodation to meet the housing requirements of single and couple households.

Intelligence is a key factor to determining and projecting the ongoing need for housing supply across the area, including housing type and numbers, and while there are documents (below) which set out high level priorities and an evidence base for housing growth, they are a snap shot at a particular time and become out dated. The Council aims to be intelligence driven in the delivery of services and housing, which requires a comprehensive understanding of available data and systems to ensure the relevance and affordability of the homes being provided.

3.2.1 Local Housing Market Assessment (LHMA) 2014

The LHMA sets out the annual shortfall in affordable housing provision to meet the projected need of the population. The annual shortfall in all types of affordable housing in Flintshire is 246, and as a result of not meeting this requirement in full annually means the shortfall is carried forward year on year. The LHMA is due to be updated as part of the Local Development Plan process.

The affordable housing requirement is met through a range of sources including through planning conditions on market led sites and on 100% affordable housing sites delivered by the Housing Associations or the Council.

3.2.2 Housing Strategy

One of the key drivers for the increased provision of affordable homes is the 20,000 target set by the Welsh Government for this administrative term. As such the Welsh Government have also made available significant funding for RSLs and Local Authorities to enable different types of affordable housing for example health and housing, or in the way they are delivered by promoting innovation.

The Flintshire Housing Strategy 2012-2017 'A quality home for everyone', which will be updated for 2018, has three objectives:

- More housing choice – to increase the supply of affordable home by at least 740 new properties over the lifetime of the strategy;
- Improving homes and communities – through delivering and investing in homes through WHQS;
- Better services to improve lives – to collaborate and innovate to improve access to suitable housing.

3.2.3 Older persons – review of sheltered housing stock

A comprehensive review has been carried out on all of the council's sheltered housing stock. This included looking at void loss, demand, property size and location. There are issues with low demand and the rent loss across sheltered properties is disproportionate when compared with that of the wider housing stock with over half of the void rent loss attributable to sheltered housing. The review came to the following conclusions:

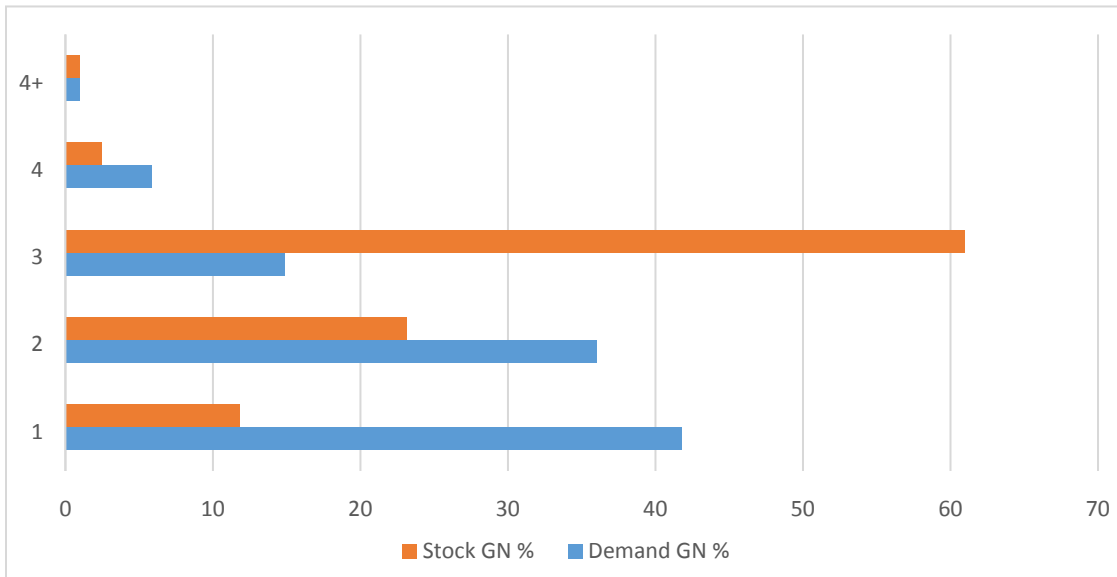
- Colleagues from social services have identified the need for 'specialist' accommodation with the suggestion of broadening the criteria from 'sheltered accommodation' to 'sheltered and support accommodation'. The suggested amendment is based on Social Services recognition that good housing is integral to the health and well-being of the people supported by the service.
- The adoption of 'Sheltered and Supported' accommodation formalises the current custom and practice (tenants accommodated who don't meet the age criteria but have a range of health or disability needs that can be met within this type of accommodation) NB: Current discussions are taking place looking at the potential development of refurbishing ex-warden property to meet the growing demand for intermediary accommodation i.e. released from hospital but not ready to return to their own home.
- The need for supported accommodation would enable the development of accommodation for individuals with a range of physical disabilities, mental health and Learning disabilities.
- A small number of schemes may require capital expenditure such as the installation of lifts to make them fit for purpose for the future.
- Bedsit accommodation requires further review to ensure that it can best meet changing housing demand and expectation

The review recommended a change of categorisation from 'Sheltered Accommodation' to 'Sheltered and Support Accommodation' to validate the existing custom and practice and facilitate further discussions with social services colleagues regarding future accommodation demand needs of their service users. The demand and how we are going to meet the needs of older people going forward will form a major plank of the new Housing Strategy, with the projected supply of accommodation being based on intelligence, including demographic changes and historic trends.

3.2.4 Supply and condition of stock

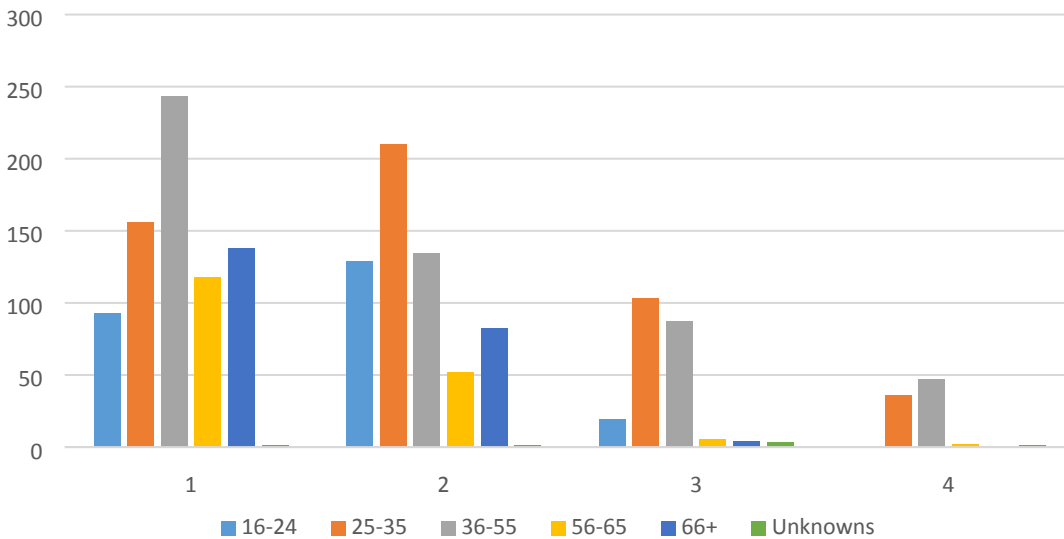
Analysis of our local housing register has provided some clear indications of where there is a mismatch of housing stock and demand. As at September 2017 the total number on the Housing Register was 1,686 of which almost half of the people on the register required a 1 bedroom property and around a third required 2 bedrooms. The graph below provides a snapshot of the current make up of the Council's general needs housing stock compared with the demand on the housing register by number of bedrooms. Although it is a relatively crude comparison it does provide evidence of the mismatch between stock and demand, with a clear demand for 1 and 2 bedroom properties.

General needs stock as a percentage against current demand



Further analysis of our housing register provides us with the age profile and interestingly the demand of the 36 – 55 year old requiring a 1 bedroom property. The analysis was undertaken to help the Council understand the potential impact of welfare reform.

Demand by number of bedrooms and by age group



The Council is aware that the current stock will not meet the demands of single/ couple households. Building on the sheltered housing review and the understanding of the short to medium term demand for general needs, the Council is taking a strategic approach to meeting the demand through a combination of new build; strategic acquisitions; suspension of Right to Buy; and realigning existing stock (i.e. sheltered accommodation).

3.3 New Build Programme – Strategic Housing and Regeneration Programme (SHARP)

3.3.1 Context

Following Cabinet approval in September 2014, the Council has made good progress to deliver upon its strategic objective of developing 500 new homes with Wates Residential as the Council's development partner. Of the total number to be built, 200 are to be Council owned (social rent) and the remaining affordable rent through the Council's housing company North East Wales (NEW) Homes. The first 12 Council houses were completed in December 2016 at Custom House, Connah's Quay, and further homes have been completed, or are due to be completed, as set out below.

3.3.2 Delivery

The following table provides an overview of the delivery of new Council homes to date in Flintshire.

Site	Property type	Number of units	Date of completion
Custom House, Connah's Quay	2 Bed House	8	December 2016
	3 Bed House	4	
Total units delivered 2016/17		12	
The Walks, Flint	1Bed Apartment	4	March 2018
	2 Bed Apartment	2	
	2 Bed House	18	
	3 Bed House	6	
Redhall, Connah's Quay	2 Bed House	5	October 2017
Maes y Meillion and Heol Y Goron, Leeswood	2 Bed apartments	4	March 2018
	2 Bed bungalows	4	
	2 Bed House	2	
	3 Bed House	3	
Ysgol Delyn, Mold	2 Bed House	10	March 2018
	3 Bed House	6	
Total units delivered 2017/18		64	
The Dairy site, Connah's Quay	2 Bed House	3	2018/19
	3 Bed House	3	
Former Melrose Centre, Aston	1Bed Apartment	2	
	2 Bed Apartment	2	
	2 Bed House	5	
Total planned units to be delivered 2018/19		15	

The Council is currently in the process of undertaking detailed site feasibility works on a number of additional sites for inclusion in the next tranche for development. These sites will be presented for Council approval in spring 2018. However, the ongoing development programme is subject to securing funding from the Council's Housing Revenue Account, which is close to the borrowing cap limit. The

Council has made representations to WG to increase the borrowing cap in order for the Council to continue to deliver much needed Council homes. The council is also considering the potential for, and feasibility of the Councils Trade operatives undertaking new build schemes on small sites.

3.3.3 SHARP Flintshire House Standards

Properties and land associated with the scheme are designed to comply with the Council's 'Flintshire House Standard'. The Standard informs the design and specification of all the new housing delivered through the SHARP and forms a benchmark to ensure consistent, good quality of internal layout, and fixtures and fittings, high standards of energy efficiency and external appearance in keeping with local circumstance, low maintenance product specifications, adequate parking and a public realm designed to promote cohesive and inclusive communities. A working group, consisting of tenants, Elected Members and Officers, has been established to review the Flintshire House Standard to ensure it continues to provide quality homes which provide value for money to both the Council and NEW Homes. The council will also use this opportunity to assess the Flintshire standard against the Welsh Government Technical Standards, making it eligible for Affordable Housing Grant (AHG).

3.3.4 SHARP Community Benefits

The Community Benefits which have been delivered through the programme to date are set out in annex 2. The programme has delivered a number of apprentices both through FutureWorks Flintshire and CiTB, as well as a range of community engagement activities with local groups including schools and sports clubs.

3.4 WHQS

3.4.1 Context

The stock condition surveys were undertaken by Savills on 7,200 properties in Flintshire and this data formulated the basis from which to plan the workload to achieve the standard by 2020. The programme requires an investment of £107m (stock condition survey figure pre inflation) however it can be assumed that this additional investment will have a positive impact on the demand for repairs, and the scale of investment needed post 2020/21.

3.4.2 Delivery

Flintshire has a 6 year rolling programme of works, which commenced in 2015/16, and is let to selected contractors on various contracts. The work is arranged geographically, each district receiving a programme of works each year. The Council resources assigned to delivering WHQS are approximately 30 members of staff within the Capital Works Team, and other team members have been identified to help facilitate delivery, such as System Auditors, Tenant Liaison Officers, Contract Surveyors, Clerk of Works and Modern Apprentices.

Flintshire's WHQS Compliance Policy and Compliance Certificate forms the framework for delivery and quality standards of the programme. As set out in the compliance policy, the properties are assessed on the criteria Standard Assessment Checklist, which briefly includes:

- Is the building in a good state of repair?
- Is the building safe and secure?
- Is the building adequately heated, fuel efficient and well insulated?
- Does the building contain up-to-date kitchens and bathroom?
- Well managed (rented housing).
- Located in attractive and safe environments.
- Does the building as far as possible, suit the specific requirement of the household (e.g. specific disability)?

The programme internals includes kitchens, bathrooms and central heating, while the envelope works includes roofing, windows and doors. The following are the compliance guidance on installation:

- Electrical installations brought up to WHQS standards when renewed at the end of their economic life.
- Timber fascia's renewed with uPVC at the end of their economic life, unless forming part of wider project such as whole house approach.
- Timber doors renewed with uPVC at the end of their economic life, unless forming part of wider project such as whole house approach.
- Timber windows renewed with uPVC at the end of their economic life, unless forming part of wider project such as whole house approach.
- Kitchens that are over 15 years old are renewed as part of this approach. When renewed, kitchens will be upgraded to meet all requirements of the WHQS.
- Bathrooms without showers are upgraded when the current bathroom reaches the end of its economic life; or as part of a Capital Works Internal project; or 'Major Void' works.

3.4.3 Performance

The WHQS reporting mechanisms in place consist of:

- Monthly Project meetings with each contractor to ensure targets are being met.
- Monthly Financial meetings to ensure overall expenditure is on target.
- Monthly Board meetings with Leader / Deputy Leader / Lead member for Housing / Chief Officer to discuss progress to date.
- Quarterly financial reports to Welsh Government when requesting MRA funding.
- Quarterly meetings with the delivery team to ensure Team targets are being met.
- Bi Annual updates for the Tenants Federation and regular updates throughout the year as major changes occur.

Acceptable fails are kept to a minimum, however where the WHQS cannot practically be applied or implemented as intended, these are highlighted and their reason identified. Acceptable fails may only apply to one or a combination of the following elements:

- Cost of remedy
- Timing of remedy
- Resident's choice
- Physical constraint

The existing programme is 'refreshed' every other year to adjust and reflect any changes in 'Acceptable Fail' criteria, and the programme is then realigned to accommodate any changes.

Currently the Capital Works Team is nearing the end of the Internal Work Stream (Kitchens and Bathrooms) and as a result the remaining properties are proving to either be Tenant Refusals or No Access (Acceptable Fails). As at Q2 2017/18, the team have installed approximately 5,500 kitchens and 4,500 bathrooms, and those which still require WHQS work are either difficult to access or have previously refused the works. These properties have directly impacted on year 3 Capital Programme as they make up the Acceptable Fails from years 1, 2 and this current Year (Year 3); thus the number of WHQS completions so far is below our planned targets. Three Contractors have been instructed to reduce the number of openings per week to help facilitate the High Tenant Refusal numbers.

Table A: Performance targets

	Year	Internals Target	Envelope Target
1	2015/16	1,457	317
2	2016/17	1,398	209
3	2017/18	1,488	658
4	2018/19	389	860
5	2019/20	-	1,187
6	2020/21	-	969

To successfully deliver Year 4 of the Capital Works Programme, the Council is in the process of comparing various framework providers to ascertain which would be best suited for the individual work streams. We will be reviewing each of the Framework Provider's:

- costs;
- the contractors on their lists; and
- references for past projects.

From this exercise we will be able to tender and procure the best suited contractors to assist us to deliver this element of the Capital Programme with the aim of delivering efficiencies against costs and resource requirements.

3.4.4 Customer satisfaction

WHQS are currently achieving an average of 95% customer satisfaction. Each contractor is scored from 10 questions, which maps the tenant's journey through the upgrade works and scores key elements which allows us to identify any weaknesses or risks and to action accordingly. The tenant satisfaction survey is completed by the Council's Tenant Liaison Officers in a face-to-face informal interview, asking for honest feedback that can help the team and service to improve. Some tenants prefer to complete the survey in their own time and can return it via Free Post or can have it collected. This important part of the process enables the team to gather key performance data that is used to correctly measure the contractors' customer focus onsite.

3.4.5 WHQS Community Benefits

The WHQS programme has implemented the Value Wales Measurement Toolkit and provide data to Welsh Government on its contracts and the Measurement Toolkit provides data on the major WHQS work streams.

The Council have committed to provide 200 local jobs and 20 apprenticeship schemes through their commitment of spending circa £100 million over all the streams of work to help achieve WHQS. In addition to Core Targets, contractors are required to supply Non-Core Community Benefits within this contract. The reporting process for capturing the community benefit outputs are being developed for 2018/19.

3.5 Housing and Neighbourhood Management

3.5.1 Context

The service provides a strategic and important link to addressing tenants' vulnerability through a proactive approach with other internal teams such as the Income Team and Supporting People; as well as with key partners including RSLs. This ensures a joined up approach with maximum impact, whilst delivering an effective approach efficiently. As part of the approach to addressing vulnerability, the Council has produced a policy to focus the approach with the following objectives:

- To identify tenants who require support in the management of their tenancy.
- To encourage and promote partnerships and multi-agency working with both internal and external agencies in assessing and meeting the support needs of tenants.
- To enable tenants to reduce instances of breached tenancies and subsequent court actions.
- To provide practical assistance and financial advice to tenants who need this service.
- To attempt to prevent tenancy failure and resulting homelessness.

By having an approach that recognises the needs of vulnerable people and provides the necessary levels of support, will enable tenants to be more able to meet their obligations to being a responsible tenant. As a result, tenancies will be more stable and long term and the instances of anti-social behaviour will be reduced. All tenancies are managed and operated within the framework of the Council's Tenancy Management Policy.

3.5.2 Service delivery

Over the last 12 months the Housing Management Service has been the subject of a review, resulting with a restructure of the delivery teams. The new structure aims to transform service delivery by making it more efficient, effective and better value for money by re-focusing on the following areas:

- Lettings homes - getting it right at the start by matching a person's housing need to the right property.
- Tenancy enforcement – dealing effectively with anti-social behavior, community safety and tenancy related issues.
- Neighbourhoods – maintaining and managing the places we work, helping to protect our asset and create sustainable communities.
- Tenancy sustainment – supporting independent living by helping people gain the skills and confidence to manage their home by promoting financial awareness, employment and skills opportunities and health and well-being.
- Customer engagement – involving, empowering, consulting and working in partnership with tenants to help improve services, resolve issues, improve their neighbourhood and create opportunities for community cohesion.

The service will now be delivered through 4 teams: Neighbourhood team; New Customer team; Community Safety team; and Customer Engagement team, whose roles are set out below. The teams will be fully operational by June 2018, with the 6 hubs established and the local action plans in place.

(i) Neighbourhood Team

The proposal includes the addition of a new post focused on tenancy sustainment and inclusion. There are 7 Neighbourhood Housing Officers within the structure and, to support the further integration of housing and asset management, it is proposed that the designated neighbourhood areas are aligned to the 6 New District areas of:

- Buckley (1003)
- Connahs Quay and Shotton (1276)
- Deeside and Saltney (1191)
- Flint (1041)
- Holywell (1473)
- Mold (1212)

Each Officer will be designated to one of the new 6 district areas, with the 7th Neighbourhood Officer being used to provide additional support in areas that require intensive management intervention and support. They will also be used to provide flexibility and cover to help build the resilience of the team.

The designated neighbourhood areas are an increase from the current Neighbourhood Officers patch size, however this is a reflection of the change in the functions and the creation of a new customer team who will be responsible for the allocations and lettings. The role of the Neighbourhood Officer will be more focused on providing a visible and accessible tenancy and estate management service. This includes dealing with low level ASB cases with the specialist community safety team taking responsibility for high level and complex ASB cases.

Neighbourhood Officers will be expected to work agile providing a responsive and mobile service, which is visible and accessible to customers. This will include regular estate walkabouts, tenancy profile visits, new tenants visits along with other initiatives to develop a more detailed knowledge of the portfolio of homes including stock profile, resident's needs and wider community issues. Neighbourhood Officers will then use this customer insight and data to tailor services and develop effective neighbourhood plans to target resources and drive forward improvements.

The Caretaker/ Janitor role has been reviewed creating a handyman service. This role will be used to support some of the Council more vulnerable customers, helping them to maintain their tenancy. The handyman's service will also help support local community initiatives and projects helping to maintain clean, green and safe neighbourhoods.

(ii) New Customer Team

There are 4 New Customer Housing Officers within the team who will each be designated to one of the 1.5 of the new district areas and they will be responsible for covering each other's areas. Discussion will need to take place to ensure an even distribution of voids across the Officers. There are approximately 700 voids per year across the stock, which equates to 175 voids per annum per new Customer Housing Officer. When broken down further this would be approximately 14 voids per month/ 3 per week.

The new customer team will be responsible for ensuring the effective and efficient allocation for the letting of void properties and ensuring that pre-tenancy assessment are carried out and support identified to help minimise tenancy failures. They will work closely with Housing Solutions and the Voids team to ensure a seamless delivery of the service working to ensure that empty properties are re-let in the most efficient and effective way. This will include adopting innovative and dynamic approaches to marketing and allocating vacant homes. The new customer team will also lead on marketing the Council 'available to let' homes on the website.

A new Tenancy Sustainment Officer is to be appointed to provide initial support to more vulnerable customer to help support them set up their new home and sustain their tenancy. This support will be for an initial period, during which time referrals will be made to the relevant support services. It is anticipated that by offering a seamless transition of support it will help to reduce the number of tenancy failures.

(iii) Community Safety Team

The 3 Community Housing Officers will each be designated to 2 of the 6 new district areas and will be responsible for dealing with high level and complex ASB cases including any legal action. They will be responsible for overseeing the management of cases via REACT and assisting with performance reporting. As well as being responsible for using a wide range of tools to prevent and tackle ASB including adopting a multiagency approach. The team will be the lead contacts for MARAC and other Community Safety Partnership Meetings.

(iv) Customer Engagement Team

This team includes the addition of a new customer Inclusion post which will focus on financial and digital inclusion as well as supporting and promoting employment related initiatives.

3.5.3 Performance

The Housing Service has not been achieving its performance targets, as set out in annex xx, which has been integral in the review of the service. Moving forward each team will have a range of KPIs to achieve and these are outlined in annex [xx].

3.6 Repairs and Maintenance

3.6.1 Context

The service delivers all responsive repairs and maintenance, with a team of 110 operatives, across the Council's stock. The service provided includes:

- Gas servicing, including for NEW Homes;
- Electrical checks in line with legislative requirements;
- Cyclical maintenance including monthly lighting checks and fire alarm testing;
- Emergency 24 hours call out service;
- All capital repairs.

The priorities for the service are:

- to improve the efficiency of the service through improved resource management;
- to support other areas of the service to become more efficient (i.e. void turn arounds); and
- to become more effective through new ways of working.

3.6.2 Service delivery

The service has recently undertaken a value for money review, identifying and subsequently achieving efficiencies, and will continue to work within a VFM framework, embedding the principles of economy, effectiveness and efficiency, whilst maintaining a good quality of service. The review included an appraisal of contractors spend resulting in reduced costs and contractors being used for one off works or major works only.

One of the priorities identified is the implementation of a new IT based compliance tool Sky360, which will enable the service to manage, review and report on the regulatory landlord compliance [service areas] including interrogating the system to produce a delivery dashboard as well as 'diary' checks of operatives to maximise efficiency.

As a result of wider market influences the service has faced some recruitment challenges particularly for skilled workers which is compounded by the national skill shortage in the construction sector, thereby putting pressure on the limited resources, which is an issue out of the control of the Council. The service, however, has been proactive in reducing sickness absence from 14% to 2% in 2016/17, which has had a positive impact on the delivery of the service.

There have been a number of improvements across a range of areas of the service including:

- reducing the void period and speeding up the turn around, resulting in reduced rent loss for the service. This is achieved through operatives reporting any issues prior to the property becoming empty and completing any external work once the tenants have moved in.
- In addition, the service provides a repairs and maintenance service for NEW Homes and the Council's private rented temporary accommodation through an SLA.
- Successful delivery of the in-house gas service team, which received a positive audit inspection in 2017.

Looking forward, the team is proactively planning for legislative changes such as the new regulations for electrical installations and checks, and installation of carbon monoxide monitors, with the aim of positively managing any potential impact on the service.

3.6.3 Performance and standards

The breakdown of service performance is set out in annex 1, however the headline response times for repairs are being exceeded as set out below:

Repair	Target	Performance achieved
Emergency	24 hours	2 hours
Urgent	7 days	4 days
Routine	28 days	14 days

The team is currently considering the implementation of a recharge policy, which would mean that the tenancy agreement would set out the respective responsibilities for landlord and tenant in relation to the maintenance of the property. The organisation authority may recharge the tenant for any repairs that it has to carry out, which fall within the scope of the tenant's responsibilities. These types of repairs are usually as a result of tenant misuse, abuse, neglect, wilful damage or carelessness, caused by the tenant themselves, family or visitors to their home. Where these repairs cannot be attributed to normal wear and tear or component failure we expect tenants to pay for these repairs in full or, alternatively, the tenant may carry out the repair themselves.

The delivery of the wider service will be proactive in working to negate any issues at an early stage through regular estate 'walk abouts' by the management team; and the localisation of housing staff in the hubs and the development of positive relationships in the neighbourhoods.

3.7 Voids

3.7.1 Delivery of voids

During the year the Void Service has undergone a performance review with each element of the delivery process being appraised and assessed with the aim of improving performance and efficiency.

(i) Void inspections

The voids inspection service was reviewed to refocus of the resource utilisation and the time it took for the inspection, ensuring a quicker inspection turn around. Subsequently, two skilled / trades employees were seconded to solely undertake the void inspections, significantly improving the performance of the service.

(ii) Void clearance

The clearance is now sub-contracted to a social enterprise 'Flintshire Refurbs', who employs 2 of the Council's tenants for a year, providing employability skills and basic skills training and assisting them into further employment at the end of the contract. The contract commences in January 2018 with a contracted performance target to complete the clearance within 5 days, reducing the period for rent loss.

(iii) Major and minor works

The existing contractor framework for major works on voids is currently under a value for money review looking at overall and comparative costs, and as a consequence of significant increase in the costs and the quality of the work, the team is to retender for framework contractors.

All of the minor works and some of the major is completed by the in-house team, including bathrooms and kitchens, where this is deemed to be efficient.

3.7.2 Standards and performance

The Council has set out what standards a tenant can expect when they move into their new home, which covers all aspects of a home including the structure, kitchens, bathrooms, heating, external and internal decoration etc. This aims to manage tenants expectations and have a clear understanding of where the responsibility of the Council ends and the tenants starts.

Performance is set out in annex 1.

3.8 Aids and adaptations

The Council is in the process of developing an Aids and Adaptations Policy which is a cross service policy and aims to align delivery across the Council. The purpose of the policy is to: 'support council tenants to be supported to obtain the best solutions for themselves and their carers as quickly as possible ensuring a fair and timely system for all. This may involve carrying out adaptations or being supported to look at alternative solutions to meet people's needs'.

The Council will consider and adapt to the principles of the:

- Housing and Regeneration Act 1996
- Human Rights Act 1998
- Equality Act 2010
- Social Services and Wellbeing Act (Wales) 2014
- Enable adaptations scheme 2016

whilst meeting its financial and overarching duties to all its citizens.

The Council has a dedicated annual budget for aids and adaptations of £1.3m, which funds minor adaptations up to £1k (which is under review) and major adaptations up to £36k as per Welsh Government guidelines. The adaptations are delivered by a dedicated team of skilled trades people and an in-house Surveyor. Where the work is specialised or major then contractors are used to expedite speedy delivery.

In addition, the Council works in partnership with its RSL partners and Social Services to capture and address the demand for specialist housing through the Specialist Housing Group, which is deemed as good practice by Welsh Government. The demand is met through either existing stock and the necessary DFG; an acquisition of a property which can be adapted by our partner RSLs; or through a specifically designed and built property as part of the new build programme. This approach has resulted in people being housed in suitably adapted property over the last 12 months.

4 CUSTOMER INVOLVEMENT AND SATISFACTION

4.1 Customer Involvement

The Council has recently developed a Customer Involvement Strategy and Action Plan to underpin the delivery of the housing service and ensuring full customer involvement in all that it delivers, as such:

The aim of the strategy and action plan (2018-2021) is to support the involvement of our customers in the development of effective, efficient and quality housing services.

The strategy sets out our commitment to involving our customers in a meaningful and effective way and identifies its key aims as to:

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

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

- Providing more opportunities for tenants to engage particularly through the development of local arrangements.
- Helping tenants to resolve issues that affect them and help us ensure that tenants retain satisfaction in the quality of our services.
- Improving and extending the range of communication options to ensure our tenants are informed, engaged and have the opportunity to challenge.
- Developing training programmes which encourage participation and encourages their involvement in the development of resilient communities.

The action plan will be reviewed on a quarterly basis to ask if we have achieved what we said we would do and what impact those actions are having. A review of progress will be published in our quarterly housing news and published on our website, and the Council 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.

4.2 Customer satisfaction

The overall service performance as set out in annex 1, identifies areas of positive service delivery as well as areas for improvement, including capturing customer feedback, compliments and complaints, particularly in relation to the allocation and move in element of the service. This is an urgent action for the coming year and will include a number of solutions however we envisage IT to be an important factor in the ongoing delivery:

- Sourcing an independent company to undertake follow-up satisfaction surveys based on service delivered through regular surveys;
- Joining up the IT and delivering a digital solution using apps to capture feedback – this may require some up front work with tenants to ensure they use the service but it aligns with the Council's digitalisation strategy going forward;

- Reviewing resource management and ensuring ***we get it right first time***;
- Undertake the STAR annual survey to benchmark customer satisfaction; and
- Use Housemark to benchmark our performance and levels of customer satisfaction.

5 DRIVING EFFICIENCIES

Through all of the reviews of the service delivery detailed in this business plan, a key driver is to achieve value for money and improve service efficiency.

5.1 Service Transformation

Service reviews on all areas of the business have continued during the year, staff and customers have been involved in ensuring that key services are providing value for money, meet customer expectations and increase productivity. Some of our achievements in 2016/17 are:

- Restructure of Housing Management teams to allow a clear focus on new customers and existing customers through introducing dedicated teams for both. This will ensure the right people are allocated the right property making tenancies more sustainable.
- Upgraded the IT systems used to manage ASB which will allow for improved monitoring of performance, customer satisfaction and case management.
- Implemented new “self-serve” procedure for customer decorating materials, allows customer to order on line and reduces management and administration costs.
- Reduced cost of void security by only using physical security on “higher risk” voids.
- Contracted a local social enterprise to deliver void clearance services, employing Flintshire tenants and creating further job opportunities, by April 2017.
- Upgraded base systems such as Open Housing – modular development on an IT platform for more detailed regulatory landlord compliance requirements.
- Development of local hubs, integrating the Housing Officer and the Accommodation Support Officer’s roles.

5.2 Stores

The Council has secured a new contract with Travis Perkins to provide stock through bulk supply. The contract enables the Council to ensure best value for the top 500 stock items through a transparent process where the Council can benchmark and challenge prices through reviewing the high spend and high volume products and go out to the market.

5.3 Fleet Review

A new corporate contract to supply fleet is being secured through EFS, the service required has been established together with targeted efficiencies including mileage and fuel. The vehicles will be tracked and reports produced for team leaders on mileage, fuel consumption and driving behaviours, providing a ‘demand plan’ for the usage of the vehicles and, through constant review, will enable management of the impact of the costs of the fleet.

6 RESOURCE AND FINANCIAL REQUIREMENT

6.1 Rents

The Social Housing rents policy was introduced by Welsh Government in April 2015 for local authorities. This policy was aimed at achieving rent convergence between council and housing association rents over time.

The WG rent policy required all service charges to be disaggregated from rents by April 2016. There is flexibility for each landlord to set the rent band at either target rent, 5% below or 5% above. Cabinet decided to set Flintshire rents at target to support tenant affordability. The exception being new build rents which are set at 5% above the Welsh Government target.

The rent policy sets out the total target rent band for each landlord. The council's target rent for 2018/19 is £96.51. On 1st April 2018 the Councils average rent will be £90.51. Where a landlord's weekly rent is lower than the target rent band, transitional protection will apply to tenants. In any year a landlord will not be permitted to increase the rent for any individual tenant by more than £2 per week in addition to the agreed average annual rate of rent increases for the sector as a whole. The inflation indices to be used for uplifting rents each year will be based on CPI at the previous September and a real increase percentage of 1.5% will be applied to the inflation indices.

CPI for Sept 2017 was 3% plus 1.5% giving rent inflation for 2018/19 of 4.5%. For the purposes of option 1, we have included a 3% plus up to £2 a week increase in rents.

Anticipated Rental (including voids rent loss) and other income for the three year period 2018/19, 2019/20 and 2020/21 are shown in the table below:

Year	Net Rental Income	Other Income	Total Income
2018 – 2019	£33.068m	£ 1.334m	£ 34.401m
2019 – 2020	£35.536m	£ 1.465m	£ 37.001m
2020 – 2021	£36.344m	£ 1.590m	£ 37.934m

Rent Charges		2018/19				
		£'s			No.	
		Target Rent	Average Transitional Rent	Variance	Equal to / above Target Rent	Below Target Rent
Property Type	No. of Properties					
G1Bedsit	22	69.50	69.72	0.22	22	0
G1bungalow	13	86.42	82.33	-4.09	1	12
G1Flat	161	78.19	78.07	-0.12	156	5
G1House	1	86.42	77.03	-9.39	0	1
G2Bungalow	3	96.02	88.34	-7.68	0	3
G2Flat	305	86.87	85.84	-1.04	206	99
G2House	702	96.02	90.57	-5.45	1	701
G2Maisonette	9	84.37	85.87	1.50	9	0
G3Bungalow	4	105.62	104.00	-1.62	0	4
G3Flat	37	95.56	92.82	-2.74	17	20
G3Maisonette	1	93.06	93.06	0.00	1	0
G3House	3,115	105.62	96.42	-9.20	3	3,112
G4House	128	115.22	103.28	-11.94	0	128
G5House	5	124.82	111.42	-13.40	0	5
G6House	5	124.82	115.64	-9.18	1	4
GNB1Apartment	4	82.10	82.10	0.00	0	4
GNB2Apartment	6	91.22	91.22	0.00	0	6
GNB2House	44	100.82	99.02	-1.80	0	44
GNB3House	18	110.90	108.57	-2.33	0	18
GNB2Bungalow	4	100.82	100.18	-0.64	0	4
M1Mini Group Bungalow	298	86.42	82.33	-4.08	0	298
M1Mini Group Flat	116	78.19	78.24	0.05	114	2
M2Mini Group Bungalow	95	96.02	91.08	-4.93	0	95
M2Mini Group Flat	23	86.87	86.87	0.00	23	0
M3Mini Group Bungalow	1	105.62	104.86	-0.76	0	1
S1Sheltered Bedsit	64	69.50	69.85	0.35	64	0
S1Sheltered Bungalow	850	86.42	82.95	-3.47	2	848
S1Sheltered Flat	321	78.19	78.21	0.02	321	0
S1Sheltered House	1	86.42	86.15	-0.26	0	1
S2Sheltered Bungalow	510	96.02	88.87	-7.14	3	507
S2Sheltered Flat	306	86.87	86.85	-0.03	301	5
S2Sheltered House	1	96.02	86.40	-9.62	0	1
S2Wardens Bungalow	2	96.02	95.51	-0.51	0	2
S2Wardens Flat	4	86.87	86.87	0.00	4	0
S2Wardens House	1	96.02	91.14	-4.87	0	1
S3Sheltered Bungalow	2	105.62	103.13	-2.49	0	2
S3Wardens Bungalow	16	105.62	103.06	-2.56	0	16
S3Wardens Flat	1	95.56	95.56	0.00	1	0
S3Wardens House	20	105.62	98.04	-7.58	0	20
S4Wardens Flat	1	104.25	106.94	2.69	1	0
SO3Shared ownership houses	13	105.62	94.86	-10.76	0	13
Total	7,233	96.51	90.51	-5.99	1,251	5,982

Note

G = General Need

GNB = General Needs New Build

S = Sheltered

M = Mini Group (over 55s with no warden service)

SO = Shared Ownership

The number equates to the number of bedrooms the property has for example a G3house is a general need 3 bed house.

The above chart shows the transitional rents chargeable to Flintshire tenants under the new rents policy from 2018/19 and how they compare to target rents. The average rent chargeable for 2018/19 is £90.51 some £5.99 below the weekly target rent under the new policy. On 1st April 2018 17% of tenancies will be at target rent.

6.2 Empty Properties

Void rent loss is currently at 1.41 % of rental income. The business plan continues to assume this level of void rent loss.

6.3 Service Charges

By April 2016, the Welsh Government expected all social landlords to separate services from rents and introduce charges, to recover the cost of services in addition to rent. Prior to this the cost of these services were spread across all tenancies. Through the separation of service charges from rents, tenants are able to see how much they pay for the rent of their home and how much they pay for any additional services that they receive e.g. aerials, laundry services, window cleaning and communal cleaning.

The introduction of service charges aims to achieve greater transparency and fairness for tenants, providing greater accountability whilst helping to improve both the efficiency and quality of services being delivered.

The Council is currently working in collaboration and sharing best practice with three other North Wales stock retaining Councils. These being Wrexham, Denbighshire and Isle of Anglesey.

Flintshire is implementing service charges on a phased basis for existing/ongoing tenancies. Since April 2015 all new tenants have paid for services. A tenant consultation is currently under way to review services and discuss implementation of revised charges from April 2018.

With the exception of services provided for the benefit of individuals, the service charges outlined above are all currently 'housing benefit eligible'.

6.4 Garage Rents

Garage rents are currently charged at £6.61 per week. We are proposing an increase of £1 per week. Garage plots are currently a £1.20 per week. We are proposing a 20p increase per week.

6.5 Expenditure

Proposed financial changes to the 2018/19 business plan

HRA Business Planning

Revenue Efficiencies/Use of one off funding

No	Section	Description	2018/19 £	Notes
1	Repairs & Maintenance Support	Deletion of 0.6 FTE Finance Assistant (vacant post)	(15,450)	
2	Repairs & Maintenance Support	Reduction in grade	(15,148)	
3	Responsive Repairs	Deletion of 2 x Builder (vacant posts)	(61,390)	
4	Void Repairs	Deletion of 1 x Plasterer and 1 x Floor Layer (vacant posts)	(59,004)	
5	Tenancy Management	Deletion of 1 x Tenancy Sustainment Officer (vacant post)	(33,324)	
6	Responsive Repairs	Reduction to subcontractor Budget	(83,891)	
7	Housing Programmes	Deletion of 0.2 FTE Programme Manager Welfare Reform 18/19 only	(12,002)	Non recurring. Substantive post holder seconded to Welsh Gov
8	Rents	Reduction of 0.65% in the budgeted contribution to the Bad Debt Provision	(200,000)	Approx. figure (will change depending on rent increase applied)
9	Estate Management	Removal of tenant incentive (downsizing) budget	(15,300)	May need to be reviewed in future years.
10	Responsive Repairs	Remove increase to R&M budget for additional SHARP properties	(80,360)	Non recurring. To be reviewed during 2019/20 budget setting process.
11	Housing Programmes	Realignment of staffing costs (Council Fund & NEW Homes)	(30,643)	
		Total HRA	(606,512)	

Revenue Investment Decisions/Cost Pressures

No	Section	Description	2018/19 £m	Notes
1	Income	Service Charges	287,000	Reduction in income in line with phased introduction of Service Charges
2	Support Services	Central Overheads	84,000	Increase in the cost of corporate overheads
		Total HRA	371,000	
		Grand Total HRA	(235,512)	

6.6 Staff and associated costs

The business plan includes 218.84 established Positions (FTE) within the Housing Revenue Account in 2018/19.

6.7 Housing Asset Management

Housing Asset Management (HAM) includes Responsive repairs, voids, WHQS and cyclical works and Disabled adaptations. Total FTE's for HAM assumed in the plan are 164.2. The revenue budget for 2018/19 is £8.234m (£1,138 per tenancy).

6.8 Estate Management

Estate Management includes Rents, Anti-Social Behaviour, Tenant participation and Tenancy management services. Total FTE's assumed in the plan are 33.36. The planned budget is £1.638m.

6.9 Landlord Services

Landlord Services includes all costs associated with service charges and landlord costs for communal buildings. Total FTE's assumed in the plan for Landlord Services are 7.5. The planned budget is £1.340m.

6.10 Management & Support Services

Management & Support Services include Finance and cash collection, I.T, member services, HR and Training, Legal, Insurance, Buildings, admin and corporate management costs. The FTE's assumed on the plan for Management & Support Services are 13.78. The planned budget is £2.419m.

6.11 Capital Financing

Financial Year	New Build Programme	WHQS	Mid Year	Total Costs	Closing HRA Debt	Limit on indebtedness	Borrowing Capacity
2018.19	£11.800m	£5.122m	£134.111m	£8.573m	£141.303m	£143.934m	£2.631m
2019.20	£2.000m	£2.300m	£142.040m	£9.218m	£142.777m	£143.934m	£1.158m
2020.21	£3.000m		£142.848m	£9.284m	£142.921m	£143.934m	£1.013m

As per the self-financing agreement introduced in April 2015, the borrowing limits agreed for the council were £15m for new build, £25m for WHQS and £107.2m for the buy-out. This new borrowing in addition to existing borrowing gave us a debt cap of £143.9m (limit on indebtedness above). The above table shows the planned new borrowing for WHQS and new build alongside the closing HRA debt balance and borrowing cap. The level of borrowing remains within the cap. The capital programme for 2018/19 is £36.496m of which £21m is allocated to achieving the Welsh Housing Quality Standard, £1m to DFGs and £14m to new builds.

7 MONITORING AND EVALUATION

Risk management plans have been developed for the WHQS programme and the SHARP new build programme, which are regularly monitored by the Housing and Regeneration programme board; the Scrutiny committee and the Council's Cabinet.

The risk register below for the overall HRA is updated and monitored monthly at the Housing and Regeneration Programme Board.

Ref	Description/Issue	Risk	Mitigation Act (MA) / Response Plan (RP)
1	MRA funding certainty - MRA is included within the HRA 30 year Business Plan at £5.0m per annum	MRA funding is only guaranteed year on year MRA funding not received	Ensure delivery of WHQS programme Fully complete Welsh Government MRA returns on a quarterly basis Lobby Welsh Government on need for MRA to continue to invest in the Housing stock Monitor and review at HRA Programme Board
2	Meeting the WHQS by 2020 - Delivering a significantly increased investment programme	Annual programme not delivered to targets Major supplier issues Contractor performance or contractor viability issues	Effective contractor management Appoint sufficient resource in delivery team Develop a revised delivery team structure

		Loss of key staff Recruitment to delivery team Significant stock condition issues Tenant satisfaction	Appoint additional Tenant Liaison Officers Post inspection of completed work Stock Condition Survey in place Monitor and review at HRA Programme Board
3	Delivering the New Build programme by 2020	Mobilisation Phase of the Programme does not achieve the completion of the first phase of development in Flint by April 2016 Unsuitable sites selected for development and / or planning permission not granted Reputational risk through poor communication of Programme objectives progress and outcomes	Integration of the Programme with the development of the Local Development Plan (LDP) and the housing strategy Integrated Communications Plan Design Procurement process to meet commissioning objectives More intensive site visits to be conducted on potential development sites Early feasibility investigations to be undertaken in respect of sites identified Concurrent work stream to liaise with highways; planning and street scene officers Monitor and review at HRA Programme Board
4	Introduction of charging for services	Quality and cost of services delivered Recovery of income Tenant satisfaction	Extensive tenant consultation Effective debt management arrangements Review of standard and cost of services delivered Monitor and review at HRA Programme Board
5	Maximising rental income particularly in light of ongoing Welfare Reforms	Poverty issues Increase in rent arrears Tenancy sustainment issues	Effective tenancy management Creative use of DHP Consideration to resource for tenancy sustainment Monitor and review at HRA Programme Board
6	Meeting Annual Efficiency targets - Delivering the HRA efficiency plan ensuring savings targets are achieved	Efficiency targets not met Detrimental impact on service delivery Tenant satisfaction	Monitor progress through Council Housing Service Senior Management Team Service Plans and 1:1's Financial management and monitoring Monitor and review at HRA Programme Board
7	Proposed Rent review	Impact on HRA Business Plan Ability to deliver WHQS Ability to deliver New Build programme Impact on HRA services and sustainability	Ensure dialogue with Welsh Government Ensure representation on relevant National boards Modelling and risk management Monitor and review at HRA Programme Board
8	Gas to be phased out over the next 15yrs.	This will have an impact on the 30yrs Business Plan, due to	To be determined

		costs for replacement of cookers/boilers etc	
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8 KEY ACTIONS FOR 2018/19

The following are a summary of the key priorities for the next operational year:

- (i) To deliver WHQS targets within year and within budget by 2020;
- (ii) Deliver cyclical and responsive maintenance in an effective and efficient manor;
- (iii) To ensure 100% sustainable tenancies through effective pre-tenancy checks;
- (iv) To implement the new hub structure and develop local action plans across the County;
- (v) To deliver 50 new homes per annum to meet the demand of the social housing register;
- (vi) To undertake strategic acquisitions to support local regeneration or other local priorities including meeting short/medium term demand;
- (vii) To implement the Customer Involvement Strategy and Action Plan.

ANNEX 1: KPIs TARGETS FOR 2018/19

Area	Target
New build - SHARP	
Numbers built (completed) in 2017//18	50
Numbers to be built - complete 2018/19	50
Residents satisfaction of new homes	100%
WHQS	
Kitchens completed – intervention rate	100%
Bathrooms completed – intervention rate	100%
Central heating completed – intervention rate	100%
Roofing / windows / doors completed – intervention rate	100%
Customer satisfaction	90%
Jobs created	38pa
Housing Management	
New lettings	
Percentage accepting first offer– started to record October 2017	80%
Average days re-let– started to record October 2017	33
Average lettings	7
Rent lost	1.4%
Pre-tenancy assessments	100%
Voids	
Average clearance – number of days	5 days
Average time spent in maintenance (days)	
- Major	45
- Standard	20
Adaptations	
Spend against budget	£1m
Repairs and Maintenance	
Emergency repairs	Within 24 hours
Urgent repairs	Within 7 days
Non-urgent repairs	Within 28 days
Anti-Social Behaviour	
Percentage of ASB actions completed in target time	95%
Customer services	
Number of seconds is the average time for the customer services team to answer a call	30 seconds
Percentage of calls answered within target time	80%
Percentage of calls abandoned	10%

ANNEX 2: COMMUNITY BENEFITS

New Build - SHARP

KPI	Target 16/17	Performance up to Oct 2017	Notes
Local (Flintshire) SME spend: Locality Radius	25%	23%	Spend locally is projected to increase as the SHARP rolls out across the County.
Local (Flintshire) Labour Usage	50%	51%	This exceeds the target figure agreed with the Council. Wherever possible, the Council will look to maximize opportunities for local labour.
Percentage of Supply Chain Opportunities Advertised	100%	100%	A number of "Meet the Buyer" events have been held with Wates Residential to maximize the supply chain opportunities for Flintshire-based businesses.
Performance against CITB Client Based Approach Performance Levels	100%	Yearend target	Exceeded apprenticeship target of 6, anticipate 11 apprentices recruited by the end of the year. Wates Residential are actively working with Communities First and have so far placed 3 employees within the construction sector.

SHARP Community Investment Performance	
Employment and Training	
471	Local people have benefited from Employment & Training Initiatives on this project
6,040	Training/employment weeks have been created for local people
41,733	Hours have been invested to support these people by Wates staff
£2,230,374	Value of investment into training local people
Investing in the local economy	
£4,470,309	Has been spent with local small businesses on this project
£7,286,604	Economic Benefit has been generated for the local community as a result of this spend
£19,460	Has been invested into Social Enterprises on this project
Investing in the Community	
£4,463	have been invested into volunteering in the community
£244,851	Has been invested into local charities / community causes
£9,782,377	Worth of Economic, Environmental and Social Value has been generated on this project
*According to FSB, 63 pence of every £1 spent locally with an SME is reinvested into the local economy for the Batch 1 sites (Custom House and The Walks).	

ANNEX 3: ACTION PLAN

The following actions will support the delivery of the priorities set out in this business plan:

1. Grow the housing stock by 1,000 over the lifetime of the plan;
2. Maintain, sustain and build on the improvements delivered through WHQS investment;
3. To be in the top quartile for performance and quality of service delivery.

Strategic and Operational				
	Action	Detail	Timeframe	Responsible / lead team
1	Improved IT capability for reporting including Open Housing and KPIs	Update the servers to enable the productivity module to be opened in Open Housing so individual work output can be monitored.		
		Join up the IT and deliver a digital solution using apps to capture customer feedback – this may require some up front work with tenants to ensure they use the service but it aligns with the Council's digitalisation strategy going forward.		
2	Preventative work with vulnerable tenants to address rent arrears in conjunction with the Income Team	Working across internal teams including the Income Team, Benefit Team; Housing Solutions; Housing Options and Housing Management, develop appropriate actions around the following areas: 1. Lettings arrangements and tenancy allocation to vulnerable tenants. 2. Early identification of arrears. 3. Initial contact to tenants experiencing financial difficulties. 4. Direct contact with tenants. 5. Arrangements in place to support tenants experiencing financial difficulties.		
3	Proactive Neighbourhood Management	Regular meetings with other landlords and key partners, including the Police, as part of the implementation of a proactive Neighbourhood Management plan.		
4	Improved understanding of asset base	Undertake/ update the stock condition survey		
		Review and assess the potential to realign existing housing stock to meet changing demands on the stock		
5	Develop a robust and intelligence led strategic framework to delivery of new build, acquisitions and services.	Inform and influence the wider Council's housing strategy development.		
		To undertake strategic acquisitions to support local regeneration or other local priorities including meeting short/medium term demand;		
6	Improved understanding of	To implement the Customer Involvement Strategy and Action Plan.		

	customer satisfaction and involvement			
		Source an independent company to undertake follow-up satisfaction surveys based on service delivered through regular surveys		
		Review resource management with the aim of ensuring we get it right first time, particularly in relation to the call centre.		
		Undertake the STAR annual survey to benchmark customer satisfaction		
		Use Housemark to benchmark our performance and levels of customer satisfaction.		

New Build Programme – SHARP				
	Action	Detail	Timeframe	Responsible / lead team
1	To deliver 50 new homes per annum up to 2020 to meet the demand of the social housing register	Ensure the delivery of new build adds value through addressing the pressures for certain housing types by basing development plans on intelligence.		
		Undertake a review and update of the Flintshire House Standards		
		Consider feasibility and potential for the trades team to undertake new build on small sites		

WHQS				
	Action	Detail	Timeframe	Responsible / lead team
1	To deliver WHQS targets within year and within budget by 2020	Undertake a review of contractors to deliver the fourth year of the programme to achieve efficiencies against costs and resource requirements		
2	To deliver community benefits as part of the WHQS programme	To develop a framework to identify and agree the community benefits to be delivered		
		To establish a process, in line with the Council wide strategy, to measure and capture community benefits.		

Housing and Neighbourhood Management				
	Action	Detail	Timeframe	Responsible / lead team
1	To implement the new hub structure	Develop local action plans across the County	by June 2018	

2	Lettings homes - getting it right at the start by matching a person's housing need to the right property.	To ensure 100% sustainable tenancies through effective pre-tenancy checks		
3	Tenancy enforcement	Dealing effectively with anti-social behavior, community safety and tenancy related issues through a multi agency approach		
	Neighbourhoods – maintaining and managing the places we work, helping to protect our asset and create sustainable communities.			
	Customer engagement	Working in partnership with tenants to help improve services, resolve issues, improve their neighbourhood and create opportunities for community cohesion.		

Housing Assets				
	Action	Detail	Timeframe	Responsible / lead team
	Reduce void periods	Increase reporting of issues prior to property becoming empty		
	Improve efficiencies on major and minor works	Undertake a value for money review on the comparative costs and retender		
	Aids and Adaptations Policy	Develop and consult on the policy to provide a framework for undertaking aids and adaptations to Council stock		
		Working with Housing Options develop a register of stock that has existing aids and adaptations which can be identified at re-let for most appropriate letting, to achieve better efficiency of existing stock.		

Flintshire County Council - HRA 30 Year Business Plan

Yr	Financial Year	Income			Expenditure						Net Operating Balance					Available Capital Funding							Capital Programme				
		Net Rent Income	Other Income	Total Income	Estate Mgmt	Landlord Services	Repairs & Maint	Mgmt & Support	Debt Charges	Total Expenses	Net Operating Expenditure	Balance B/F	CERA	Balance C/F	3% of expenditure	CERA	MRA	Prudential Borrowing	Affordable Housing Grant	Shared Ownership Receipts	Commutated Sums	Total Capital Funding	WHQS Capital Programme	DFG	SHARP Replacement	SHARP Developments	Total Capital Programme
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	2017.18	(30,850)	(1,282)	(32,132)	1,653	1,311	8,601	2,319	7,643	21,526	(10,606)	(1,117)	10,540	(1,183)	(962)	10,540	5,065	14,767		335		30,707	20,010	1,030	0	9,667	30,707
1	2018.19	(33,068)	(1,334)	(34,401)	1,638	1,340	8,234	2,419	8,619	22,249	(12,152)	(1,183)	12,170	(1,165)	(1,033)	12,170	5,065	16,922	1,900		439	36,496	21,215	1,051	0	14,230	36,496
2	2019.20	(35,536)	(1,465)	(37,001)	1,669	1,366	8,537	2,475	9,262	23,310	(13,692)	(1,165)	13,382	(1,475)	(1,101)	13,382	5,065	4,300	1,243			23,990	21,048	1,072	0	1,870	23,990
3	2020.21	(36,344)	(1,590)	(37,934)	1,689	1,391	8,675	2,518	9,328	23,602	(14,332)	(1,475)	14,603	(1,205)	(1,146)	14,603	5,065	3,000				22,668	17,374	1,093	0	4,200	22,668
4	2021.22	(37,620)	(1,610)	(39,230)	1,710	1,417	8,830	2,562	9,326	23,844	(15,385)	(1,205)	15,397	(1,192)	(1,177)	15,397	5,065	2,500				22,962	15,147	1,115	0	6,700	22,962
5	2022.23	(38,647)	(1,630)	(40,277)	1,731	1,443	9,005	2,606	9,313	24,099	(16,178)	(1,192)	15,923	(1,448)	(1,201)	15,923	5,065	3,000				23,988	15,450	1,137	0	7,400	23,988
6	2023.24	(39,816)	(1,650)	(41,466)	1,766	1,472	9,051	2,658	9,323	24,269	(17,197)	(1,448)	16,922	(1,722)	(1,236)	16,922	5,065	3,000				24,987	14,527	1,160	0	9,300	24,987
7	2024.25	(41,089)	(1,670)	(42,760)	1,801	1,501	9,104	2,712	9,320	24,438	(18,322)	(1,722)	18,136	(1,908)	(1,277)	18,136	5,065	2,500				25,701	14,818	1,183	0	9,700	25,701
8	2025.26	(43,171)	(1,703)	(44,874)	1,837	1,531	9,158	2,766	9,308	24,600	(20,274)	(1,908)	20,056	(2,126)	(1,340)	20,056	5,065	3,000				28,121	15,114	1,207	0	11,800	28,121
9	2026.27	(43,639)	(1,713)	(45,352)	1,874	1,562	9,222	2,821	9,317	24,797	(20,556)	(2,126)	20,284	(2,398)	(1,352)	20,284	5,065	3,000				28,349	15,416	1,231	2	11,700	28,349
10	2027.28	(44,933)	(1,735)	(46,668)	1,911	1,593	9,285	2,878	9,327	24,994	(21,675)	(2,398)	21,429	(2,643)	(1,393)	21,429	5,065	3,000				29,494	15,724	1,256	14	12,500	29,494
11	2028.29	(46,271)	(1,757)	(48,028)	1,950	1,625	9,351	2,935	9,324	25,185	(22,843)	(2,643)	22,428	(3,059)	(1,428)	22,428	5,065	2,500				29,993	14,681	1,281	31	14,000	29,993
12	2029.30	(47,654)	(1,780)	(49,434)	1,989	1,657	9,423	2,994	9,312	25,375	(24,060)	(3,059)	24,050	(3,069)	(1,483)	24,050	5,065	3,000				32,115	14,975	1,307	33	15,800	32,115
13	2030.31	(49,104)	(1,803)	(50,908)	2,028	1,691	9,503	3,054	9,321	25,597	(25,311)	(3,069)	25,081	(3,299)	(1,520)	25,081	5,065	3,000				33,146	15,275	1,333	39	16,500	33,146
14	2031.32	(51,571)	(1,840)	(53,412)	2,069	1,724	9,585	3,115	9,319	25,812	(27,600)	(3,299)	27,310	(3,589)	(1,594)	27,310	5,065	2,500				34,875	16,663	1,359	53	16,800	34,875
15	2032.33	(52,135)	(1,851)	(53,986)	2,110	1,759	9,666	3,177	9,307	26,019	(27,967)	(3,589)	27,720	(3,836)	(1,612)	27,720	5,065	3,000				35,785	16,996	1,387	102	17,300	35,785
16	2033.34	(53,723)	(1,876)	(55,600)	2,152	1,794	9,749	3,241	9,317	26,252	(29,347)	(3,836)	29,052	(4,131)	(1,659)	29,052	5,065	3,000				37,117	17,336	1,414	166	18,200	37,117
17	2034.35	(55,367)	(1,901)	(57,268)	2,195	1,830	9,833	3,305	9,315	26,479	(30,789)	(4,131)	30,547	(4,374)	(1,711)	30,547	5,065	2,500				38,112	17,683	1,443	186	18,800	38,112
18	2035.36	(57,077)	(1,927)	(59,004)	2,239	1,867	9,920	3,372	9,303	26,700	(32,304)	(4,374)	32,060	(4,619)	(1,763)	32,060	5,065	3,000				40,125	18,037	1,471	217	20,400	40,125
19	2036.37	(58,878)	(1,953)	(60,831)	2,284	1,904	10,011	3,439	9,312	26,950	(33,881)	(4,619)	33,631	(4,869)	(1,817)	33,631	5,065	3,000				41,696	17,431	1,501	265	22,500	41,696
20	2037.38	(61,950)	(1,995)	(63,945)	2,330	1,942	10,110	3,508	9,322	27,211	(36,734)	(4,869)	36,297	(5,306)	(1,905)	36,297	5,065	3,000				44,362	17,779	1,531	352	24,700	44,362
21	2038.39	(62,754)	(2,007)	(64,761)	2,376	1,981	10,217	3,578	9,320	27,471	(37,290)	(5,306)	37,092	(5,504)	(1,937)	37,092	5,065	2,500				44,657	18,135	1,561	460	24,500	44,657
22	2039.40	(64,792)	(2,035)	(66,827)	2,424	2,020	10,320	3,649	9,308	27,722	(39,105)	(5,504)	38,950	(5,659)	(2,000)	38,950	5,065	3,000				47,015	18,498	1,593	525	26,400	47,015
23	2040.41	(66,918)	(2,063)	(68,981)	2,472	2,061	10,430	3,722	9,317	28,003	(40,979)	(5,659)	40,633	(6,005)	(2,059)	40,633	5,065	3,000				48,698	18,867	1,625	606	27,600	48,698
24	2041.42	(69,131)	(2,092)	(71,224)	2,522	2,102	10,542	3,797	9,316	28,278	(42,946)	(6,005)	42,712	(6,239)	(2,130)	42,712	5,065	2,500				50,277	18,616	1,657	704	29,300	50,277
25	2042.43	(71,445)	(2,122)	(73,567)	2,572	2,144	10,658	3,873	9,304	28,551	(45,016)	(6,239)	44,687	(6,567)	(2,197)	44,687	5,065	3,000				52,752	18,989	1,690	823	31,250	52,752
26	2043.44	(75,301)	(2,169)	(77,470)	2,624	2,187	10,780	3,950	9,314	28,855	(48,615)	(6,567)	48,189	(6,993)	(2,311)	48,189	5,065	3,000				56,254	19,368	1,724	961	34,200	56,254
27	2044.45	(76,407)	(2,183)	(78,590)	2,676	2,231	10,911	4,029	9,312	29,160	(49,430)	(6,993)	49,038	(7,386)	(2,346)	49,038	5,065	2,500				56,603	19,756	1,758	1,088	34,000	56,603
28	2045.46	(79,021)	(2,214)	(81,235)	2,730	2,275	11,039	4,110	9,301	29,455	(51,780)	(7,386)	51,735	(7,432)	(2,436)	51,735	5,065	3,000				59,800	20,173	1,794	1,233	36,600	59,800
29	2046.47	(81,750)	(2,246)	(83,996)	2,784	2,321	11,174	4,192	9,311	29,782	(54,215)	(7,432)	53,829	(7,817)	(2,508)	53,829	5,065	3,000				61,894	20,576	1,829	1,389	38,100	61,894
30	2046.47	(84,588)	(2,279)	(86,866)	2,840	2,367	11,311	4,276	9,320	30,115	(56,752)	(7,817)	56,443	(8,126)	(2,597)	56,443	5,065	3,000				64,508	20,988	1,866	1,554	40,100	64,508

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Appendix C

Draft HRA Capital Programme 2018/19

HRA Capital Programme	
WHQS	£'m
CATCH UP REPAIRS / MAJOR WORKS	
Urgent Capital Works	0.529
IMPROVEMENTS / COMMUNAL WORKS	
Fire Risk Assessments Work	0.510
General DDA Work	0.051
IMPROVEMENTS / ACCELERATED WORKS	
Asbestos Survey and Removal (Ongoing Programme)	0.612
Off Gas Programme	0.357
Welfare Reform / Adaptations	0.102
PROGRAMMED WORK STREAMS	
Internal Works	4.136
Envelope Works	10.542
External Works, Paths, Fences	0.485
Environmental Works - General	0.969
Capitalised Salaries	1.158
WHQS Acceptable Fails	1.000
Empty Properties	0.765
Total WHQS	
	21.215
Non WHQS	
Disabled Facility Grants (DFG) - Mandatory/ Minor Adaps	1.051
Solar PV	-
Total Non - WHQS	
	1.051
SHARP Programme	
Batch 3	14.230
Total SHARP Programme	
	14.230
Total Capital Spend	
	36.496

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CABINET

Date of Meeting	Tuesday, 20 th February 2018
Report Subject	Treasury Management Strategy 2018/19
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The report presents the draft Treasury Management Strategy 2018/19 for approval and recommendation to Council.

RECOMMENDATIONS

1	Cabinet approves and recommends to Council the Treasury Management Strategy 2018/19.
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REPORT DETAILS

1.00	EXPLAINING THE APPENDICIES
	<u>BACKGROUND</u>
1.01	The Local Government Act 2003 requires all local authorities to have due regard to both the Chartered Institute of Public Finance and Accountancy's Treasury Management in Public Services: Code of Practice (The CIPFA Code of Practice) and Welsh Government guidance on Local Authority Investments.
1.02	<p>The Council has adopted The CIPFA Code of Practice which requires:-</p> <ul style="list-style-type: none">• The Council to create and maintain a Treasury Management Policy Statement which states the Council's policies, objectives and approach to risk management of its treasury management activities.• The Council to create and maintain suitable Treasury Management Practices (TMPs) and accompanying schedules, stating how those policies and objectives will be achieved and prescribing how those activities will be managed and controlled.• The Council to receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.• Responsibility for Treasury Management to be clearly defined. The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Cabinet, and for the execution and administration of treasury management decisions to the Corporate Finance Manager, who will act in accordance with the organisation's policy statement and TMPs and, CIPFA's <i>Standard of Professional Practice on Treasury Management</i>.• A body to be responsible for the scrutiny of Treasury Management Policy, Strategy and Practices. The Council has nominated the Audit Committee to be responsible for ensuring effective scrutiny of the treasury management function. The Audit Committee has previously agreed to include treasury management as a standing item on each quarterly agenda to receive an update.
1.03	The Welsh Government guidance on Local Authority investments requires that the Council prepares an Investment strategy before the start of each financial year which sets out the Council's policies for the prudent management of its investments, giving priority, firstly to the security of those investments (protecting the capital sum from loss), and secondly liquidity (keeping money readily available for expenditure). The generation of investment income is distinct from these prudential objectives, however provided that proper levels of security and liquidity are achieved, it may (but only then) be reasonable to seek the highest yield consistent with those priorities.

1.04	<p>The guidance stipulates that the investment strategy must also include the following:</p> <ul style="list-style-type: none"> • Specified Investments • Non-specified Investments • Credit Risk Assessment • Investment Consultants • Investment Training • Investment of money borrowed in advance of need.
1.05	<p>In preparation for approving the 2018/19 Treasury Management Strategy training for all Members was held on 4th December 2017. The workshop presented by Arlingclose, the Council’s Treasury Management advisors covered a detailed introduction to Treasury Management in Local Authorities, including the regulatory framework and the role of the elected Member in scrutinising the Treasury Management function. The training included an in depth presentation on investments and borrowing.</p>
	<p><u>CONSIDERATIONS</u></p>
	<p>Changes to CIPFA’s Codes of Practice - Treasury Management Code 2017 and Prudential Code for Capital Finance in Local Authorities 2017</p>
1.06	<p>CIPFA published new editions of the Treasury Management in the Public Services: Code of Practice and Cross-sectoral Guidance and the Prudential Code for Capital Finance in late December 2017 which complement each other.</p>
1.07	<p>The 2017 edition of the Prudential Code for Capital Finance has expanded objectives and includes a requirement for authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources, and ensure that decisions are being made with sufficient regard to the long term financing implications and potential risks to the authority.</p> <p>The code introduces the requirement for a Capital Strategy which sets out the long-term context of capital expenditure and investment decisions and their associated risks and rewards along with an overview of how risk is managed for future financial sustainability. Its intention is to give a high level overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability, linking the Capital Strategy with the Treasury Management Strategy.</p>
1.08	<p>In the 2017 edition of the Treasury Management Code the definition of ‘investments’ has been widened to include all financial assets as well as non-financial assets held primarily for financial returns such as investment property. All investments will require appropriate investment management and risk management framework, including investments which are not managed as part of traditional treasury management.</p>

	<p>A new section within the Treasury Management Practices and Schedules has been added to cover investments made for reasons other than treasury management activity. Examples of these include loans supporting service outcomes, investment in subsidiaries and investment property portfolios.</p> <p>Other more minor amendments have been made to the Treasury Management Practices and Schedules.</p>
1.09	<p>The Council already has a Capital Strategy and Asset Management Plan in place and considers that it prudently assesses the long-term context of capital expenditure and any non-treasury investment decisions, and their associated risks and rewards on future financial sustainability. Nevertheless, the requirements of the changes of both codes in paragraphs 1.07 and 1.08 above will need to be worked through with careful consideration to ensure compliance with the requirements of the Codes. Appropriate risk management frameworks and reporting mechanisms will also need to be further developed in consultation with Chief Officers and Members and will take some time.</p> <p>CIPFA have yet to publish the updated guidance notes to both Codes which will include examples and more detailed practical guidance. These guidance notes are needed to assist the Council in interpreting the practical implications of the updated Codes.</p> <p>Due to the timing of the publications, and the need to set the Treasury Management Strategy for 2018/19 before the start of the financial year, it is appropriate to set the strategy for this year under the 2011 requirements. This is the approach being recommended by our treasury management advisors.</p>
	<p>2018/19 Treasury Management Policy Statement, Strategy and Practices</p>
1.10	<p>The Treasury Management Policy Statement was approved by Council in February 2016 and covers the 3 year period from 2016/17 to 2018/19. This document defines the Council's treasury management activities, sets out the Council's criteria to measure the effectiveness of treasury management activities and includes the Council's high level policies for borrowing and investments. Once approved, it was agreed that the document only be reported to Members during its lifetime in the event of any significant changes. There is no change to this document.</p>
1.11	<p>Similarly the Treasury Management Practices (TMPs) and accompanying schedules to cover the 3 year period from 2016/17 to 2018/19 were approved in February 2016 and it was agreed that these operational documents will only be reported to Members during its lifetime in the event of any significant changes.</p> <p>The TMPs and schedules state how treasury management policies and objectives will be achieved and give specific details of the systems and routines employed and the records to be maintained including:-</p> <ul style="list-style-type: none"> • TMP 1 Treasury risk management • TMP 2 Performance measurement • TMP 3 Decision-making and analysis

	<ul style="list-style-type: none"> • TMP 4 Approved instruments, methods and techniques • TMP 5 Organisation, clarity and segregation of responsibilities, and dealing arrangements • TMP 6 Reporting requirements and management information arrangements • TMP 7 Budgeting, accounting and audit arrangements • TMP 8 Cash and cash flow management • TMP 9 Money laundering • TMP 10 Staff training and qualifications • TMP 11 Use of external service providers • TMP 12 Corporate governance
1.12	<p>Following the publication of the 2017 edition of the Treasury Management Codes a review of existing practices and schedules has been undertaken and as a result a small number of minor changes have been made to the TMPs and schedules.</p> <ul style="list-style-type: none"> • TMP 1 Risk Management. Inflation risk reintroduced to the practice and schedule. Minor amendment to refinancing risk to include any financial guarantees given and market risk management now renamed price risk management. • TMP 4 Approved Instruments, Methods and Techniques. Reference to the classification of the Council by financial institutions under MIFID II has been added to the practice, with a list of those institutions and their classification included in the schedule.
	<p>Treasury Management Strategy 2018/19</p>
1.13	<p>The 2018/19 Treasury Management Strategy is attached at Appendix 1 for review and discussion. The Strategy is updated and reported annually to Members in accordance with the CIPFA Code of Practice (2011 edition) and Welsh Government guidance.</p> <p>The Treasury Management Strategy details the approach that the Council will take for investing and borrowing over the next year, including the budgetary implications of the planned investment and borrowing strategy, and a number of treasury management indicators that the CIPFA Code requires.</p>
1.14	<p>The 2018/19 Strategy has not changed significantly from that of the 2017/18 Strategy. Matters that merit the attention of Members are summarised below:-</p> <ul style="list-style-type: none"> • Section 2 – Economic context, provided by Arlingclose, the Council's treasury management advisor, and highlights that the major external influence on the strategy is negotiating the UK's exit from the European Union and agreeing future trading arrangements. The domestic economy has remained relatively robust since the outcome of the 2016 referendum, but there are indications that uncertainty over the future is now weighing on growth. Transitional arrangements will also extend the period of uncertainty for several years. Economic growth is therefore forecast to remain sluggish throughout 2018/19.

	<ul style="list-style-type: none"> • Section 4 – Local context. This section summarises the anticipated treasury position in 2018/19. Activity in 2018/19, as in 2017/18 will focus more on borrowing and less on investing; as the Council’s requirement to borrow is forecast to grow due to a planned increase in capital expenditure, and there is less surplus cash to invest as services plan to spend reserves. • Section 5 – Investment Strategy. This section is largely a continuation of the 2017/18 strategy, the aim being to invest its funds prudently and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. • Section 6 - Borrowing Strategy. Again, this section is largely a continuation of the 2017/18 strategy. The Council continues to forecast a significant long term borrowing requirement. The required amounts needs to be confirmed before a commitment to long term borrowing is made and the use of short term borrowing will be used to assist during this period.
1.15	As required by the Council’s Financial Procedure Rules, the Strategy was reviewed by Audit Committee on 24 th January 2018 and will also be reported to Council on 20 th February 2018. Audit Committee scrutinised the report, and recommended it to Cabinet. Concerns were raised about the potential risk arising from late availability of CIPFA guidance on the updated Codes of Practice. The Audit Committee agreed to receive an update on progress in in implementing the new Codes of Practice in the second quarter of financial year 2018/19.

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	Draft Treasury Management Strategy 2018/19.

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

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> <p>Bond: A certificate of debt issued by a company, government, or other institution. The bond holder receives interest at a rate stated at the time of issue of the bond. The price of a bond may vary during its life.</p> <p>Capital Expenditure: Expenditure on the acquisition, creation or enhancement of capital assets.</p> <p>Capital Financing Requirement (CFR): The Council’s underlying need to borrow for capital purposes representing the cumulative capital expenditure of the local authority that has not been financed.</p> <p>Certificates of Deposits (CD’s): A savings certificate entitling the bearer to receive interest. A CD bears a maturity date, a specified fixed interest rate and can be issued in any denomination. CDs are generally issued by commercial banks. The term of a CD generally ranges from one month to five years.</p> <p>Cost of Carry: The “cost of carry” is the difference between what is paid to borrow compared to the interest which could be earned. For example, if one takes out borrowing at 5% and invests the money at 1.5%, there is a cost of carry of 3.5%.</p> <p>Consumer Price Index (CPI): The UK’s main measure of inflation (along with Retail Price Index or ‘RPI’) The Monetary Policy Committee of the Bank</p>

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.

MiFID II (Markets in Financial Instruments Directive): EU legislation that regulates firms who provide services to clients linked to 'financial instruments'. As a result of MiFID II, from 3rd January 2018 local authorities will be treated as retail clients but can "opt up" to professional client status, providing that they meet certain qualitative and quantitative criteria.

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

**DRAFT TREASURY MANAGEMENT
STRATEGY**

2018/19

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Treasury Management Strategy Report 2018/19

The Council is recommended to:

- **approve the Treasury Management Strategy for 2018/19**
- **approve the Treasury Management Indicators for 2018/19**

1.0 Introduction

In April 2012 the Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.

In addition, the Welsh Government (WG) issued revised guidance on local authority investments in March 2010 that requires the Council to approve an investment strategy before the start of each financial year.

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.

The successful identification, monitoring and control of risk are central to the Council's treasury management strategy as the Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates.

In accordance with WG Guidance, the Council will be asked to approve a revised Treasury Management Strategy Statement should the assumptions on which this report is based change significantly.

2.0 Economic Context (including Interest Rate Forecast – as provided by Arlingclose Ltd, November 2017).

Economic background: The major external influence on the Authority's treasury management strategy for 2018/19 will be the UK's progress in negotiating its exit from the European Union and agreeing future trading arrangements. The domestic economy has remained relatively robust since the surprise outcome of the 2016 referendum, but there are indications that uncertainty over the future is now weighing on growth. Transitional arrangements may prevent a cliff-edge, but will also extend the period of uncertainty for several years. Economic growth is therefore forecast to remain sluggish throughout 2018/19.

Consumer price inflation reached 3.0% in September 2017 as the post-referendum devaluation of sterling continued to feed through to imports. Unemployment continued to fall and the Bank of England's Monetary Policy Committee judged that the extent of spare capacity in the economy seemed limited and the pace at which the economy can grow without generating inflationary pressure had fallen over recent years. With its inflation-control

mandate in mind, the Bank of England's Monetary Policy Committee raised official interest rates to 0.5% in November 2017.

In contrast, the US economy is performing well and the Federal Reserve is raising interest rates in regular steps to remove some of the emergency monetary stimulus it has provided for the past decade. The European Central Bank is yet to raise rates, but has started to taper its quantitative easing programme, signalling some confidence in the Eurozone economy.

Credit outlook: High profile bank failures in Italy and Portugal have reinforced concerns over the health of the European banking sector. Sluggish economies and fines for pre-crisis behaviour continue to weigh on bank profits, and any future economic slowdown will exacerbate concerns in this regard.

Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. In addition, the largest UK banks will ringfence their retail banking functions into separate legal entities during 2018. There remains some uncertainty over how these changes will impact upon the credit strength of the residual legal entities.

The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however remain very low.

Interest rate forecast: The Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.50% during 2018/19, following the rise from the historic low of 0.25%. The Monetary Policy Committee re-emphasised that any prospective increases in Bank Rate would be expected to be at a gradual pace and to a limited extent.

Future expectations for higher short term interest rates are subdued and on-going decisions remain data dependant and negotiations on exiting the EU cast a shadow over monetary policy decisions. The risks to Arlingclose's forecast are broadly balanced on both sides. The Arlingclose central case is for gilt yields to remain broadly stable across the medium term. Upward movement will be limited, although the UK government's seemingly deteriorating fiscal stance is an upside risk.

Table 1: Interest rate forecast

	Bank Rate	3 month LIBID	12 month LIBID	20 year Gilt rate	50 year Gilt rate
Q1 2018	0.50	0.50	0.70	1.85	1.70
Q2 2018	0.50	0.50	0.70	1.85	1.70
Q3 2018	0.50	0.50	0.70	1.85	1.70
Q4 2018	0.50	0.50	0.70	1.85	1.70
Q1 2019	0.50	0.50	0.80	1.85	1.70
Q2 2019	0.50	0.50	0.80	1.90	1.75
Q3 2019	0.50	0.50	0.80	1.90	1.80
Q4 2019	0.50	0.50	0.80	1.95	1.85
Q1 2020	0.50	0.50	0.80	1.95	1.90
Q2 2020	0.50	0.50	0.80	2.00	1.95
Q3 2020	0.50	0.50	0.80	2.05	1.95
Q4 2020	0.50	0.50	0.80	2.05	1.95

For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.35%, and that new long-term loans will be borrowed at a weighted average rate of 2.65%.

3.0 Current Treasury Portfolio

The Council's treasury portfolio as at 31st December 2017 was as follows:

Table 2: Current Treasury Portfolio

	Principal £m	Interest rate %
Investments:		
Call accounts	3.1	0.30%
Money market funds	4.6	0.42%
Short-term deposits	7.0	0.46%
Long-term deposits		
Total Investments	14.7	0.41%
Borrowing:		
Short-term loans	37.1	0.45%
Long-term PWLB loans (fixed)	220.8	5.24%
Long-term PWLB loans (variable)	10.0	0.36%
Long-term market loans (LOBOs)	18.95	4.53%
Other Government loans	2.34	0.00%
Total Borrowing	289.19	4.37%
Net Borrowing	274.49	

4.0 Local Context

Forecast changes in the sums in section 3 are shown in the balance sheet analysis in the table below.

Table 3: Balance Sheet Summary and Forecast

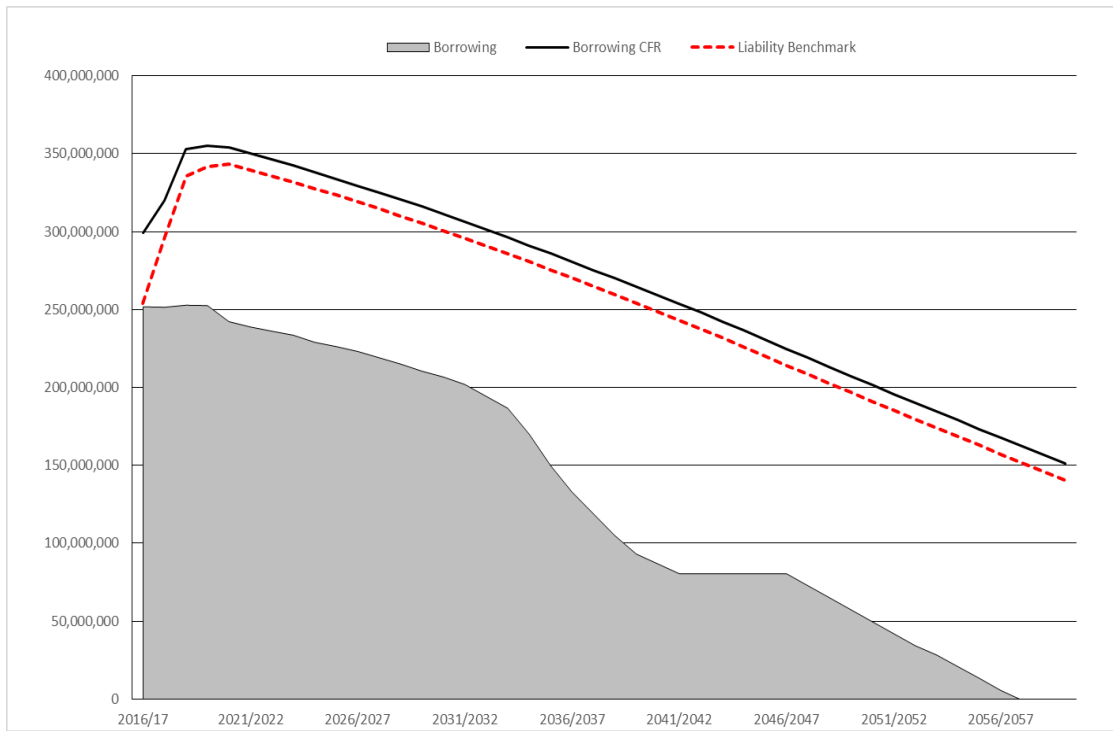
	31.3.17 Actual £m	31.3.18 Estimate £m	31.3.19 Estimate £m	31.3.20 Estimate £m	31.3.21 Estimate £m
Council Fund Capital Financing Requirement (Borrowing only)	185	193	211	213	212
Housing Revenue Account Capital Financing Requirement (Borrowing only)	114	127	142	143	142
Capital Financing Requirement (Borrowing only)	299	320	353	356	354
Less: Current ST borrowing	-12	-252	-253	-253	-242
Less: Current LT borrowing	-251				
Funding Required	36	68	100	103	112
Less: Usable reserves	-48	-29	-25	-22	-20
Adj: Working capital	3	6	8	8	9
Investments / New borrowing (called the Liability Benchmark)	9	-45	-83	-89	-101

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Authority's current strategy is to maintain borrowing below the CFR, sometimes known as internal borrowing. Internal borrowing is currently cheaper and incurs lower credit risk than external long term borrowing.

Table 3 shows the Authority's CFR increases during 2017/18, this is linked with the capital programme (examples of schemes funded by borrowing include the 21st century schools building programme and the HRA capital programme which includes building new social housing and improving the existing stock to Welsh Housing Quality Standard (WHQS)). The level of reserves the Authority has is expected to fall in 2017/18 as funding earmarked for specific purposes falls due for payment and the Council uses un-earmarked reserves to balance the budget. The combination of the increase in capital expenditure and a reduction in reserves, results in a sustained requirement for new borrowing over the medium term.

The graph in table 4 shows the Council’s anticipated liability benchmark over the next 50 years, being the net requirement for borrowing after considering resources available from reserves and working capital. The rise in the liability benchmark corresponds with the need to borrow to fund the increase in capital expenditure described above. The strategy in 2018/19, the same as in 2017/18, and over the medium term, is to ensure that any new borrowing undertaken does not exceed the liability benchmark and cause the council to borrow more than it needs.

Table 4: Liability Benchmark - Flintshire County Council (January 2018)



Budget implications

The budget for investment income in 2018/19 is £40k, based on an average investment portfolio of £10m at an average interest rate of 0.4%. The total budget for loan interest paid in 2018/19 is £14.2m, based on a debt portfolio of £334.6m at an average interest rate of 3.73%. This will be apportioned between the Council Fund and the HRA. If levels of investments, borrowing and interest rates differ from those forecast, performance against budget will be correspondingly different.

Please note that development of the Capital Programme 2018/19 – 2020/21 is well underway, however has yet to be considered by Members. The figures included within section 4 therefore are prudent estimates based on the information available in early January 2018.

5.0 Investment Strategy

The Council holds surplus funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged between £3.7m and £29.6m.

Both the CIPFA Code and the WG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Negative Interest Rates

If the UK enters into a recession in 2018/19, there is a very small chance that the Bank of England could set its Bank Rate at or below zero, which could feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. Although cash levels are decreasing, the Council could not avoid the need to occasionally invest funds in the short term for cash flow (liquidity) purposes, and therefore will be exposed to negative rates. This means that when an investment is returned at maturity, it will be less than originally invested as interest will be charged by the Counterparty rather than being paid. In this event, the aim will be to minimise investments and invest at the lowest negative rate.

Strategy

Given the increasing risk and very low returns from short-term unsecured bank investments, the Council aims to diversify into more secure and/or higher yielding asset classes during 2018/19 so far as cash liquidity requirements allow. This is especially the case if any medium to longer-term investments are made. The majority of the Authorities surplus cash is currently invested in short-term unsecured bank deposits and money market funds.

Investment criteria and limits

The Council may invest its surplus funds with any of the counterparties in the following table, subject to the monetary and time limits shown.

Table 5: Investment criteria and limits

(This table should be read in conjunction with the notes that follow it)

Minimum Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Government			£ Unlimited 50 years		
AAA	£2m 5 years	£3m 5 years	£2m 25 years	£2m 5 years	£2m 10 years
AA+					
AA	£2m 4 years	£3m 4 years	£2m 15 years	£2m 4 years	
AA-	£2m 3 years	£3m 3 years	£2m 10 years	£2m 3 years	
A+	£2m 2 years	£3m 2 years	£2m 5 years	£2m 2 years	£2m 5 years
A	£2m 1 year	£3m 1 year		£2m 1 year	
A-	£2m 6 months	£3m 6 months		£2m 6 months	
Pooled Funds	£3m per fund				
BBB-	The Council is restricted to overnight deposits in its' own current account bank with a limit of £2m where the banks lowest credit rating is BBB+, BBB or BBB- (or equivalent)				
Unrated Local Authorities			£3m 2 years		
Unrated Other	The Council may invest in any other unrated organisation, subject to: <ul style="list-style-type: none"> • an external credit assessment and specific advice from the Authority's treasury management adviser (£1m each / 1 year limit) • a further policy framework for investing with any other organisations being developed (£100k each / 5 year limit) 				

Credit Rating

Investment limits are set by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account

Banks Unsecured

Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. Unsecured investment with banks rated BBB are restricted to overnight deposits at the Authority's current account bank.

Banks Secured

Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government

Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

Corporates

Loans, bonds and commercial papers issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

Registered Providers

Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Welsh Government or Homes and Communities Agency and, as providers of public services, they retain the likelihood of receiving government support if needed.

Pooled Funds

Shares in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money

Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Operational bank accounts

The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £2m. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

Other Organisations

The Authority may also invest cash with other organisations, for example by making loans to small businesses. Because of the higher perceived risk of unrated businesses, such investments may provide considerably higher rates of return. They will however only be made following a favourable external credit assessment and on the specific advice of the Authority's treasury management adviser.

Foreign countries

Investments in foreign countries will be limited to those that hold an AAA or AA+ / Aa1 sovereign credit rating from all three major credit rating agencies, and to a maximum of £5 million per foreign country. Investments in countries whose lowest sovereign rating is not AAA will be limited to one year's duration. No country limit will apply to investments in the UK, irrespective of the sovereign credit rating.

Risk assessment and credit ratings

The Council uses long-term credit ratings from the three main rating agencies Fitch Ratings Ltd, Moody's Investors Service Inc. and Standard & Poor's Financial Services LLC to assess the risk of investment default. The lowest available credit rating will be used to determine credit quality.

Long-term ratings are expressed on a scale from AAA (the highest quality) through to D (indicating default). Ratings of BBB- and above are described as investment grade, while ratings of BB+ and below are described as speculative

grade. The Council's credit rating criteria are set to ensure that it is unlikely that the Council will hold speculative grade investments, despite the possibility of repeated downgrades.

Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it is likely to fall below the above criteria, then no further investments will be made in that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks.

Other information on the security of investments

The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of "high credit quality" are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

Specified investments

The WG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
 - the UK Government,
 - a UK local authority, parish council or community council, or
 - a body or investment scheme of "high credit quality".

The Council defines ‘high credit quality’ organisations as those having a credit rating of A- or higher that are, domiciled in the UK, or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

Non-Specified Investments

Any investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments in foreign currencies. Non-specified investments will therefore be limited to long term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement; those that are defined as capital expenditure, such as money market funds and other pooled funds; and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in the table below.

Table 6: Non-Specified Investment Limits

	Cash Limit
Total long-term investments	£4m
Total invested in pooled funds	£20m
Total investments without credit ratings or below A- (except UK Government and UK local authorities)	£5m
Total investments (except pooled funds) with institutions domiciled in foreign countries rated below AA+	£1m
Total non-specified investments	£30m

Liquidity management

The Council uses purpose-built cash flow forecasting software to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis, with receipts under-estimated and payments over-estimated to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council’s medium term financial plan and cash flow forecast.

Planned investment strategy for 2018/19

Treasury management staff will continue to seek out investments that meet the criteria detailed within this strategy whilst having full regard for the Council’s cash flow requirements.

The cash flow forecast will be used to divide surplus funds into three categories:

- Short-term – cash required to meet known cash outflows in the next month, plus a contingency to cover unexpected cash flows over the same period.

- Medium-term – cash required to manage the annual seasonal cash flow cycle, including amounts to cover forecast shortages, planned uses of reserves, and a longer-term contingency.
- Long-term – cash not required to meet cash flows, and used primarily to generate investment income.

Short-term funds are required to meet cash flows occurring in the next month or so, and the preservation of capital and liquidity is therefore of paramount importance. Generating investment returns is of limited concern here, although it should not be ignored. Instant access money market funds and bank deposit accounts will be the main methods used to manage short-term cash.

Medium-term funds which may be required in the next one to twelve months will be managed concentrating on security, with less importance attached to liquidity but a slightly higher emphasis on yield. The majority of investments in this period will be in the form of fixed term deposits with banks and building societies. A wide spread of counterparties and maturity dates will be maintained to maximise the diversification of credit and interest rate risks.

Cash that is not required to meet any liquidity need can be invested for the longer term with a greater emphasis on achieving returns that will support spending on local authority services. Security remains important, as any losses from defaults will impact on the total return, but fluctuations in price and even occasional losses can be managed over the long term within a diversified portfolio. Liquidity is of lesser concern, although it should still be possible to sell investments, with due notice, if large spending commitments arise unexpectedly. A wider range of instruments, including structured deposits, certificates of deposit, gilts and corporate bonds will be used to diversify the portfolio.

6.0 Borrowing Strategy

The Council currently holds £252.1m of long-term loans, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in section 4 shows that the Council expects to undertake significant new borrowing during the remainder of 2017/18 and 2018/19.

The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which the funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

The Council's capital expenditure plans will continue to be monitored throughout 2018/19 to inform and confirm the Council's long term borrowing need (figures in section 4 are an estimate). This is to ensure that the Council does not commit to long term borrowing too early and borrow unnecessarily which will be costly. The use of short-term borrowing will assist with such. This will be balanced against securing low long term interest rates currently being forecast.

Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt 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.

By doing so, the Council is able to reduce net borrowing costs (despite forgone investment income) and reduce overall treasury risk, credit risk as a result of bail-in legislation in particular. The benefit of internal/short term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when the long term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2018/19 with a view to keeping future interest costs low, even if this causes additional costs in the short-term.

Whilst such a strategy is most likely to be beneficial in the short term as official interest rates are expected to remain low, it is unlikely to be sustained in the medium-term. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing costs are forecast to rise.

Alternatively, the Authority may arrange forward starting loans during 2018/19, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow for short periods of time to cover unexpected cash flow shortages.

Sources of borrowing

The approved sources of long-term and short-term borrowing will be:

- Public Works Loan Board (PWLB) and any successor body
- UK local authorities
- any institution approved for investments above
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds (except the Clwyd Pension Fund)
- capital market bond investors
- Local Capital Finance Company (see below) and other special purpose companies created to enable joint local authority bond issues.

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase

- Private Finance Initiative
- sale and leaseback

Municipal Bond Agency (Local Capital Finance Company)

The LGA Bond Agency is a Local Capital Finance Company established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities.

This will be a more complicated source of finance than the PWLB for three reasons: borrowing authorities may be required to provide bond investors with a joint and several guarantee over the very small risk that other local authority borrowers default on their loans; there will be a lead time of several months between committing to borrow and knowing the interest rate payable; and up to 5% of the loan proceeds will be withheld from the Authority and used to bolster the Agency's capital strength instead. Any decision to borrow from the Agency will therefore be the subject of a separate report to Cabinet.

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 as set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. All of these LOBOS have options during 2018/19, and although the Authority understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Authority will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

Short-term and Variable Rate loans

As at 31st December 2017, the Authority held £37.1m of short term (temporary) loans with an average rate of 0.45%.

These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators in section 9.

Debt Rescheduling

The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

Planned borrowing strategy for 2018/19

The Corporate Finance Manager will:

- Manage the Council's debt maturity profile, i.e. to leave no one future year with a high level of repayments that could cause problems in re-borrowing with the limits stated in this Strategy Statement. Appendix A analyses the debt portfolio of the Council, as at 31st December, 2017.
- Effect any borrowing that maybe required in 2018/19 at the cheapest cost commensurate with future risk based on interest rate forecasts.
- Monitor and review the level of variable interest rate loans in order to take greater advantage of interest rate movements, within the limits stated in this Strategy.
- Continue to monitor options for debt-restructuring and debt re-payment.

The Corporate Finance Manager will monitor the interest rate market and adopt a pragmatic approach to any changing circumstances, reporting any decisions and actions taken under delegated powers to Cabinet via the Audit Committee.

The Council has previously raised the majority of its long-term borrowing from the Public Works Loan Board, but it continues to investigate other sources of finance, such as bond issues and bank loans, that may be available at more favourable rates.

7.0 Policy on Use of Financial Derivatives

In the absence of any explicit legal power to do so, the Authority will not use standalone financial derivatives (such as swaps, forwards, futures and options). Derivatives embedded into loans and investments, including pooled funds and forward starting transactions, may be used, and the risks that they present will be managed in line with the overall treasury risk management strategy.

8.0 Policy on Apportioning Interest to HRA

The Council has adopted a single pool of loans which in part funds the capital expenditure of both Council Fund and HRA activities. The interest payable and other costs/income arising from long term loans (e.g. premiums and discounts on early redemption) is apportioned between the revenue accounts using the average Capital Financing Requirement (which measures the underlying need to borrow to fund capital expenditure) during the year.

Given that the HRA has minimal level of reserves compared to the total level of reserves held by the Council, any interest received on investments will be credited to the Council Fund revenue account.

9.0 Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators. The Council is asked to approve the following indicators:

Interest rate exposures

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as an amount of net principal borrowed will be:

	2017/18	2018/19	2019/20
Upper limit on fixed interest rate exposures	£373m	£376m	£374m
Upper limit on variable interest rate exposures	£100m	£100m	£100m

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Maturity structure of borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Lower	Upper
Under 12 months	0%	20%
12 months and within 24 months	0%	20%
24 months and within five years	0%	30%
Five years and within 10 years	0%	50%
10 years and above	0%	100%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal sums invested for periods longer than 364 days

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long term principal sum invested to final maturities beyond the period end will be:

	2018/19	2019/20	2020/21
Limit on total principal invested beyond year end	£5m	£5m	£5m

Any long term investments carried forward from previous years will be included in each years limit.

Borrowing limits

The Council is being asked to approve these Prudential Indicators as part of the Capital Programme report. However they are repeated here for completeness.

	2018/19	2019/20	2020/21
Operational boundary – borrowing	£353m	£356m	£354m
Operational boundary – other long-term liabilities	<u>£20m</u>	<u>£20m</u>	<u>£20m</u>
Operational boundary – TOTAL	£373m	£376m	£374m
Authorised limit – borrowing	£373m	£376m	£374m
Authorised limit – other long-term liabilities	<u>£35m</u>	<u>£35m</u>	<u>£35m</u>
Authorised limit – TOTAL	£408m	£411m	£409m

10.0 Other Matters

The WG Investment Guidance requires the Council to note the following three matters each year as part of the investment strategy:

Treasury Management Advisers

The Council's treasury management adviser, Arlingclose continues to provide advice and information on the Council's investment and borrowing activities, although responsibility for final decision making remains with the Council and its officers. The services received include:

- advice and guidance on relevant policies, strategies and reports,
- advice on investment decisions,
- notification of credit ratings and changes,
- other information on credit quality,
- advice on debt management decisions,
- accounting advice,
- reports on treasury performance,
- forecasts of interest rates, and
- training courses.

The quality of this service is controlled by Financial Procedure Rules

Investment training

The needs of the Council's treasury management staff for training in investment management are assessed as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change.

Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA. Relevant staff are also encouraged to study professional qualifications from CIPFA and other appropriate organisations.

Investment of Money Borrowed in Advance of Need

The Authority may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the Authority is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks

will be managed as part of the Authority's overall management of its treasury risks.

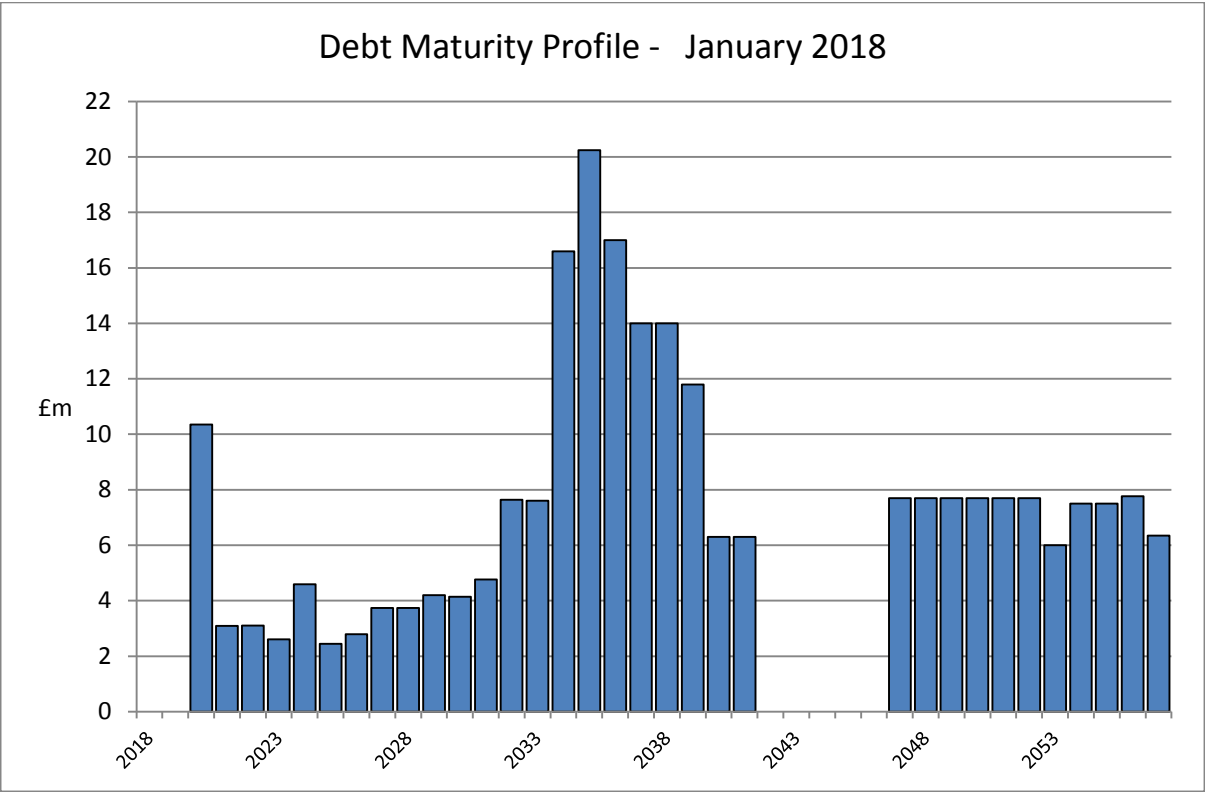
The total amount borrowed will not exceed the authorised borrowing limit of £408 million. The maximum period between borrowing and expenditure is expected to be two years, although the Authority is not required to link particular loans with particular items of expenditure.

Other Options Considered

The WG Investment Guidance and the CIPFA Code of Practice do not prescribe any particular treasury management strategy for local authorities to adopt. The Corporate Finance Manager believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed in the following table.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter periods.	Interest income will be lower	Reduced risk of losses from credit related defaults
Invest in a wider range of counterparties and/or for longer periods.	Interest income will be higher	Increased risk of losses from credit related defaults
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs will be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long term costs will be less certain
Reduce level of borrowing if debt rescheduling costs weren't prohibitive	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs will be less certain

APPENDIX A – DEBT MATURITY PROFILE



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CABINET

Date of Meeting	Tuesday, 20 th February 2018
Report Subject	Discretionary Rate Relief Scheme for 2017-18 and 2018-19
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Community & Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

Following written representations from elected members and Charitable organisations at a meeting of County Council on 30th January 2018, the Leader of the Council tasked officers with exploring the feasibility of changing the 2017-18 Discretionary Rate Relief scheme by re-introducing 20% discretionary 'top-up' relief, targeted specifically at Charities, Voluntary and Community organisations who occupy small premises with rateable values of up to £6,000.

As a solution, potential changes to the Discretionary Rate Relief policy framework, as set out in this report, would ensure that around 88 Charities, Voluntary and Community organisations occupying small premises benefit from 100% rate relief, funded through a combination of Mandatory and/or Discretionary Rate Relief. The proposed changes would ensure these organisations are treated similarly to small 'for-profit' businesses who qualify for 100% rate relief as part of Welsh Government's fully funded Small Business Rate Relief scheme (SBR).

RECOMMENDATIONS

1	Consider as a solution, a retrospective change to the 2017-18 policy framework, as set out in the report, to provide 20% Discretionary 'top-up' relief to all Charitable organisations that already benefit from 80% Mandatory Rate Relief and who occupy small premises with a rateable value of up to £6,000.
2	Consider as a solution, a retrospective change to the 2017-18 policy

	framework, as set out in the report, to increase Discretionary awards by 20% to all Voluntary and Community organisations, who currently receive 80% Discretionary Rate Relief and who occupy small premises with a rateable value of up to £6,000.
3	Note the financial implications for the potential policy changes which, if adopted, will cost £16.2k for 2017-18 and approximately £18k during 2018-19.

REPORT DETAILS

1.00	EXPLAINING THE REVISED POLICY FRAMEWORK FOR MANDATORY AND DISCRETIONARY RELIEF
1.01	Registered Charities and Community Amateur Sports Clubs (CASC) occupying non-domestic property 'wholly and mainly' are automatically entitled to Mandatory Rate Relief at 80%. The cost of awarding Mandatory Rate Relief is funded in full by Welsh Government.
1.02	The law also allows the Council to award Discretionary 'top-up' relief of up to 20% to charities or CASC's but the cost of funding Discretionary 'top-up' relief is funded 75% by the Council and 25% by Welsh Government.
1.03	Voluntary and Community organisations are not entitled to Mandatory Rate Relief. However, the Council can provide Discretionary Rate Relief up to 100% but the cost of funding these type of reliefs is partly funded by the Council (10%) and partly funded by Welsh Government (90%).
1.04	For several years, Welsh Government have introduced temporary schemes to support small businesses who operate from small premises, otherwise known as Small Business Rates Relief (SBR). The scheme had been due to end in March 2017 but was extended into 2017-18 and Welsh Government recently announced that SBR in Wales will be made a permanent scheme from 2018-19. SBR is fully funded by Welsh Government, unlike Discretionary Rate Relief, which is partly funded by Council Tax payers.
1.05	In line with the SBR scheme, businesses with a rateable value of up to £6,000 usually qualify for 100% rate relief and those with a rateable value between £6,001 and £12,000 receive 'tapered relief' from 100% to zero.
1.06	Regrettably, the law says that properties occupied by Charities and Community organisations are not eligible for SBR and if local authorities are not in a financial position to award discretionary relief, such organisations are often required to pay business rates at a disproportionate rate compared to other commercial ratepayers who might qualify for SBR.
1.07	Section 47 of the Local Government Finance Act 1998 provides wide ranging discretionary powers to provide Discretionary Rate Relief and

	cabinet could choose to amend the current policy framework retrospectively from the start of 2017-18, providing any proposed changes have the effect of reducing not increasing the amount paid by Charities and Community organisations.
1.08	As a solution, an amendment to the 2017-18 Discretionary Rate Relief policy framework is possible in order to target additional 20% rate relief to Charities and Community organisations occupying small premises with a rateable value of up to £6,000.
1.09	This would effectively result in awarding 20% 'top-up' relief to registered Charities and awarding additional 20% Discretionary Relief to Voluntary and Community organisations who occupy premises with a rateable value of up to £6,000. The policy change will ensure that a broad range of 88 Charities, Voluntary and Community organisations benefit from 100% rate relief.
1.10	Setting a rateable threshold of up to £6,000 in order to qualify for 20% Discretionary 'top-up' will ensure rate relief is affordable to the Council, but more importantly, ensures 'top-up' relief is targeted at those organisations who operate out of small premises and who would otherwise qualify for 100% SBR if the law permitted.

2.00	RESOURCE IMPLICATIONS
2.01	The cost of awarding retrospective 'top-up' 20% relief to registered Charities and providing 20% additional Discretionary Relief to Voluntary and Community organisations (with rateable values of up to £6,000) will be £16,200 for 2017-18 which can be met from existing budget provision set aside to deal with potential hardship applications.
2.02	The cost of awarding additional levels of rate relief in 2018-19 will be approximately £18,000, but when combined with the cost of the wider scheme providing 80% rate relief to all other organisations with rateable values in excess of £6,000, the overall scheme will cost £29,000 in 2018-19.
2.03	The Council must continue to set aside adequate budget provision to deal with any new applications for Discretionary Relief and/or Hardship relief during 2018-19 and therefore it is prudent to build into the 2018-19 base budget a pressure of £18,000.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	Proposals to amend the Discretionary Rate Relief scheme received unanimous support from members at full Council, although the final decisions to consider changes to the policy framework ultimately rest with the cabinet.
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4.00	RISK MANAGEMENT
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4.01	The implementation of this amended policy framework would ensure that Charities, Voluntary and Community organisations are treated fairly and consistently, notwithstanding that the aim of the amended policy framework is designed to provide 20% additional Discretionary Rate Relief to those organisations occupying small premises.
4.02	To mitigate against hardship for those organisations that do not qualify for 100% rate relief, but who will continue to qualify for 80% Discretionary Rate Relief, the continuation of the Hardship Rate Relief, backed-up with adequate funding from the Council, will allow the Council to act in those cases where there is genuine hardship and where it is in the public interest to act.

5.00	APPENDICES
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5.01	Appendix 1 to this report sets out the revised policy framework for Discretionary Rate Relief for 2017-18 and proceeding financial years so that determinations can be made on a consistent and reasonable basis.
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>Local Government Finance Act 1988 – section 47 Local Government and Rating Act 1997 (schedule 3) Business Rates – Policy Framework (as amended) for Mandatory & Discretionary Reliefs</p> <p>Contact Officer: David Barnes, Revenues Manager Telephone: 01352 703652 E-mail: david.barnes@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
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7.01	<p>Business Rates: is the commonly used name for national non domestic rates, a tax on the occupation of non-domestic property.</p> <p>Small Business Rate Relief (SBR): is a Welsh Government funded scheme that provides business rate relief for businesses occupying small property with rateable values up to £12,000. Under the scheme, businesses</p>
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with a rateable value of up to £6,000 receive 100% relief and those with a rateable value between £6,001 and £12,000 receive relief that is tapered from 100% to zero.

Most businesses qualify for SBR other than those occupied by:

- a council, police authority or the Crown
- charities, registered clubs or not-for-profit bodies
- advertising rights, car parks, sewage works or electronic communications apparatus

Mandatory Rate Relief: where a non-domestic property is occupied by a charity or a Community Amateur Sports Club (CASC) and the property is put to use 'wholly or mainly' for charitable purposes, there is an automatic entitlement to an 80% reduction in the rate bill, the cost of which is funded by Welsh Government.

Community Amateur Sports Clubs: The Community Amateur Sports Club (CASC) scheme was introduced by HMRC (HM Revenue and Customs) as an option for sports clubs to register with HMRC to receive 'charity type' tax reliefs providing the club meets certain qualifying conditions. The CASC scheme generally requires less regulation than if a sports club registers as a charity. Clubs that have CASC status automatically qualify for 80% Mandatory Business Rate Relief.

Discretionary Rate Relief: Registered Charities automatically receive an 80% reduction in the rate bill but local authorities can use discretionary powers to award additional discretionary 'top-up' relief of up to 20%. Other voluntary groups and 'not-for-profit' organisations which are not registered charities are not eligible for Mandatory Rate Relief can also receive discretionary rate relief up to 100%.

Hardship Rate Relief: The Council, at its discretion, can sometimes award rate relief up to 100% in exceptional circumstances to non-domestic ratepayers who are experiencing hardship, and where it is reasonable for the Council to grant rate relief having regard to the interests of local council tax payers who partly fund hardship awards.

Medium Term Financial Strategy: a strategy otherwise referred to as MTFs which forecasts the resources the Council is likely to have over the next three years and which sets out the plans and solutions for managing with reducing resources over this period.

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Business Rates

Policy Framework for Mandatory & Discretionary Reliefs

VERSION CONTROL

Version	Version Date	Author	Description
1	31/05/2016	David Barnes	Introduction of revised framework (to take effect from 2017-18)
2	20/02/2017	David Barnes	Draft Revised framework (to take effect from 2017-18) which provides additional rate relief to small Charities, Voluntary and Community organisations occupying small premises with a rateable of up to £6,000.

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Mandatory Rate Relief	4
Discretionary Rate Relief	4-5
Application Process	6
Communication Process	6

1.0 Introduction

- 1.1 This document sets out the Councils framework on awards of Mandatory and/or Discretionary Rate Relief for Business Rates.
- 1.2 Although each application will be considered on its own merits, this document provides a framework within which officers may exercise delegated authority to deal with business ratepayers consistently and fairly.
- 1.3 Welsh Government periodically introduces relief schemes for particular categories of ratepayer, for example the Small Business Rate Relief Scheme and the Wales Retail Relief Scheme. This framework is not intended to cover such schemes since the qualification criteria are set by the Welsh Government.
- 1.4 Discretionary Rate Relief for Charitable, Voluntary and 'Not for Profits' organisations will be awarded on a continual basis, subject to a minimum of 12 months and one full financial year notice if any ratepayer is impacted by a future change to this framework policy. In other words, if notice of a change which results in an increase in the amount payable is not given by 31st March, relief would continue at the same level for a further two years.
- 1.5 This policy framework also deals with the emergence of new organisations that are structured and set-up as 'not for profit'. The framework introduces more clarity around qualification rules for Community Interest Companies and Social Enterprises to demonstrate they exist as 'not for profits' where the premises are used for charitable, philanthropic or religious purposes, or concerned with recreation, education, social welfare, science, literature or the fine arts.

2.0 Summary of Legislative Framework

- 2.1 The law relating to reliefs for Mandatory and/or Discretionary Rate Relief is contained in the Local Government Finance Act 1988, specifically:
- 2.2 **Section 43** relates to occupied property and requires Mandatory Rate Relief where the ratepayer is a charity or trustee for a charity and the property is used wholly or mainly for charitable purposes. This section also includes provisions for Community Amateur Sports Clubs (CASC).
- 2.3 **Sections 47 and 48** permit Discretionary Rate Relief for charities and other organisations of prescribed type. Section 47 also includes provisions for CASC
- 2.4 **Section 69** of the Localism Act 2011 amended Section 47 to permit local authorities to grant discretionary relief in any circumstances, if it is reasonable for the authority to do so, having regard to the interests of council tax payers in its area.

3.0 Mandatory Rate Relief

- 3.1 In order to qualify for Mandatory Rate Relief an organisation must not be conducted for profit and the property they occupy must be wholly or mainly used for charitable purposes, or those of a Community Amateur Sports Club. If the property is empty it must appear that when next in use the property will be wholly or mainly used for charitable purposes.
- 3.2 Organisations typically qualifying for Mandatory Rate Relief are: charities registered under Section 3 of the Charities Act 1983; those excepted from such registration; charity shops, provided that they are wholly or mainly used for the sale of goods donated to the charity and proceeds from sale are used for the charity only; registered Community Amateur Sports Clubs (CASC).
- 3.3 Entitlement to Mandatory Rate Relief is at the level of 80% of the gross rates payable. The cost of awarding Mandatory Rate Relief is funded entirely by Welsh Government.

4.0 Discretionary Rate Relief – Charitable, Voluntary groups, Sports clubs and ‘Not-for-profits’ organisations

- 4.1 In cases where ratepayers are registered Charities or registered as a Community Amateur Sports Club (CASC) and thereby entitled to 80% Mandatory Relief, the Council **will not** usually consider awarding additional Discretionary ‘top-up’ relief for those Charities or CASC’s who occupy premises with a rateable value of £6,001 or greater.
- 4.2 In cases where ratepayers are registered Charities or registered as a Community Amateur Sports Club (CASC) and occupy small premises with a rateable value of up to £6,000, in addition to entitlement to 80% Mandatory Relief, the Council will usually award additional Discretionary ‘top-up’ relief of 20%.
- 4.2 In cases where Voluntary, Sports Clubs and ‘not-for-profit’ organisations are not registered with the Charity Commission or as a CASC, Discretionary Rate Relief for those organisations who occupy premises with rateable values of £6,000 or less, will usually be annually awarded Discretionary Rate Relief at a level of 100%, apart from golf clubs who may receive an annual award at a level not exceeding 40%.
- 4.3 Voluntary, Sports Clubs and ‘not-for-profit’ organisations who occupy premises with rateable values in excess of £6,001 may receive an annual Discretionary Rate Relief award at a level not exceeding 80%, apart from golf clubs who may receive an annual award at a level not exceeding 40%.
- 4.4 To qualify for Discretionary Rate Relief, the ratepayer will usually be a sporting club/society or other not for profit Community Interest Company or Registered Social Enterprise, occupying premises wholly or mainly and used for the sole purpose of philanthropic or religious purposes, or concerned with recreation, education, social welfare, science, literature or the fine arts

4.5 For the purposes of awarding Discretionary Rate Relief, 'not for profit' organisations will be considered as those not conducted or maintained for the purpose of making a profit and whose surpluses are used to further achieve their aims and objectives rather than distribute income to the organisations shareholders. For easy understanding these will typically be member or community serving organisations.

4.6 The key test to establish 'not for profits' will centre around whether they are genuinely run as 'not for profit', To aid decision making considerations will be made around:

- Assessing the memorandum and articles of association to determine the type of organisation, and that it is not for profit and/or for a social purpose associated with charitable, philanthropic or religious purposes, or concerned with recreation, education, social welfare, science, literature or the fine arts - ensuring these elements are built into this document with clarity and what happens to any traded surpluses
- Consideration of the initial business plan and audited accounts to check whether traded surpluses are re-invested each year for advancement of their mission and social purpose.
- Assessing on an annual basis, submitted audited accounts and any revisions to the memorandum and articles of association to ensure the application of surpluses are as detailed in their memorandum and articles and to monitor/prevent building up of excessive reserves.

5.0 Discretionary Rate Relief – other commercially operating organisations

5.1 The Council can also provide discretionary relief in any circumstances in line with the Localism Act 2011. This is subject to the condition that, except in the limited circumstances specified, the Council may only grant relief if it would be reasonable to do so having full regard to the interests of council tax payers who would ultimately finance the full cost of providing rate relief in these circumstances.

5.2 The framework that will be adopted is for the Chief Officer – Community & Enterprise and Cabinet Member for Corporate Management consider any applications received for discretionary discounts falling outside the scope of the policy in section 1.03 to be considered on their own merits using the following criteria:

- Requests for reductions will be required in writing with a full business case and documentary evidence in support of the need for relief
- The Councils finances allow for a reduction to be made
- It must be in the interests of Council Tax payers and the wider public interest to grant a reduction
- All other eligible discounts/reliefs have been considered prior to seeking discretionary rate relief

6.0 Discretionary Rate Relief – Small Businesses in receipt of Small Business Rate Relief

- 6.1 Welsh Government provide 100% Small Business Rate (SBR) Relief to most businesses with a rateable value of £6,000 or less, and those with a rateable value between £6,001 and £12,000 receive ‘tapered relief’ from 100% to zero which is financed completely by Welsh Government.
- 6.2 The Welsh Government SBR scheme also contains provision for local authorities to award discretionary ‘top-up’ relief to small businesses not qualifying for 100% SBR reductions, although the cost of providing ‘top-up’ awards to small businesses is financed completely by the Council.
- 6.3 The policy framework is not to award additional ‘top-up’ discretionary relief beyond what businesses already receive in SBR.

7.0 Applications for Discretionary Relief

- 7.1 Applications for reliefs should be made in writing using the prescribed forms available on the Councils website. Applications for Discretionary Relief should also provide the following information:

- Latest set of Audited Accounts;
- A copy of the organisation’s constitution
- Evidence of registration as a Community Amateur Sports Club (if relevant).
- For organisations that are exempt from registering as a charity – evidence of the exemption is required in the form of a letter from HMRC stating that they are exempt from tax under S505 of the Income and Corporation Tax Act 1988

- 7.2 Applications will be considered by the Chief Officer for Community & Enterprise in line with the policy framework as laid out in this document.
- 7.3 Entitlements to relief will usually commence from the beginning of a ratepayers liability in the billing year in which the application is made.

8.0 Communication with Applicants

- 8.1 The Council will notify in writing all applicants for reliefs of its decision.
- 8.2 Where relief is granted, the notification will include:
- The amount of relief granted and the effective date of the award
 - The period of the award, if it is limited;
 - The new chargeable amount;
 - A requirement that the applicant should notify the Council of any relevant change in circumstances.
- 8.3 Where applications are unsuccessful the Council will provide an explanation within the context of its statutory duty in order to properly inform ratepayers of the reason for the application being unsuccessful



CABINET

Date of Meeting	Tuesday 20 th February 2018
Report Subject	Welsh Government Transport Grant Funding Bids
Cabinet Member	Cabinet Member for Streetscene and Countryside
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

Each year Welsh Government invites bids from County Councils for funding to improve the highway and transport network. The bidding criteria changes slightly each year and the timescales for returning the bids provides insufficient time for Cabinet to approve the bids prior to their return.

This report provides details of the 2018/19 bids submitted to Welsh Government in the following categories:

- Local Transport Fund (LTF)
- Local Transport Network Fund (LTNF)
- Road Safety Grant (RSG)
- Safe Routes in the Community Grant (SRICS)

A large amount of officer time is needed to put together both the analytical studies of local accident records and to produce a design that will be locally acceptable and deliverable within the timescales of the award.

The total value of the bids for 2018/19 is approximately £1.6m and the successful Councils are normally notified in April/May.

RECOMMENDATIONS

1.	That Cabinet approves the schemes submitted to WG for funding in January 2018 for the 2018/19 financial year.
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REPORT DETAILS

1.00	BACKGROUND TO THE PROPOSALS
1.01	<p>Each year every Council in Wales are invited by Welsh Government to bid for capital funding for highway and transport network improvements. The criteria for the funding changes slightly each year, which prevents pre-selection of the schemes; however, work on a wide number of potential bids is undertaken by staff from the Streetscene and Transportation service during the year to ensure that high quality schemes are then presented for funding, depending on the criteria contained within the bid document. The Council has an excellent record in obtaining funds through the various funding streams available.</p> <p>Schemes from every area of the County are consider and the bids taken forward are dependent on the match to the scheme criteria and the level of accidents along the route rather than location.</p> <p>In 2017/2018, we were successful in obtaining funding for the following schemes.</p> <p>Road Safety Grant:</p> <ul style="list-style-type: none"> • A5026 Route Treatment Works incorporating A548 Bagillt Junction Improvement • A541 Afonwen to Hendre - Route treatment works. • A541 Pontblyddyn to Mold - Route treatment works. <p>Safer Routes in the Community:</p> <ul style="list-style-type: none"> • Bryn Coch Primary School, Mold • Golftyn Primary School, Connah's Quay • Ysgol Bryn Pennant, Mostyn <p>Local Transport Fund:</p> <ul style="list-style-type: none"> • Developments for Bus Passenger Growth • Access to employment opportunities - Deeside Industrial Park • Flintshire Rural Community Transport Hubs
1.02	A full list of the bids submitted for 2018/19 funding is shown in Appendix 1 .
1.03	The bids are returned in the first week of February and the Council normally receives notification of the outcome before the end of April 2018. WG expect the schemes are completed within the financial year.
2.00	RESOURCE IMPLICATIONS
2.01	The design and contract management for each scheme are carried out by staff from the Streetscene service.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	With Cabinet Member.
3.02	With Elected Members in the area of the schemes.
3.03	With local Town and Community Councils in the area of the schemes.
3.04	With residents and businesses once the scheme has received approval.

4.00	RISK MANAGEMENT
4.01	The schemes will be Project Managed to ensure they are delivered within budget and the required timescales.

5.00	APPENDICES
5.01	Appendix 1 – 2018/19 WG Transport bids

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Stephen Jones Telephone: 01352 704700 E-mail: Stephen.o.jones@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	None.

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Streetscene and Transportation Portfolio

Appendix 1 - Welsh Government Transport Bids

Local Transport Fund (LTF) – awarded for Active Travel scheme development only.

Scheme: Active travel links to the Deeside Industrial Estate from other areas of Flintshire

2 Projects:

- Mold – Buckley – Penyffordd – Broughton cycleway (links to Penyffordd Station)
- Flint – Connah's Quay cycleway

Local Transport Network Fund (LTNF)

Scheme: Development of the strategic Bus Alliance which will operate Quality Bus Partnerships on the core bus network.

Safe Routes in the Community Grant (SRICS)

3 Schemes:

- A541 Pontblyddyn – Introduction of Average Speed Cameras
- B5125 Hawarden (St David's roundabout to Broughton roundabout)
- Connah's Quay (Mold Road, High Street, Ffordd Llanarth)

Road Safety Grant (RSG)

3 Schemes:

- Broughton Hall Road, Broughton – Traffic calming
- Maes Gwern, Mold – School access and active travel improvements
- Mountain Lane School, Buckley – Traffic calming and school pedestrian access improvements

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CABINET

Date of Meeting	Tuesday, 20 th February 2018
Report Subject	Digital Strategy – Digital Customer
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officers Organisational Change Chief Officer Governance Chief Officer Community and Enterprise
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council has previously agreed a strategic approach to developing Customer Services and enhancing our use of Digital Technology. This report proposes an approach to deliver these strategies that focuses on enabling customers to contact us and use our services, where appropriate, through the use of digital technology.

To achieve this it requires:

- our contact with customers to be capable of being carried out digitally;
- our services for customers and information for the general public to be presented in a clear and accessible manner;
- the information we hold on customers across a range of services to be linked together so that both the customer and customer support staff can access this information.

Specific examples of how this would work are provided in this report including the proposals to launch a Customer Account and a Payment Portal, which will enable customers to buy a range of services from the Council on line and from one point of access. The clear benefits of this approach are that those users who find it easier to access the Council digitally will be able to do so, and that those users who need telephone contact or face to face contact to resolve more complex enquiries, will have more support from customers service staff who might otherwise be handling queries that could be resolved through digital access.

Over time this approach will result in efficiencies that will support delivery of the Council's financial strategy. Examples are provided in Appendix B of best practice from other Local Authorities and where these potentially might result in efficiencies. However the overall approach is about modernising and improving the Council's delivery of customer services by making the best and most appropriate use of digital technology. To achieve this an initial investment of £0.550m is proposed to support the improvement of providing digital content for the customer and to ensure our back office IT systems can present information in the way this approach requires. This is on the basis that as a minimum this amount will be paid back through future efficiencies.

RECOMMENDATIONS

1	To agree this approach to implementing both the Digital Strategy and Customer Strategy through a priority and focus on improving services for 'Digital Customers' as outlined in this report.
2	To agree in principle, subject to a completion of a review of reserves to identify where funding will come from, an investment fund of £0.550m to support the implementation of this work with the condition that as a minimum this amount will be paid back in future efficiencies, resulting in a zero net cost to the Council. This includes the appointment of the three year fixed contract appointments and the redesign of the work of the Customer Service team roles as detailed in this report. Delegated authority is sought for the relevant Chief Officers in consultation with the appropriate Cabinet Members to implement these appointments and the job re-design.
3	To launch the Customer Account in March of this year enabling customers to use this service, and give initial feedback on the service so it can be developed over time.

REPORT DETAILS

1.00	BACKGROUND INFORMATION
1.01	The Council's previously agreed approaches to improving digital technology and customer services can be brought together by improving services for customers who want to, and are capable of, accessing the Council through the use of digital technology. More detail about this approach is provided in the slides detailed at Appendix A and is termed for this report 'Digital Customer'.
1.02	There are many benefits to this approach that including an improved customer experience, better and targeted service for vulnerable customers, reduced telephone and face to face contact where it is not needed, and the delivery of efficiencies through savings associated with Contact Centres, Connects and back office processing.
1.03	The Council has already made good progress in using information and digital technology to enable officers to deliver services. As shown diagrammatically in Appendix A to take forward Digital Customer the Council now needs to link those back office systems (e.g. revenues and benefits) with front office interactions i.e. the customer (e.g. contact centre, website). That link will be enabled through the development of a customer portal / account (based on the existing, in house Customer Relationship Management software) where information about the customer can be accessed both by the customer and staff supporting the customer. A key to then encouraging customers to access information and services digitally will be improving the content of information available on our website so customers can solve queries and carry out financial transactions to purchase services e.g. Council tax payment, Housing rents.
1.04	An initial improvement in services will be seen with the launch of the Customer Portal or Customer Account in March, and then if investment is agreed as part of

	this report, the payment portal later in 2018.
1.05	As part of Appendix A the tables on slides 13-17 and 19-21 (Annexe 1) provide an outline action plan for developing key parts of this approach including: Contact Centre; Flintshire Connects; Flintshire Website; Customer Portal; Flintshire App; the integration of back office IT systems to achieve this approach. Each of these actions are broken down into three stages of delivery. Firstly in principle decisions that are covered in this report and enable delivery to start. Secondly delivery of this model including key service improvements such as: the Customer Account; Customer Payments; a move to one telephone contact centre; linking of the main back office IT systems e.g. Streetscene and Housing; which will take place during 2018 and 2019. Finally it details the more complex and sensitive changes that are required in services such as social care and children's services where due to the nature of the services the scope of what can be achieved needs more careful planning with an aim to implement this work from 2019 onwards. If approved this action plan will be developed further over the next three months to be specific with in stage timings and who is leading each action.
1.06	The outline action plan will also need further development including further work to encompass the themes within the Digital Strategy that do not relate directly to Digital Customer such as Digital Business and Community. These themes detail the council's aspirations on such issues as: <ul style="list-style-type: none"> • Ensuring that the best possible digital infrastructure and services are made available to Flintshire's businesses and communities; • Supporting business growth in Flintshire regardless of location; • Providing all schools with an effective digital infrastructure to support their delivery of core education services; • Providing a platform for the delivery of the Digital Competency Framework to ensure all learners develop the appropriate skills to engage in the digital world.
1.07	To enable delivery of this Digital Customer approach and completion of this action plan specific investment is needed. This is detailed in the Resourcing slide in Appendix A. It includes programme management, support to improve web content, and software licensing, and IT integration costs, over a three year period estimated at £0.550m.
1.08	From best practice elsewhere it is clear that successful delivery of this approach enables efficiencies to be delivered in customer service provision. The table in Appendix B identifies examples of best practice, which authorities have carried out this approach, and which best practice areas we are proposing to implement will potentially deliver efficiencies. This provides assurance that the proposed level of investment can be saved through future efficiencies and once this report is approved this table will be developed into an efficiency tracker. Regular progress reports will be brought back to Cabinet, Scrutiny, and the Chief Officer Team.

4.00	RESOURCE IMPLICATIONS
4.01	A one off investment of £0.550m is proposed to deliver this approach. As part of the current budget process a review of reserves is taking place and it is anticipated that this review will bring forward some funding that can be used to support

	<p>delivery of next years budget.</p> <p>An efficiency tracker will ensure that this level of investment is paid back through future savings.</p>
4.02	<p>The appointment of a Programme Manager linked to implementation of Community Resilience work and a Digital Officer post to improve web content and business processing both on 3 year fixed term contracts. The costs associated with these posts are subject to final confirmation of job size and grading. At the end of these fixed term appointments there may be a small cost associated with redundancy.</p> <p>A review of the work of the customer service team to incorporate the development and delivery of web content and business processing.</p>

5.00	CONSULTATIONS REQUIRED / CARRIED OUT
5.01	Engagement with service managers and leads in these work areas.

6.00	RISK MANAGEMENT
6.01	<p>Key Risks and Mitigation are:</p> <ol style="list-style-type: none"> 1. Lack of resource to deliver this change – the investment resource will enable the time to be dedicated to this work that is required to make the changes outlined. 2. The Digital interfaces with the customer do not work for the customer – time will be provided to launching and testing the approaches so customers can feedback and the products can be further adapted and developed e.g. Customer Account / Portal. 3. Proposed Efficiencies are unable to be delivered – the examples of best practice provide assurance of the areas these will come from, an efficiency tracker will be developed and progress against this will be regularly reported to Cabinet and Scrutiny.

7.00	APPENDICES
7.01	<p>Appendix A – Digital Customer Presentation Slides</p> <p>Appendix B – Examples of Best Practice and Potential Areas of Efficiency</p>

8.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
8.01	<p>Digital Flintshire Customer Strategy Digital Strategy Action Tracker List of digital projects already delivered</p> <p>Contact Officers: Ian Bancroft / Neal Cockerton Telephone: 01352 704511 / 01352 703169 E-mail: ian.bancroft@flintshire.gov.uk / neal.cockerton@flintshire.gov.uk</p>

9.00	GLOSSARY OF TERMS
9.01	<p>Customer Portal / Account - Customer information that can be proved on line to the customer and customer services staff.</p> <p>Business Processes – Changes to process that will ensure once a customer service request is received digitally this can be responded to quickly and simply with a digital response.</p>

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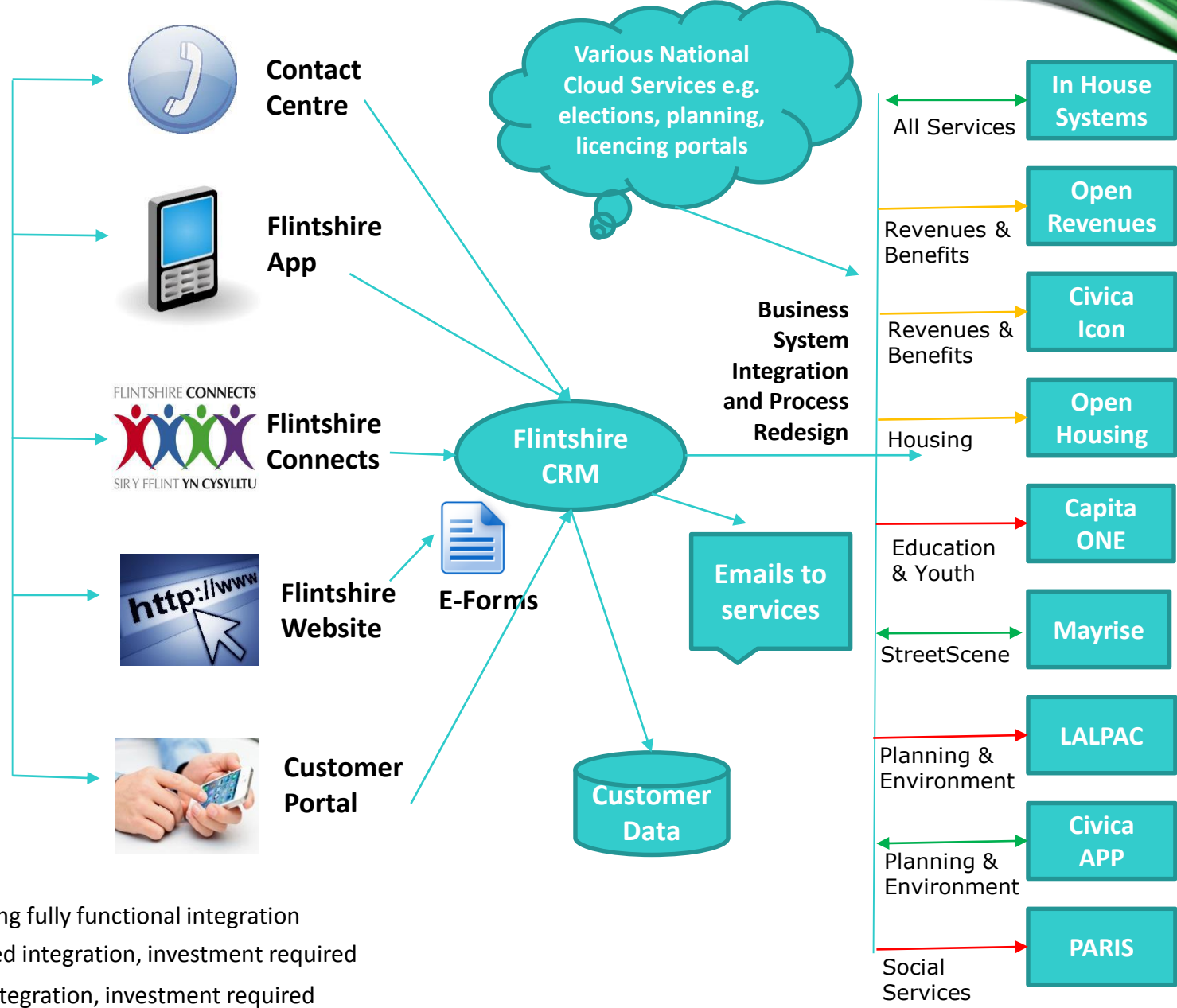
Digital Strategy – Focus on Digital Customer

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Appendix A - Cabinet Tuesday 20th February 2018

The benefits of a 'digital customer' focus

- Improved customer experience
- Increase in speed of resolutions
- Better and targeted service for vulnerable customers
- Increased digital contact
- Reduced back office processing
- Reduced telephone contact
- Reduced avoidable contact
- Increase in upfront payments and reduction in debt
- £ savings associated with Contact Centres and Connects and back office processing



- Existing fully functional integration
- Limited integration, investment required
- No integration, investment required

A preview of our Customer Portal

Current Integrations:

- CRM enquiries
- Planning applications
- Waste collection information
- Elected Member contact details
- Document vault e.g. proof of ID

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Flintshire County Council

Flintshire's Digital Account is a single area for you to see all of your contacts and accounts with Flintshire

My Details

Mr Jason Snead (Manage profile)
12 Pant Glas, Sychdyn, MOLD, CH7 6SY (Change address)

Next Collections
Friday 08/12/2017 - Friday Domestic Crew 07

Rearrange home screen

- Planning Applications
- Waste Rounds
- Councillors
- Housing Rent
- Document Vault

Customer Enquiries

Ref	Created on	Service	Date closed
1803-0043285	24/03/16	Housing Solutions - First Contact	
1802-0043254	25/02/16	Housing Solutions - First Contact	
1802-0043255	25/02/16	Housing Solutions - First Contact	
1802-0043256	25/02/16	Housing Solutions - First Contact	


Planning Applications

Appl ref	Date Valid	Appl type	Appl status	Decision
057540	18/09/2017	Planning-Full (Building Works)	Under Consideration	
054548	22/02/2018	Planning-Full (Building Works)	Decision Issued	Approved
054549	14/01/2018	Planning-Full (Building Works)	Decision Issued	Approved
041199	24/03/2008	Advertisement Consent	Decision Issued	Refused

Waste Rounds

Date of round	Day of week	Round type	Missed
24/11/2017	Friday	Friday Domestic Crew 07	Log Missed
08/12/2017	Friday	Friday Domestic Crew 07	
22/12/2017	Fridav	Fridav Domestic Crew 07	

Councillors

Councillor name	Phone number	Ward	Photo
Cllr Marion Bateman	01352 754510 / marion.bateman@flintshire.gov.uk	Northop / Llaneurgain	



Developing our payment portal

- Subject to investment online payments to be developed to provide a professional portal to collect payment for all services.

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Council Tax Payment

Please note - information on this page will time-out after 15 minutes of inactivity
* = Mandatory Field

Payment Type	Payment Entry
Council Tax	Please enter the reference of the account you wish to pay.
Flintshire Invoices	Reference *
Rents	Amount (£) *
Non Domestic/Business R	
Debt Enforcement	
Parking Fines	
Housing Benefit OP	
Subject Access Request	
School Non Attendance FI	
Bed & Breakfast	
eProcurement	
Planning Application Paym	

Payment Review

To modify a payment click the Modify link. To remove a payment click the Delete link
To make a payment, click Pay. You will be redirected to a holding page while your request is processed. You will then be directed to the next step in the payment process

Account Type	Amount (£)	Description	Reference	VAT
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Payment logos: PayPal, VISA, Mastercard, VISA Electron, Maestro

Shop Directory

Showing All Items. Use the Shops, Categories and Search box below to refine your options.

All Shops | All Categories | Search | Search | Reset

Council Tax

Council Tax

Please enter your 8 digit council tax number (starting with either 4 or 9), the amount you wish to pay and then click Add To Basket

An asterisk (*) denotes a mandatory field

Reference *

Amount *

Add To Basket

Housing Rents

Council Housing Rent

Please enter your 8 digit rent number, the amount you wish to pay and then click Add To Basket

An asterisk (*) denotes a mandatory field

Reference *



Amount *

Add To Basket

Developing Live Chat

Start A Live Chat - Google Chrome

Secure | <https://support.limssupporting.com/welcome3/index.php?siteid=7920160114120&dept=General>

 Welcome to Live Chat
Croeso i Sgwrs Fyw 

Welcome to Live Chat,
Please tell us your name and email address to start.

Croeso i Sgwrs Fyw,
Rhowch eich enw a'ch cyfeiriad e-bost i ddechrau.

Name/Enw:

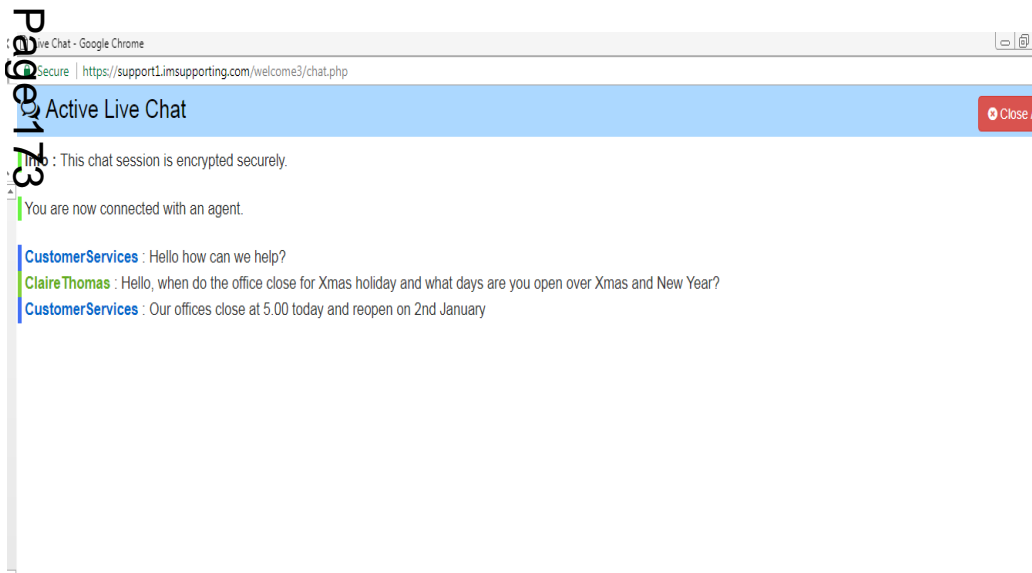
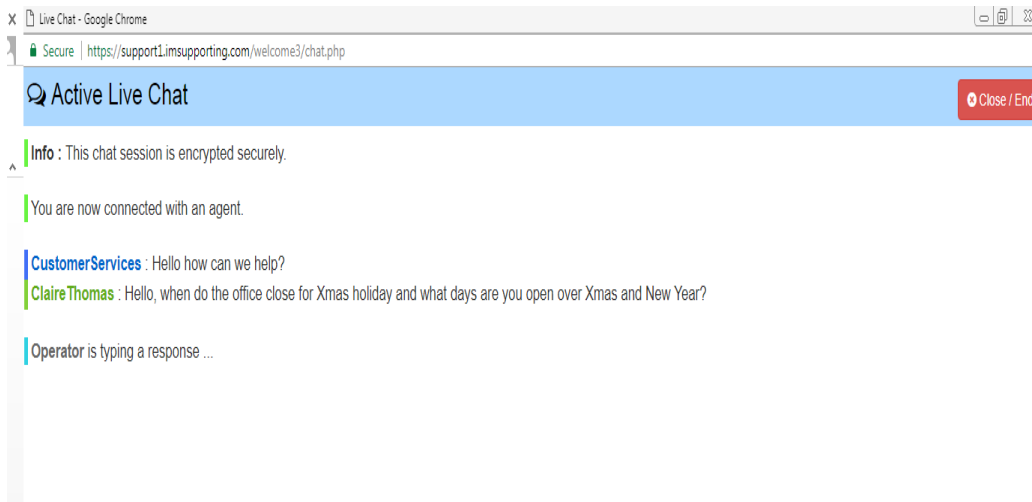
Email/E-bost:

Please Select A Department

General

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- Live conversation between website users and staff.
- Avoidable contact by telephone.
- Supports people to use our web services.



- Short messages that are responded to quickly.
- Opportunity to develop Live Chat as digital services develop e.g. guiding customers through a housing triage.

Key Decisions – early 2018

- Focus on Digital Customer building on ICT work completed.
- Go live with Customer Portal, Payment Portal, further development of Live Chat.
- Resource development of Web Content, Business Process Change and Back Office Systems (£550k).
- Agree one team to co-ordinate development and assure quality of Web Content.
- Agree one telephone Contact Centre at Ewloe.
- Connectivity between back systems in Streetscene, Planning and Environment, Housing, Revenue and Benefits, Social Services, Education.
- Long term work on links to Community Resilience and Customer Trends.
- Governance by COT and Cabinet work co-ordinated by IB/NC and championed by GO and CB.

Approach to efficiencies

- Service improvements and digital access the priority.
 - As a result savings associated with Contact Centres and Connects and back office processing will follow.
 - Proposed initial requirement that these efficiencies payback the level of investment proposed (£550k).
- Proposed that these efficiencies are not budgeted for additionally as like ADMs much of the saving will be achieved through service changes that these support (Connects) or through other change projects (County Hall) e.g. Pension scheme move to self serve.
- Efficiency tracker developed and reported regularly to COT/Cabinet.

Resourcing

■ Programme management and support

- Programme Manager £64K per annum – 3 years
- Review existing Customer Services roles to incorporate web content and BPR – additional £15K per annum
- New Digital Officer post (web content and BPR) £33K per annum – 3 years

■ Software licencing and integration costs

- Capital/one-off investment requirements - £135K
- Revenue requirements - £20K

■ 3 year costs estimated to be £550,000

Our approach

- **Phase 1**

In principle decisions and quick wins early 2018

- **Phase 2**

Digital customer model in place with the majority of services during 2018/19

- **Phase 3**

Sensitive and complex service changes and future proofing customer contact, 2019 onwards



Annexe 1 – Outline Action Plan

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Contact Centre



	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Page 179 Contact Centre	<p>First Stage: Single Contact Centre for high volume telephone contact, based at Ewloe. Single contact number for the Council and service contact numbers retained. Move to single Housing Contact Centre in Flint (Housing and Housing Solutions.)</p> <p>Second Stage: Merge Housing, Streetscene and Transportation Contact Centres at Ewloe – third quarter 2018.</p> <p>Third Stage: Move to one, single Contact Centre in phases (aim to complete by April 2020) to also include:</p> <ul style="list-style-type: none"> • Revenues and Benefits • Social Services • Planning and Public Protection • Education and Youth 	<p>Principle Principle</p> <p>Agree</p>		
	<p>To plan for one Contact Centre and to enable a shift to digital:</p> <ul style="list-style-type: none"> • provide statistics about levels of contact in high volume services • the type of enquiries with the aim of identifying those that could be dealt with digitally or avoided. 	<p>Principle</p>	<p>Agree Jan 2018</p>	<p>Agree Q3 2018 to 2019</p>
	<p>Prioritise recruitment of staff with appropriate Welsh Language skills</p>	<p>Agree</p>	<p>Report back on potential savings March 2018</p>	

Flintshire Connects

Outcomes – Customer Interactions		Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Connects	Agree the strategic purpose is to support vulnerable people through face to face contact.	Principle		
	Reassess appropriate enquiries for face to face contact in vulnerable areas.		Review March 2018	
	Prioritise Connects in the following vulnerable locations: <ul style="list-style-type: none"> • Connahs Quay • Flint • Holywell 	Principle	Budget decisions for 2018\19	Budget decisions for 2019\20
	Where appropriate, move face to face contact in Planning, Social Services & Licensing to Connects.	Principle		Agree October 2018



Flintshire Website

	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Page 181 Website	One team to coordinate development of web content.	Principle	Review of how this will operate March 2018	
	Complete content review: <ul style="list-style-type: none"> • Redesign Customer Services team • Information on high volume queries – target for digital delivery • Do-it-online – improvements to transactions • Do-it-online – Payment portal, subject to investment • Housing, Housing Solutions, Street Scene, Revs and Bens, Social Services, Planning and Education 	Principle		
	Improved Live Chat for Contact Centre staff (subject to investment), by time of Contact Centre move to Ewloe.	Principle		



Customer Portal

	Outcomes – Customer Portal	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Customer Portal	Translation and brand existing capabilities into an account for use by customers on the customer portal ready to promote with Council Tax billing.	Principle		
	Launch Customer Account by March 2018 for use by customer that includes: <ul style="list-style-type: none"> All online enquiries View of planning applications Member information Waste and recycling 	Principle		
	Customer Portal expanded, subject to investment, to include: <ul style="list-style-type: none"> Revenues and Benefits integration by March 2019. Streetscene and Transportation by March 2018 Housing and Housing Solutions by March 2019 Payments by October 2018 	Principle		
	Development of internal reports and analysis based on information held in the customer account: <ul style="list-style-type: none"> Identify priority areas for reporting by March 2018 Prototype first reports by May 2018 	Principle		

Flintshire App

	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Flintshire App	Maintain current provision (approximately 700 enquiries in a year) and review future development after other digital channels including the website have been developed further.	Principle		Review further use and development January 2019

Timetable

■ Phase 1

Principle decisions agreed by COT and referred to Cabinet (January 2018) to achieve quick wins and budget allocation.

■ Phase 2

Digital Customer model in place with the majority of services:

- Series of Business Cases to be brought forward between December 2017 and April 2018

- Programme of work to implement approved business cases during 2018/2019

■ Phase 3

Sensitive and complex changes and future proofing customer contact 2019 onwards



System integration and process redesign 1 of 3

	Outcomes – BPR led by services, Business System Integration led by IT,	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Streetscene	<p>Core Business System – <u>Mayrise</u></p> <p>Integration already exists between CRM and <u>Mayrise</u>.</p> <p>Further BPR and Service integration required for:</p> <ul style="list-style-type: none"> • Waste • Highways • Grounds maintenance • Etc. <p>Implementation from January 2018</p>	Principle and agreement of investment pot		
Planning & Environment	<p>Core Business System(s) – <u>Civica APP</u>, LALPAC, National Planning and Licensing portals.</p> <p>Reduced telephone contact.</p> <p>Improved access to services through digital channels.</p> <p>Service currently reviewing use of <u>Civica APP</u>. Decision required with timescales for implementation. (Service bid for funding going to Capital Asset group on 8th December 2017)</p> <p>Potential implementation from 2019 to 2020.</p>	Principle and agreement of investment pot		Agree - Q4 2018/19

System integration and process redesign 2 of 3

	Outcomes – BPR led by services, Business System Integration led by IT,	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Housing	Core Business System(s) – Open Housing. Reduced telephone contact Improved access to services through digital channels Potential implementation of a range of tenant related interactions from 2018 to 2019	Principle and agreement of investment pot	Agree - Q1 2018/19	
Revenues & Benefits	Core business system – Open Revenues for Council Tax, NNDR and Benefits Reduced telephone contact Improved access to services through digital channels Upgrade to current system with associated investment requirements to allow integration with CRM and Single Customer Account. Potential implementation from 2018 to 2019	Principle and agreement of investment pot	Agree - Q1 2018/19	
	Core business system – <u>Civica</u> ICON. Reduced telephone contact. Improved access to services through digital channels. Additional functionality for existing solution with associated investment requirements to allow integration with Single Customer Account and to provide a more flexible and commercial payment solution for customers. Potential implementation from 2018 to 2019.	Principle and agreement of investment pot	Agree - Q4 2017/18	



System integration and process redesign 3 of 3

	Outcomes – BPR led by services, Business System Integration led by IT,	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Social Services	<p>Core business system – PARIS</p> <p>Reduced telephone and email contact.</p> <p>Improved access to services through digital channels for customers and partners.</p> <p>Additional functionality for existing solution with associated investment requirements to allow online referrals and integration with CRM and Single Customer Account.</p> <p>Will support work of Early Help Hub.</p> <p>Potential implementation from 2018 to 2019.</p>	Principle and agreement of investment pot		
Education	<p>Core business system – Capita ONE</p> <p>Reduced telephone and email contact.</p> <p>Improved access to services through digital channels for customers and partners.</p> <p>Additional functionality for existing solution with associated investment requirements to allow full integration with back office solution, CRM and Single Customer Account.</p> <p>Pending Education decision on back office system</p> <p>Potential implementation from 2019 to 2020.</p>	Principle and agreement of investment pot		Agree - Q4 2018/19



Back office integration

- **Integration method procured from back office supplier**
 - Often Called SOAP or Web Services
 - Secure 2 way connection
 - Initial cost and ongoing revenue
 - Preferred option but can vary in quality from supplier to supplier
- **Integration method developed in house**
 - Variety of methods
 - Does not impose system based security
 - No Cost (other than development overhead)
 - Not preferred option but used when no supplier option available

Appendix B – Examples of Best Practice and Potential Efficiencies

	Initiative	What it looks like	Best Practice	Already Planned Savings (operating models and projected efficiencies 18/19)	Potential for further annual savings (with potential level of saving indicated)
1	<i>Agile Working</i>	<ul style="list-style-type: none"> - Mobile working for housing repair operatives - Agile working for majority of office based staff: working from any location with internet access on any PC or laptop, any time of the day - Introduction of hotdesk arrangements 	We have already implemented best practice in this area, which has supported the Council’s asset rationalization programme.		
2	<i>Consolidated Contact Centre</i>	Single Contact Centre for managing all telephone contact with the Council	Wigan have created a single contact centre	£150,000	Reduction in management costs – Medium Level Further reduction in front line staffing – Medium Level
3	<i>Improved administrative processes</i>	Streamlined business processes, supported by digital solutions	Example: Kirklees’ One Council approach to improve integration and efficiency of back office functions and customer contact arrangements to benefit staff and customers. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/388519/Good Practice in LG Savings - Final Report - 17 Dec.pdf		Reduction in staffing costs – High Level
4	<i>Reduced face to face contact</i>	Increased customer self service. Appointment based face to face services available for our most vulnerable customers	As above e.g. Kirklees	£46,000	Reduction in staffing and accommodation costs - High Level

Appendix B – Examples of Best Practice and Potential Efficiencies

					Customers who are able to use self service can do so at a time and place of their convenience.
5	<i>Reducing avoidable contact</i>	<p>Online services including:</p> <ul style="list-style-type: none"> • Enhanced structure and content of the website • A website that is accessible to all, on all devices • Single Customer Account • Housing tenant account for repairs, estate management and rents • Ability to book appointments for a range of Council services • Eligibility assessment in relation services such as benefits, social care and housing. 	Wigan have a single customer account and have developed best practice around social care online assessments		This will support potential efficiencies identified in 2,3,4
6	<i>Improved debt management</i>	<ul style="list-style-type: none"> - Making it easier for people to pay by offering a familiar online shopping facility. - Promote up front payment for services 			Further reduction in write off of bad debt - High

Key for potential annual savings

Low – up to £50,000

Medium – £50-100,000

High £100,000



CABINET

Date of Meeting	Tuesday, 20 th February 2018
Report Subject	Flintshire Supporting People Programme Grant Local Spend Plan and Regional Strategic Plan
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 presents the Supporting People Programme Grant Local Spend Plan for 2018/19 which has been developed to align with the priorities laid out within the North Wales Supporting People Regional Strategic Plan.

Following a strong case being made by local government, the grant has been protected in 2018/19.

This report provides an overview of the progress made by the North Wales Regional Collaborative Committee across the priority areas outlined in last year's plan and an overview of emerging risks to the programme.

This report provides a summary of the range of challenges that are creating a pressure on the homeless service and the risk of a growing financial burden for the Council. Supporting People Services play a key role in contributing to homeless prevention. Targeting funding at services that prevent homelessness remains a strategic priority for the Council.

The Local Spend Plan proposes to progress planned reductions of services where efficiencies have been identified or where services are not deemed a priority to fund. Released funding will be invested in services that can demonstrate they contribute to local strategic objectives or regional priorities as presented in the Regional Strategic Plan.

RECOMMENDATIONS

1	Cabinet approves the Local Spend Plan for 2018/2019 and the North Wales Regional Strategic Plan.
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REPORT DETAILS

1.00	EXPLAINING THE CONTENT OF THE REPORT
	Background
1.01	<p>The Supporting People Programme is a Welsh Government funded programme that provides housing related support to vulnerable people. The programme aims to support vulnerable people to maximise, maintain and sustain their independence through the provision of a range of innovative housing related support services.</p> <p>Housing related support aims to prevent the problems that can cause vulnerable people to become homeless. The principle of housing related support is to support a person to access, maintain and manage accommodation by assisting in developing or maintaining the necessary skills and confidence to live as independently as possible.</p> <p>The grant faced significant reductions between 2013 and 2016 which totalled £1,311,339 in Flintshire and equated to an 18.4% reduction over the 3 years. The reductions were of concern, as the council recognises the important role of prevention in reducing costs to other statutory services. It is pleasing to note that the grant has been protected in 2018/19.</p>
	Regional Strategic Plan
1.02	<p>The North Wales Regional Collaborative Committee includes representation from support providers, landlords, Local Authority Cabinet Members, BCUHB and Wales Probation Trust and is in place to provide a strategic context for the funding and delivery decisions of local authorities and other local stakeholders, principally through the development of its Regional Strategic Plan. This plan informs the strategic direction for the Supporting People Programme for North Wales.</p> <p>This plan is the annual update of the 2017-20 Regional Strategic Plan. The plan highlights emerging risks to the programme and the services that provide support to vulnerable groups. RCC partners have raised concerns about the potential impact of the proposed changes to funding housing costs in supported housing.</p> <p>In addition, the RCC has sought further clarity around the proposal to implement Full Funding Flexibilities across a number of grants. Although the budget has been protected for the Supporting People Programme for the next two years, the detailed budget proposal for 2019/20 shows the Supporting People budget line is reduced to £0 and instead the funding that would usually be allocated to Supporting People has moved to a new budget line called 'Early Intervention – Prevention and Support Grant' which merges the budgets for Flying Start, Families First, Communities First Legacy Fund and a new Employability Grant, making the new budget a total of £252million across Wales. However, this is £13million less than the combined total of these grants in 2018/19.</p> <p>The 'extended flexibility' is expected to enable the Council to plan more strategically, align programmes and deliver more responsive services to</p>

	<p>meet the needs of their customers. However, as the Council are dealing with increasing budget pressures, the reduction in overall budget and the removal of the ring-fence presents a significant risk for these preventative services.</p> <p>Supporting People services are working in an ever more challenging climate and with this the plan recognises there are emerging priorities and gaps in provision across the region. The standstill budget in 2017/18 provided the RCC with the opportunity to further consider collaboration opportunities across two priority areas; domestic abuse and the resettlement of prison leavers.</p> <p>This year, regional work and joint commissioning for domestic abuse services has been developed through collaboration with the North Wales Violence against Women Domestic Abuse and Sexual Violence Board (VAWDASV) Board. The RCC commissioned an important piece of work which provided clear recommendations for a more consistent and effective service for prison leavers across the region. The findings of the report have been progressed within Local Commissioning Plans. The RCC has committed to a regional budget for a second year in recognition that this will be the most efficient way to meet the emerging need in some areas.</p>
	<p>Local Priorities for Supporting People Programme Grant</p>
<p>1.03</p>	<p>The Council continues to focus its Supporting People commissioning function on ensuring that services funded by Supporting People Programme Grant are contributing to homeless prevention. Targeting funding at those services that can demonstrate the contribution and evidence of homeless prevention outcomes is a core aspect of the local monitoring and review process.</p> <p>The Support Gateway which handles housing support referrals handled 1,420 referrals in 2016/17. This represents a higher number than the cases at immediate risk of homelessness forwarded to the homeless service and demonstrates the key role Supporting People services play in easing pressure on the statutory service by delivering early support, advice and assistance.</p> <p>There has been an increase in the numbers of households seeking assistance and the homeless service is forecasting additional pressures due to a combination of factors. The roll out of Universal Credit means more families are facing financial hardship and needing assistance and the LHA cap will limit the availability of affordable accommodation in the private sector particularly for single people under 35.</p> <p>Homeless prevention funding, which was ring fenced, is now included in the Revenue Support Grant. This presents a risk of a growing financial burden for the council as homelessness enquires are increasing and those cases requiring assistance are becoming increasingly complex to resolve. Therefore, it remains a strategic priority for the Council to invest Supporting People Programme Grant funding in services that can demonstrate a contribution to preventing or relieving homelessness.</p>

	Decommissioning																	
1.04	<p>As there is no reduction in the grant funding, the changes in allocation of funding relate to the continuation of a planned withdrawal of funding from services that are not deemed a strategic priority.</p> <p>Reviews of services have identified areas where the level of funding is disproportionate to the amount of eligible housing related support activities delivered. The team are supporting these services with a planned and managed withdrawal of funding (that will not destabilise services or affect vulnerable service users.)</p>																	
	Spend Plan 2018/19																	
1.05	<p>The table below details the changes in expenditure within the Supporting People Programme Grant in Flintshire including any reductions to services and any new investment.</p> <p>The proposals contained within this report are in line with the Council's and the Regional Collaborative Committee's strategic priorities.</p> <table border="1" data-bbox="319 884 1372 2094"> <thead> <tr> <th colspan="3">REDUCTIONS</th> </tr> </thead> <tbody> <tr> <td>Community Based Accommodation Support Service - Housing</td> <td>Reduce contract value from £970,000 - £830,000</td> <td>Reduce as the current contract amount is surplus to the cost of delivery. The level of funding to this one service is disproportionately high based on the aims of the service and the client group.</td> </tr> <tr> <td>Enterprise Employment Scheme</td> <td>Reduce contract from £90,000 - £40,000</td> <td>Reduce contract value as this was short term funding. £40,000 maintained will support a 'food poverty' initiative.</td> </tr> <tr> <td>Regional Collaborative Committee Regional Spend</td> <td>Reduce allocation from £30,000 - £20,000</td> <td>All North Wales Local Authorities have committed to working together on regional priorities. The Council has committed spend in 2018/19 to support regional developments for domestic abuse services and prison leavers.</td> </tr> <tr> <td>Supporting People Team costs</td> <td>Reduce allocation from £85,000 - £50,000</td> <td>The SPPG guidance does not allow the grant to be spent on the commissioning function. All grant funding must be withdrawn by 2019/20. This is part of a planned withdrawal from this ineligible service.</td> </tr> </tbody> </table>			REDUCTIONS			Community Based Accommodation Support Service - Housing	Reduce contract value from £970,000 - £830,000	Reduce as the current contract amount is surplus to the cost of delivery. The level of funding to this one service is disproportionately high based on the aims of the service and the client group.	Enterprise Employment Scheme	Reduce contract from £90,000 - £40,000	Reduce contract value as this was short term funding. £40,000 maintained will support a 'food poverty' initiative.	Regional Collaborative Committee Regional Spend	Reduce allocation from £30,000 - £20,000	All North Wales Local Authorities have committed to working together on regional priorities. The Council has committed spend in 2018/19 to support regional developments for domestic abuse services and prison leavers.	Supporting People Team costs	Reduce allocation from £85,000 - £50,000	The SPPG guidance does not allow the grant to be spent on the commissioning function. All grant funding must be withdrawn by 2019/20. This is part of a planned withdrawal from this ineligible service.
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Learning Disability Service (Social Care)	Reduce funding allocation from £1,022,460 - £910,000	Reduction is part of a planned withdrawal of funding from the service following a service review that identified limited housing related support activity within the service.
INVESTMENT		
Resettlement Officer	£41,000	A new post to respond to the report commissioned by the RCC highlighting the need for improved services for prison leavers.
Leaving Care Personal Assistant	£40,000	Fund a post in the Leaving Care Team to support positive outcomes and housing options for care leavers.
Homeless Prevention Post	£40,000	Fund a homeless prevention post to protect this function
Vulnerability Project – Preventing Evictions	£140,000	Invest in a new service working cross tenure providing targeted intensive interventions to those at risk of eviction.
Full cost recovery for projects	£79,500	Reviews of services have identified that across a number of eligible service areas the grant does not cover the full cost of the service creating a risk to the resilience and sustainability of the service. The following services have had their contracts amended to ensure full cost recovery Homeless Prevention Workers Clwyd Alyn Floating Support Substance Misuse FCC Social Care Disability Outreach FCC Social Care Integrated Young Persons Team FCC Social Care

2.00	RESOURCE IMPLICATIONS
2.01	The Supporting People Programme Grant is a ring fenced grant to fund housing related support services. The Council is responsible for targeting the funding at effective preventative services that alleviate pressure on more costly statutory service budgets.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Service providers have been consulted upon how the support services that they are currently delivering will be impacted by the efficiencies being made within the 2018/19 Supporting People Programme Grant.

4.00	RISK MANAGEMENT
4.01	<p>The services provided through the Supporting People Programme aim to improve the quality of life of vulnerable people by supporting them to live independently in the community. These include the provision of services that help people to maximise their household income and manage their financial commitments. The successful outcomes from such services play an important role in helping to tackle poverty and prevent homelessness within the County.</p> <p>Whilst the Flintshire Supporting People Team will attempt to identify efficiencies that will generate the least impact upon service users, it has to be recognised that any future reduction in service provision may result in some vulnerable people not having ease of access to the support services that they require in order to avoid their household from falling into poverty and/or becoming at risk of homelessness.</p>

5.00	APPENDICES
5.01	<p>Appendix 1 – Flintshire Supporting People Programme Grant Spend Plan</p> <p>Appendix 2 – The North Wales Regional Strategic Plan</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Katie Clubb Telephone: 01352 703518 E-mail: katie.clubb@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	None.

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Project Name	Provider	Description	Type	Duration	SPPG	17/18 Funding	18/19 Funding
Women experiencing Domestic Abuse							
Deeside Refuge	DASU	A project for people w	Supported housing	< 6 months	£70,750.00	£70,750.00	£70,750.00
Delyn Refuge	CAHA Womens Aid	To provide refuge to v	Supported Housing	< 6 Months	£122,629.00	£122,629.00	£122,629.00
Holywell Cluster	Hafan Cymru	Supported housing fo	Supported Housing	6 - 24 months	£33,715.00	£33,715.00	£33,715.00
Deeside Cluster	Hafan Cymru	Supported housing fo	Supported Housing	6 - 24 months	£33,715.00	£33,715.00	£33,715.00
Aster Hope	Hafan Cymru	To provide refuge to v	Floating Support	6 - 24 months	£78,158.50	£78,158.50	£78,159.00
TOTAL	5				£338,967.50	£338,967.50	£338,968.00

Men experiencing Domestic Abuse							
Male Refuge	DASU	To provide refuge for	Supported Housing	< 6 Months	£35,000.00	£35,000.00	£35,000.00
TOTAL	1				£35,000.00	£35,000.00	£35,000.00

People with Learning Disabilities							
LD - Supported Living	FCC	A long term communit	Supported Housing	> 24 months	£1,022,460.00	£1,022,460.00	£910,000.00
Ty Nyth	FCC	A project for people w	Supported Housing	>24 months	£116,100.00	£116,100.00	£116,100.00
Flintshire Keyring	Keyring	A project for people a	Floating Support	6 - 24 months	£83,445.00	£83,445.00	£83,445.00
TOTAL	3				£1,222,005.00	£1,222,005.00	£1,109,545.00

People with Mental Health Issues							
Mental Health Comm Living & Intensive Support Team	Flintshire	A project for people w	Floating Support	6 - 24 months	£240,131.00	£240,131.00	£240,131.00
Mental Health Floating Support	Hafal	A project for people w	Floating Support	6 - 24 months	£30,060.00	£30,060.00	£30,060.00
TOTAL	2				£270,191.00	£270,191.00	£270,191.00

People with Substance Misuse Issues (Alcohol)							
No projects						£0.00	
TOTAL	0				£0.00	£0.00	

People with Substance Misuse Issues (Drugs & Volatile Substances)							
CDAT	FCC		Floating Support	6 - 24 months	£82,719.00	£82,719.00	£82,719.00
Housing Acc Worker - SMAT	FCC		Floating Support	6 - 24 months	£10,050.00	£10,050.00	£17,000.00
Doorstop	Nacro		Supported Housing	6 - 24 months	£54,600.00	£54,600.00	£54,600.00
TOTAL	3				£147,369.00	£147,369.00	£154,319.00

People with Criminal Offending History							
Arch Foundations	Arch		Floating Support	Floating Support	6 - 24 months	£60,846.00	£60,846.00
Resettlement Officer	FCC		Floating Support		< 6months		£41,000.00
TOTAL	2					£60,846.00	£101,846.00

People with Refugee Status							
No projects						£0.00	
TOTAL	0				£0.00	£0.00	

People with Physical and / or Sensory Disabilities							
Promoting Independence	FCC		Floating Support	Floating Support	6 - 24 months	£48,750.00	£48,750.00
Disability Outreach Service	FCC		Floating Support	Floating Support	6 - 24 months	£32,500.00	£32,500.00
TOTAL	2					£81,250.00	£83,750.00

People with Developmental Disorders (i.e. Autism)							
No projects						£0.00	
TOTAL	0				£0.00	£0.00	

People with Chronic Illness (including HIV, Aids)							
No projects						£0.00	
TOTAL	0				£0.00	£0.00	

Young people who are Care Leavers							
Personal assistant in leaving care team	FCC		Floating Supp	Floating Support	6 - 24 months		£40,000.00
TOTAL	1					£0.00	£40,000.00

Young people with Support Needs (16 to 24)							
Nightstop	Local Solutions	Fixed Sited	Fixed Site	< 6 months	£7,500.00	£7,500.00	£15,000.00

Supported Lodging	Local Solutions	Fixed Site	Fixed Site	6 - 24 months	£77,875.00	£77,875.00	£77,875.00
Quay Project	CAHA	Fixed & Floating	Fixed and Floating	6 - 24 months	£164,083.00	£164,083.00	£164,083.00
Llys Emlyn Williams	CAHA	Supported housing ar	Supported Housing	6 - 24 months	£234,631.00	£234,631.00	£234,631.00
Bod Hyfryd	CAHA	Supported housing fo	Supported Housing	6 - 24 months	£109,013.00	£109,013.00	£109,013.00
Service User Involvement	TY Glas	Floating	Floating Support	6 - 24 months	£37,104.00	£37,104.00	£37,104.00
Integrated Young People Team	FCC SS	Floating	Floating Support	6 - 24 months	£30,150.00	£30,150.00	£37,000.00
Young Persons Floating Support	Local Solutions	Floating Support	Floating Support	6 - 24 months	£64,235.00	£64,235.00	£64,235.00
TOTAL	8				£724,591.00	£724,591.00	£738,941.00

Single Parent Families with Support Needs

No projects							
TOTAL	0				£0.00	£0.00	

Families with Support Needs

Erw Groes Family Centre	CAHA	Supported Housing	Supported Housing	6 - 24 months	£149,306.00	£149,306.00	£149,306.00
Plas Bellin	Local Solutions	Supported Housing	Supported Housing	6 - 24 months	£315,000.00	£315,000.00	£315,000.00
Additional Support to Parents	FCC	A project for vulnerab	Floating Support	6 - 24 months	£55,000.00	£55,000.00	£55,000.00
TOTAL	3				£519,306.00	£519,306.00	£519,306.00

Single people with Support Needs not listed above (25 to 54)

No projects							
TOTAL	0				£0.00	£0.00	

People over 55 years of age with Support Needs

Llys Eleanor Extra Care	FCC	Fixed	Fixed	24+	£80,532.00	£80,532.00	£80,532.00
Llys Jasmine Extra Care	FCC	Fixed	Fixed	24+	£30,000.00	£30,000.00	£30,000.00
FCC CBASS	FCC	Floating	Floating Support	24+	£970,000.00	£970,000.00	£830,000.00
Sheltered	CAHA	Fixed	Fixed	24+	£9,408.00	£9,408.00	£9,408.00
Older Persons Floating Support	ACNEW	Floating Support	Floating Support	< 6 months	£87,500.00	£87,500.00	£87,500.00
Reablement	FCC	Floating Support	Floating Support	< 6 months	£99,337.00	£99,337.00	£99,337.00
TOTAL	6				£1,276,777.00	£1,276,777.00	£1,136,777.00

Generic Floating support to prevent homelessness

Shelter Cymru Floating Supoprt	Shelter Cymru	Floating Supoprt	Floating Support	6 - 24 months	£112,300.00	£112,300.00	£112,300.00
Complex Case Workers (5)	FCC	Floating Supoprt	Floating Support	<6 months	£160,135.00	£160,135.00	£176,980.00
S P Gateway	FCC	n/a	n/a	< 6 months	£60,000.00	£60,000.00	£85,000.00
SARTH Support	FCC	Floating Supoprt	Floating Support	< 6 months	£0.00	£0.00	£35,000.00
CAHA Floating Support	CAHA	Floating Supoprt	Floating Support	6 - 24 months	£32,263.00	£32,263.00	£34,000.00
3 posts homeless prevention (2 existing, 1 new)	FCC			< 6 months	£100,000.00	£100,000.00	£123,000.00
Welfare Benefits	CAB/FCC			< 6 months			£35,000.00
CAB Gateway	CAB			< 6 months	£65,000.00	£65,000.00	£31,000.00
Housing Help Hub	FCC			< 6 months	£0.00	£0.00	£140,000.00
Welfare Reform Support	FCC			< 6 months	£37,000.00	£37,000.00	£37,000.00
Employment support/Food Poverty	FCC			< 6 months	£90,000.00	£90,000.00	£40,000.00
TOTAL	11				£656,698.00	£656,698.00	£849,280.00

Alarm services

Alarm Services	Clwyd Alyn HA	Alarm services	Alarm services	> 24 months	£17,092.00	£17,092.00	£17,092.00
Alarm Services	Wales & West	Alarm services	Alarm services	> 24 months	£6,697.78	£6,697.78	£6,697.00
TOTAL	2				£23,789.78	£23,789.78	£23,789.00

Expenditure which does not directly link to the spend plan categories above

Sunraye	Clwyd Alyn Housing Association	Supported Housing	Supported Housing	6 - 24 months	£160,000.00	£160,000.00	£160,000.00
Greenbank Villas	Clwyd Alyn Housing Association	Supported Housing	Supported Housing	6 - 24 months	£178,107.00	£178,107.00	£178,107.00
RCC	RCC				£30,000.00	£30,000.00	£20,000.00
Team Costs	FCC				£85,000.00	£85,000.00	£50,000.00
TOTAL	4				£453,107.00	£453,107.00	£408,107.00

TOTAL	53				£5,809,897.28	£5,809,897.28	£5,809,819.00
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2018
Update

North Wales Supporting People Regional Strategy

TO BE SUBMITTED TO WG BY END OF JANUARY 2018

LAST UPDATED – JANUARY 3RD 2018

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Introduction

The Supporting People Programme is a Welsh Government funded programme that provides housing related support to vulnerable people. The programme aims to support vulnerable people to maximise, maintain and sustain their independence through the provision of a range of innovative housing related support services.

Housing related support aims to prevent the problems that can cause vulnerable people to become homeless. The principle of housing related support is to support a person to access, maintain and manage accommodation by assisting to develop or maintain the necessary skills and confidence to live as independently as possible.

The Memorandum of Understanding for the Regional Collaborative Committee's (RCC) illustrates the aim and purpose of the RCC, which is to provide a strategic context for the funding and delivery decisions of local authorities and other local stakeholders, principally through the development of its Regional Strategic Plan. This plan will inform the strategic direction for the Supporting People Programme for North Wales.

This is the annual update of the 2017-20 Regional Strategic Plan, which will update on the priorities outlined in last year's plan:

1. Learning Disabilities
2. Domestic Abuse
3. People leaving prison
4. Rough Sleepers

Following the announcement of the draft Welsh Government budget for 2018/19, Welsh Government have protected the whole All Wales grant. The table below details grant allocations for previous years for North Wales:

Local Authority	Grant 2014/15	Grant 2015/16	Grant 2016/17	Grant 2017/18	Grant 2018/19
Conwy	£7,185,208	£6,452,534	£6,452,534	£6,452,534	£6,452,534
Denbighshire	£6,113,302	£5,489,693	£5,489,694	£5,489,694	£5,489,694
Flintshire	£6,469,688	£5,809,817	£5,809,818	£5,809,818	£5,809,818
Anglesey	£2,885,598	£2,643,866	£2,643,866	£2,643,866	£2,643,866
Gwynedd	£5,616,070	£5,043,813	£5,043,813	£5,043,813	£5,043,813
Wrexham	£5,540,777	£4,980,684	£4,980,685	£4,980,685	£4,980,685
North Wales Total	£33,811,488	£30,420,409	£30,420,409	£30,420,409	£30,420,410

Although the budget has been protected for the Supporting People Programme for the next two years, three weeks after this announcement the Welsh Government published the budget proposals and this will bring in the new Flexible Funding Grant. Which means on the detailed budget proposal for 2019/20 the Supporting People budget line is reduced to £0 and instead the funding that would usually be allocated to Supporting People has moved to a new budget line called 'Early Intervention – Prevention and Support Grant' which merges the budgets for Flying Start, Families First, Communities First Legacy Fund and a new Employability Grant, making the new budget a total of £252million – however, this is £13million less than the combined total of these grants in 2018/19.

The RCC is unsure which services will be affected by the £13million cut, Welsh Government are yet to share details on this. Conwy County Borough Council will be a pilot area for the Full Flexibilities Pilot Pathfinder. Letters were sent to Chief Executive in each local authority on 24th October 2017 giving further details on the Full Flexibilities Pilot Pathfinder. Letters of interest were originally sent out and Conwy put themselves forward as a pilot area with six other local authorities. The letters to Chief Executives detailed:

Feedback from pilot local authorities participating in the alignment project indicated a clear appetite for increased flexibility, reduced bureaucracy and for grant structures that support and promote better joint planning and commissioning.

The Full Flexibility pathfinder will give 100% flexibility across grants in order to achieve increased programme alignment, make more effective use of funding and meet local needs. This greater financial freedom and flexibility is expected to enable pilot areas to work differently, giving more scope to design services to support the Governments drive for more preventative, long-term approaches. The pilot will run in seven local authorities (Bridgend, Cardiff, Conwy, Newport, Merthyr Tydfil, Rhondda Cynon Taff and Torfaen). Grants under consideration for Funding Flexibility 2018/19:

- *Supporting People*
- *Flying Start*
- *Families First*
- *Communities First Legacy Fund*
- *Employability Grant*
- *Promoting Positive Engagement for Young People*
- *Out of School Childcare*
- *Homelessness Prevention*
- *Independent Living*
- *St David's Day Fund*

Note - the pilot areas are the local authorities that put themselves forward for the pathfinder pilot. These local authorities were not handpicked by Welsh Government.

Welsh Government are proposing to give those local authorities who are not Full Flexibility pathfinder's 15% flexibility across the original grants (Supporting People, Flying Start, Families First and the Communities First Legacy Fund) and the new Employability Grant. This 'extended flexibility' will enable them to plan more strategically, align programmes and deliver more responsive services to meet the needs of their citizens.

Consultation Evidence

In order to produce this plan the RCC consulted with local Supporting People teams, RCC members and Providers of the Supporting People programme during 2016/17 for the first year of the implementation of this plan.

There were three main strands to this consultation:

- 1 Co-production with RCC members
- 2 Carrying out work at the early stages to gauge partners expectations and what they wanted as priorities moving forward, this took place at the RCC
- 3 Posting the draft on the North Wales RCC website for comments, circulating with each Supporting People team to send to all their providers, agenda item at the Regional Provider forum and other local forums and Supporting People planning groups.

For this year, 2017/18 the Annual Update for the plan has been shared with all Local Planning Groups, Provider Forums, Regional Partnership Board, Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Board and shared widely with all Supporting People providers.

National Strategic Priorities

There is currently a range of political initiatives that have either been introduced or are under development that will influence the future provision, direction and delivery of housing related support services for vulnerable people across North Wales. This Regional Strategic Plan is underpinned by a raft of national strategies and frameworks, and legislation that will impact on the Supporting People programme:

- Social Services and Well-being (Wales) Act 2014
- Well-being of Future Generations (Wales) Act 2015
- Housing (Wales) Act 2014
- Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015
- Renting Homes (Wales) Act 2016
- Welfare Reform Act 2012
- Welsh Audit Office Review of the Supporting People Programme August 2017
- DRAFT Supporting People Programme Grant Guidance 2017
- Welsh Government Public Accounts Committee Inquiry Into the Welsh Government's Supporting People Programme
- UK Government consultation into Funding of Supported Housing

For further details of the National Priorities and a breakdown of each legislative area please refer to Appendix One.

Since the Welsh Audit Office review, there has been no date issued from Welsh Government when the Supporting People Programme Grant Guidance will be in its final state and out for practise, talks have now shifted from the new guidance on to the news of a Flexible Funding Grant. Work had commenced on the consultation of the Supporting People Programme Grant Guidance, the RCC took on board the guidance emphasis to link with Public Service Boards, Regional Partnership Board and the VAWDASV Board.

There are four Public Service Boards in North Wales established by the Well-being of Future Generations (Wales) Act 2015. The purpose of the Public Service Boards is to improve the economic, social, environmental and cultural well-being in their area by strengthening joint working across all public services in North Wales.

Each Public Service Board prepared a well-being assessment in parallel with the Regional Partnership Board population assessment and each have their own Regional Area Plan which can be found on the individual Public Service Board websites when published (they are currently being written). The Public Service Board are:

1. Gwynedd and Anglesey
2. Conwy and Denbighshire
3. Flintshire
4. Wrexham

The North Wales Regional Partnership Board, will have this Regional Strategic Plan presented to their board at their February 2018 meeting and their Population Assessment has been used in the Need, Supply and Service Gaps section of this plan.

The Regional Partnership Board within their plan identified under the heading Housing and Homelessness that from the assessment they found:

- Good quality housing is important for people's health, education, employment and for creating strong communities
- Most people want to stay in their own home as long as they can. Inclusive design and adaptations can make this possible
- There are unmet need for specialist housing including extra-care housing, supported housing for people with learning disabilities, 'move on' accommodation for people with mental health needs, single person accommodation and emergency night time accommodation.

Regional Partnership Board North Wales Population Assessment Regional Plan –

<https://www.northwalescollaborative.wales/north-wales-population-assessment/regional-plan/>

The Violence against Women Domestic Abuse and Sexual Violence Board (VAWDASV) Board –

Links were made with the VAWDASV Board in September 2017. Domestic Abuse is a priority area within this plan. The new guidance makes clear references to link with this Board which the RCC will continue to do with Domestic Abuse being a strategic area of the RCC's.

Regional Strategic Priorities

The North Wales RCC outlined in last year's Strategic Plan for Domestic Abuse, Prison Leavers, Learning Disabilities and Rough Sleepers as priority areas for the RCC for the next three years. In addition Mental Health has been added as a priority area for 2018/19.

For details of work proposed for Mental Health please see Priorities for Service Developments section on page 17.

Domestic Abuse – What we outlined in the plan last year?

Domestic Abuse was agreed as a priority area, as it was in the top five presented client groups in both the Outcomes and Needs Mapping data last year, and discussions presented to the RCC on the issues and gaps across the region for this client group lent itself as a priority to work on.

Gaps that were presented were the lack of male only refuge, Flintshire have since opened their first Male Domestic Abuse Refuge and figures to date demonstrate that demand across the region outstrips the supply. Flintshire presented this issue to the RCC back in May 2016 and have opened up the units of the refuge to all local authorities across North Wales.

The RCC requested under this client group to make links with the VAWDASV Board to ensure a joined up approach in strategic planning and direction for this area of work. Discussions held with this board on the gaps and need will inform the work plan for Domestic Abuse at the RCC.

What have we done this year?

The VAWDASV Board is undertaking a Needs Mapping Assessment to look at current funding, service provision and any gaps across the region. The assessment is to complement the existing North Wales Population Assessment as well as local Housing and Well-Being Assessments. The Needs Assessment will support the development of the North Wales VAWDASV Regional Strategy which will guide the commissioning of services over the next five years.

The RCC has made links with the Regional Coordinator for Domestic Abuse, and the VAWDASV Board. The Supporting People Regional Development Coordinator has met with the Domestic Abuse Regional Coordinator and discussed opportunities for working in co-production. The RCC Sub Group has met with members of the VAWDASV Board and Community Safety Partnership Managers to discuss the gaps in provision across North Wales and areas where we can work together, the main items discussed at this meeting were the issue of dual-diagnosis in the refuge and evictions been high because of this, having a regional Independent Domestic Violence Advisors service and VAWDASV Board had sourced some training around Inspiring Families to explore.

The RCC and the VAWDASV Board have discussed an option for each Local Authority to allocate some of their Supporting People grant aside for this priority area, the local authorities have been asked by the RCC to allocate 0.5% of their grants for regional working.

Following on from this first initial meeting with the VAWDASV Board and Community Safety Partnership leads, a report was shared with the RCC from the sub group and which asked for the RCC to approve the following recommendations:

1. RCC Sub Group and Domestic Abuse Colleagues to meet further to discuss the outcomes from the Needs Assessment and gaps identified against current provision available.
2. For each local authority to allocate a percentage of Supporting People Programme Grant going forward for any future regional priorities
3. For Sub Group to ensure that any priorities meet Supporting People eligibility
4. Regional Independent Domestic Violence Advisors Service – for the RCC to agree for this avenue to be explored further by the RCC Sub Group

The four recommendations presented to the RCC were agreed at the November meeting. The work plan in the appendices shows a timeline for this priority area.

The Regional Partnership Board's Regional Plan has outlined Violence against women, domestic abuse and sexual violence as a priority area, from there population assessment the Board found:

- Domestic and sexual violence and abuse are under-reported but the number of reports is increasing

- The total number of domestic incidents recorded by the police was around 11,000 and the number of recorded sexual offences was around 1400 in North Wales during 2015-16
- Domestic and sexual violence and abuse affects both men and women although women are more likely to experience them. Services should take into account the different needs of women and men. *The RCC has commenced work on this Flintshire have a male refuge where the units are open to North Wales authorities to use.*
- Cases of coercive control are now being recorded in North Wales since the offence came into effect in December 2015
- Domestic abuse costs public services an estimated £66million a year in North Wales in health care, criminal justice, social services, housing and refuges, legal costs and lost economic output.

How the findings will be addressed is outlined in the Regional Partnership Board regional plan.

Prison Leavers – What we outlined in the plan last year?

The RCC outlined last year how the Supporting People Teams and Homelessness teams have joined together to commission a piece of work to inform where improvements can be identified for people leaving prison. This piece of work was finalised in June 2017.

The North Wales authorities have a range of housing and support options available. There are 66 projects with a total of 1,428 units that Supporting People officers have identified as being able to house people leaving prison.

What have we done this year?

Caroline Humphreys and Tamsin Stirling were commissioned by our RCC to undertake research into the support services provided to people leaving prison in North Wales. The specification for the research identified the following areas for investigation:

- The provision and nature of the support services accessed by people leaving prison, any duplication and gaps in provision and effectiveness of services
- Numbers of people leaving prison accessing support services and numbers of people leaving prison on licence and to which local authorities
- The experience and opinions of service users
- Information sharing procedures when a person leaves prison
- The impact of the withdrawal of transitional funding, including on Prison Resettlement Officer posts within local authorities and how these might be funded in future
- Good practice and innovative models of support services to people leaving prison from across the UK
- Consider how support services within North Wales might be developed in the future

The Project cost - £10,000

The research took place between January and April 2017. In order to investigate the areas set out in the specification, the research comprised four main elements and involved accessing a range of information:

- Published data and plans
- Questionnaire and data requests

- Workshop discussions and interviews – 16 interviews with prison leavers
- Web based research

Out of those 16 interviewed – they had a very clear idea of the elements necessary to improve their chances of not re-offending and resolving addiction issues, particularly those who were abstinent and had re-established their lives. They felt that a package of measures needed to be in place to promote stability and reinforced the idea that, while housing is necessary, on its own, it is not sufficient.

The report presented the RCC with the following recommendations:

- Ironing out any issues in respect of access to risk information pre-release
- Fine tuning of the role for the resettlement officers in the context of the Pathway process
- Ensuring that landlords are able to access information on risk
- Discussing the needs of women leaving prison and whether a specific approach needs to be taken in respect of planning for release
- Taking forward the development of provision for those whose needs pose a danger to themselves or others – likely to be those with complex mental health issues and/or substance misuse and/or records of serious crimes
- Taking forward the establishment of a Peer Mentoring Service, including discussing its role and progressing funding applications and agreeing a party who will take this forward
- Discussing the level of detox/rehabilitation services for people who are on methadone and are seeking to become abstinent - ensuring they are adequate to meet the needs of the population of people leaving prison and ensuring that they are linked into the accommodation and support services and the work of the resettlement officers
- Developing an agreed approach to prioritisation/rationing of resources
- Generally discussing the systems and making sure they are working

At same time, it is well evidenced that housing alone is not sufficient to address all the needs of the vast majority of people leaving prison. In order to respond to the depth and scope of the challenge, it will be essential that all the relevant agencies adopt a wrap-around approach, which, to the person leaving prison, feels that there is a community of services available to them that is clear, visible and straightforward to access.

A workshop was arranged once the final research paper had been presented at the June 2017 RCC, the workshop was made up of the RCC Sub Group Members, Homelessness Leads from each local authority, HMP Berwyn, Prison Resettlement Officers, Supporting People Information Network Coordinator, and Providers for people leaving prison.

Currently there are three Prison Resettlement Officers, one in Gwynedd, one in Anglesey, and one officer that covers the remaining four local authorities. A recommendation within the research report was to have six resettlement officers, one in each local authority. The Prison Resettlement Officers were in attendance at the workshop.

The researchers suggest for there to be six officers and for those six posts to operate with common job descriptions, to take a similar approach and to adopt common practices in order to promote consistency. *All tables at the workshop agreed for common job descriptions.* The posts currently based in Ynys Mon and Gwynedd make decisions on duties owed under the Housing (Wales) Act 2014; this approach has significant advantages and could be adopted as common practice across all posts. However it is essential for consistency that a regional approach to service delivery is agreed.

The RCC were presented with a recommendations report following the workshop at the November RCC meeting which offered the following:

1. To agree for the RCC Sub Group to set a work plan for recruitment of the Prison Resettlement Posts in conjunction with the Regional Homeless Network
 - a. To agree who funds the post
 - b. Ensure consistency
 - c. Job description – based on the Anglesey / Gwynedd Model
2. Further explore the remaining recommendations following the recruitment of resettlement post as following
 - a. Strengthening links with the prisons
 - Three appointments to attend on first day of release? Can some of these be completed during the pre-release process within HMP Berwyn?
 - RCC to confirm a statement of request to go to the prison
 - Continue the values of the HMP Berwyn, can we get short term prescriptions for library, gym, and men's sheds? Is the RCC happy for the RCC Sub Group to make this part of the Prison Resettlement Officer post?
 - b. Pick up at the Gate
 - Workshop outcome was a strong consensus for a Pick up at the Gate service, RCC Sub Group strongly felt this should be part of the role of the Prison Resettlement Officer.
 - To be incorporated into the Resettlement posts job description
 - c. Community based hub

The RCC members agreed the above recommendations at the 2017 November RCC. The above recommendations have been added to the RCC work plan, which can be found in the appendices.

Rough Sleepers – What we outlined in the plan last year?

The RCC is committed to preventing rough sleeping. The RCC outlined for Supporting People to link into pilots being delivered in partnership with BCUHB to identify root causes and support required. Work will commence on this priority area in 2018/19 and a full update on this work will be available in the next update of this plan. This plan also outlined for the RCC to consider where amendments may be needed to prevent some individuals with support needs being excluded from current provision which will progress in 2018.

Ultimately the work of the RCC and its priority areas compliments this area in reducing the risks of people becoming homeless. Nevertheless specific work on this client area will take place in 2018/19.

What have we done this year?

The local authorities have continued to support the National Rough Sleepers Count, details of this in the table below:

Data for 2016, taken from Stats Wales. The next table details the most recent count in November 2017, this data is not currently available on Stats Wales.

	Total count of rough sleepers (1)	Estimated number of rough sleepers (2)
Flintshire	0	3
Powys	0	0
Pembrokeshire	0	3
Carmarthenshire	0	3
Neath Port Talbot	0	6
Vale of Glamorgan	0	2
Blaenau Gwent	0	0
Torfaen	0	0
Monmouthshire	0	1
Isle of Anglesey	1	1
Denbighshire	2	5
Rhondda Cynon Taf	2	6
Gwynedd	3	25
Ceredigion	3	6
Merthyr Tydfil	4	15
Caerphilly	4	27
Bridgend	5	10
Conwy	9	14
Newport	12	17
Swansea	16	23
Wrexham	27	61
Cardiff	53	85

Rough Sleeper Comparison Count from this year to last year:

Local Authority	Rough Sleeper Count Nov 2016	Rough Sleeper Count Nov 2017
Anglesey	1	4
Gwynedd	3	3
Conwy	9	10
Denbighshire	2	0
Flintshire	0	1
Wrexham	27	44

Note – these figures are the amount of people found rough sleeping on the night of the rough counters sleep.

The data is collected to gain a better understanding of the scale and trends in rough sleeping over time to inform local and national policy.

The total counts of rough sleepers are single night snapshots. The estimated count is based on data collected over a two week period with assistance from the voluntary sector, faith groups, local businesses/residents, health and substance misuse agencies, and the police.

Further details of the Rough Sleepers Count can be found from All STATS Wales:

<https://statswales.gov.wales/Catalogue/Housing/Homelessness/Rough-Sleepers/roughsleepers-by-localauthority>

Learning Disabilities – What we outlined in the plan last year?

The objectives of the Learning Disability task and finish group outlined in last year's plan:

- To look at the current funding and eligibility of Supporting People services for this client group.
- Analyse how current services link to the homelessness prevention and tackling poverty agenda
- Learn best practice from each authority

The client group Learning Disabilities was chosen by the RCC as a priority area within what was then known as the Regional Commissioning Plan back in 2014. Learning Disabilities was highlighted as a priority as this client group received the highest Supporting People funding compared to all other Supporting People client groups.

The RCC requested that a Learning Disability Task and Finish Group be formed to look at the reason for this high allocation of spend and the amount of current services that may be ineligible for Supporting People funding and to detail what each local authority is doing to address this.

It must be noted that this is not a cost cutting exercise, this is an eligibility issue that the RCC has requested.

The Wales Audit Office Review of the Supporting People programme also picked up on the client group; Learning Disabilities and detailed that *“Welsh Government reviews, and more detailed work at a regional level by two of the Regional Collaborative Committees, have highlighted some issues with the eligibility of support for people with learning disabilities and differences in the level of support provided. We recommend that the Welsh Government encourage all Regional Collaborative Committees to review arrangements for support for people with learning disabilities through the Programme and work with the committees to manage any potential negative consequences for service provision.”*

The Auditor General is currently undertaking an examination of how local authorities strategically commission their learning disability services. The work is focussing on how commissioning contributes to improved outcomes and wellbeing for citizens. The Auditor General will report on this work towards the end of 2017

Two regions (North Wales and Gwent) have undertaken their own more detailed reviews of learning disabilities services (Appendix 3, Box A1). The North Wales review identified a number of instances where services funded by the Programme were ineligible. In response, the North Wales Collaborative Committee requires its constituent local authorities to report on their progress towards ensuring that all services for people with learning disabilities funded through the Programme provide only housing-related support. The Committee also established a sub-group to look at a range of issues related to this client group, such as the scope for using telecare to replace or supplement a support worker”.

Full Audit Review can be found here: <http://www.audit.wales/publication/welsh-governments-supporting-people-programme>

What have we done this year?

Learning Disabilities is the biggest spend on a client group in North Wales and also receives the largest local authority contribution. North Wales has reviewed their Learning Disabilities service to ensure all who are receiving the Supporting People grant for Learning Disabilities are eligible. Each local authority have reviewed their Learning Disability services and the current status for ineligible services is:

Anglesey	All Supporting People funded services, for people with learning disabilities, living and receiving fixed accommodation based support are now capped at a maximum of 15 hours per week and are based accordingly on assessed housing related support need. This resulted in a reduction of £287,000 allocated this client group during 2017/18. Work remains ongoing to remodel the corporate care provision, which may result in further reductions in Supporting People funding for People with Learning Disabilities between now and 2020.
Gwynedd	6 people remaining to be re-assessed to confirm eligibility or not. Gwynedd have changed the term to non-primary rather than ineligible.
Conwy	0
Denbighshire	All eligible in relation to Denbighshire criteria Any referral that is funded 10% or more from health is not eligible for the Supporting People service
Flintshire	A full review has been undertaken with all ineligible identified. Some funding was withdrawn in 17/18. It is proposed to take more funding out over the next few years. It is proposed to remove the 3 banding levels and work on 10 hours per week. The proposals above will be taken to Flintshire's Supporting People Planning Group end of November 17.
Wrexham	5 currently identified – funding is continuing on an interim basis until the end of the current financial year (2017-18).

A work plan for the RCC and the priority areas was agreed at the January RCC – refer to Appendix two, this details the work to be completed for 2018/19.

The Regional Partnership Board also has Learning Disabilities as a priority area, the RCC and RCC Sub Group will need to consider the work outlined in the Regional Partnership Board's plan to ensure work is not repeated and resources and shared learning is available. The Board have found from their population assessment that:

- There are around 2,700 people with Learning Disabilities on local council registers in North Wales. The actual number of people with learning disabilities may be higher
- The number of people with learning disabilities needing support is increasing and people with learning disabilities are living longer. These trends are likely to continue.

- People with learning disabilities tend to experience worse health, have greater need of health care and are at more risk of dying early compared to the general population.
- There are likely to be more young people with complex needs needing support.

The Board report addressed how the report findings will be addressed.

Supply, Needs Assessment, and Outcomes Analysis:

Local authorities in North Wales collect Supporting People data through three main strands, Outcomes, Needs Mapping and Performance Monitoring Returns. National data is also used to inform regional and local plans.

For this plan, the National data has been taken from Stats Wales the data used focuses on the main sections within the Housing (Wales) Act 2014, section 66 and 73.

Needs Mapping and Outcomes:

The purpose of the Needs Mapping Form is to identify the need for housing related support and/or housing need. The Needs Mapping Form is available online and a link is available on each local authority Supporting People web page.

Denbighshire County Council hosts the web based form and database, Denbighshire collate the data and distribute reports to the region. The Needs Mapping data is presented in a Regional Needs Mapping Report, which highlights trends in the demography and specific needs of those requiring housing-related support.

This snapshot will only represent part of the picture in relation to needs of people at risk of homelessness. The current Needs Mapping data only captures data for those people who access Supporting People services. It does not give an insight to unmet need and does not demonstrate if needs have been met. However, the RCC has done a piece of work on unmet need and sent a questionnaire out to all providers to gauge the unmet need, the findings of this work can be found in Service Gaps on page 17.

The National Outcomes Framework was set up in 2012 as a tool to evidence that the Supporting People Programme is investing in services which provide positive outcomes that make a difference to the quality of life of vulnerable service users. Conwy host the online outcomes questionnaire for all six North Wales local authorities to use.

The purpose of the outcomes framework is to measure the outcomes achieved by service users as a result of the support received. The information can be used to discuss the success of the service and any changes required to service delivery to bring about improvements to poor performing outcomes measures and share learning from outstanding performing services.

Regional All Wales Data:

Below is the 2011 Census

<https://statswales.gov.wales/Catalogue/Census/2011/UsualResidentPopulation-by-BroadAgeGroup-LocalAuthority>

Here is a snapshot of the population in 2011 for North Wales,

	All ages	Age under 16	Age 16-24	Age 25-44	Age 45-64	Age 65 and over
Anglesey	69,751	11,861	6,941	15,653	19,650	15,646
Gwynedd	121,874	20,951	16,723	27,186	31,874	25,140
Conwy	115,228	19,126	11,037	24,483	32,420	28,162
Denbighshire	93,734	16,953	10,025	20,794	26,272	19,690
Flintshire	152,506	28,644	16,542	38,123	42,361	26,836
Wrexham	134,844	25,818	14,846	35,821	35,508	22,851

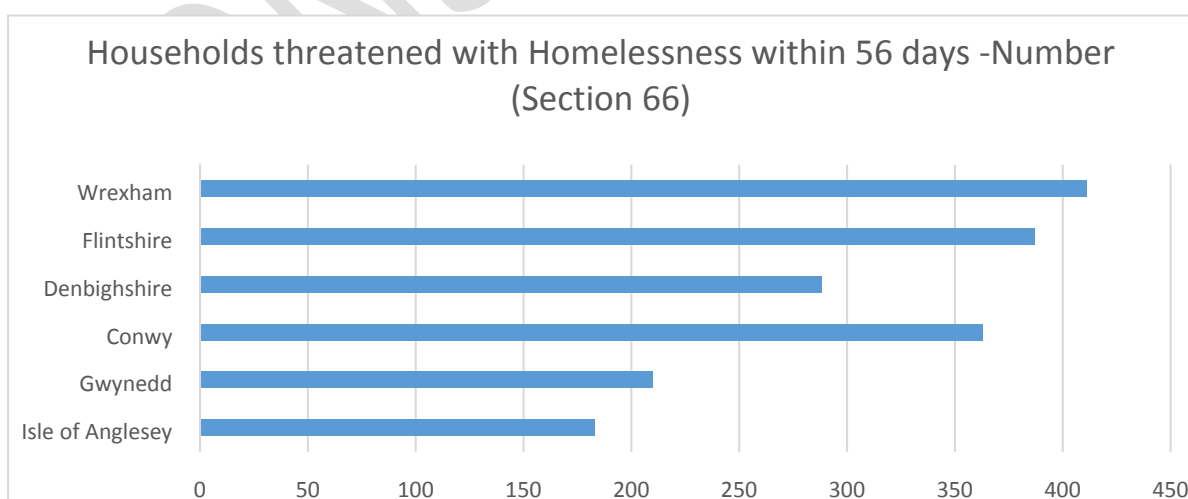
The graphs below include data that has been exported from stats Wales, <https://statswales.gov.wales/Catalogue/Housing/Homelessness/preventionofhomelessness-by-area-measure-section66>

The Stats Wales website states:

The information from Stats Wales is based on an annual statistical return completed by local authorities in Wales. The information is collected in order to establish the number and type of households that were provided with assistance by local authorities during the period. This data is used by the Welsh Government, homelessness agencies and other housing organisations, in order to help monitor trends in the overall level of statutory homelessness across Wales.

It must be noted that, due to the preventative nature of Supporting People services, cases where an early intervention led to removing the threat of homelessness prior to the 56 day limit are not included in these statistics.

Table 1:

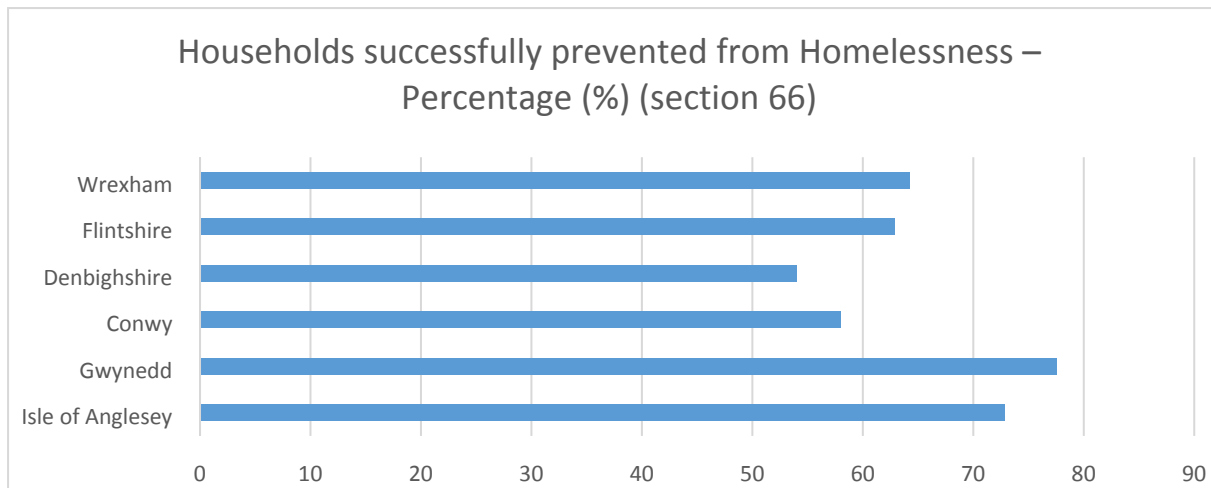


Section 66 of the Housing Act states - *A local housing authority must help to secure that suitable accommodation does not cease to be available for occupation by an applicant if the authority is satisfied that the applicant is: threatened with homeless and eligible for help.*

Table 1 identifies the **number** of households threatened with Homelessness within 56 days for each local authority and the table below (Table 2) is **percentage** not numbers to show the **success** rates for the above individuals that were successfully prevented from homelessness.

Gwynedd were the most successful local authority, and Gwynedd were the most successful authority for all of Wales for prevention under Section 66 of the Act.

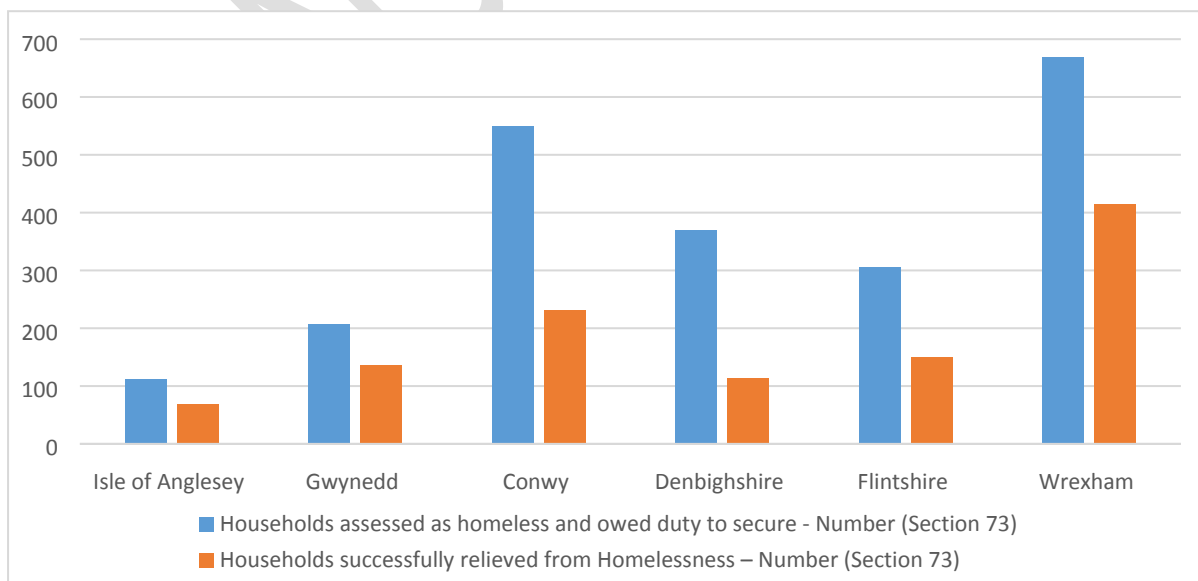
Table 2:



Section 73 of the Housing Act states *When the duty in section 73 (duty to help to secure accommodation for homeless applicants) comes to an end in respect of an applicant in the circumstances mentioned section 74 of the Act, the local housing authority must secure that suitable accommodation is available for occupation by the applicant if subsections outlined in the Act applies.*

Table 3 below details the numbers of households assessed as homeless and owed duty to secure against the amount that were successfully relieved from Homelessness for North Wales Authorities.

Table 3:



Local Data

Outcomes:

The table below is data taken from the Outcomes data covering the period January 2017 to June 2018, the client group column is in ascending order for the total for North Wales that have presented for this client group as there lead need:

For example, if they are fleeing Domestic Abuse and female they would identify “Women experiencing Domestic Abuse” as their lead need. If this female also had substance misuse issues the female would then identify “People with Substance Misuse Issues” as her secondary need, but for this example this female’s priority is to get to a refuge.

Client Group	Anglesey	Conwy	Denbighshire	Flintshire	Gwynedd	Wrexham
People with refugee status		1			2	7
Young people who are care leavers		3	1	1	6	3
Men experiencing domestic abuse		2	3	5	26	2
People with developmental disorders (i.e. Autism)	2	22	4	3	4	6
People with chronic illnesses (including HIV/Aids)	1	43	7	2	2	7
People with criminal offending history	10	11	10	41	22	23
Families with support needs	1	15	7	64	24	32
People with substance misuse issues - alcohol	2	67	61	28	17	44
People with substance misuse issues - drugs and volatile substances	3	37	39	42	53	49
Single parent families with support needs	4	19	104	57	28	56
Single people with support needs not listed above (25-54)	56	20	22	28	19	135
Alarm services (including sheltered/extra care)	0	11	5	43	19	269
People with learning disabilities	28	82	17	42	90	105
People with physical	2	109	46	221	23	56

and/or sensory disabilities						
Women experiencing domestic abuse	32	36	69	128	221	57
People with mental health issues	155	137	134	132	77	141
Young people with support needs (16-24)	85	47	107	91	348	145
Generic / Floating support / Peripatetic (tenancy support services which cover a range of user needs)	175	304	227	276	90	130
People over 55 years of age with support needs (this category must be exclusive of alarm services)	168	840	59	453	291	239
Grand Total	724	1806	922	1657	1362	1506

This shows for Outcomes, the top five most presented client groups that people are stating lead need for:

1. People over 55 years of age
2. Generic / Floating Support
3. Young People with support needs
4. People with mental health issues
5. Women experiencing domestic abuse

Last year's data had the same client groups, however the order has slightly changed this year for lead need:

1. People over 55 years of age
2. Generic / Floating Support
3. Mental Health
4. Young People with support needs
5. Women experiencing domestic abuse

The next table shows the outcomes data presenting the client group category with the highest entries against lead need:

	Anglesey	Conwy	Denbighshire	Flintshire	Gwynedd	Wrexham
1st Need	Generic / Floating support	People over 55 years of age with support needs	Generic / Floating support	People over 55 years of age with support needs	Young people with support needs (16-24)	Alarm services (including sheltered/extra care)
2nd Need	People with mental health issues	Alarm services (including sheltered/extra care)	Generic / Floating support	Generic / Floating support	People with mental health issues	People with mental health issues

However by removing Alarm Services and Floating Support the below table shows the actual client groups presented with the most entries against lead need and secondary need presented and interestingly mental health was the second need for each local authority:

	Anglesey	Conwy	Denbighshire	Flintshire	Gwynedd	Wrexham
1st Need	People over 55 years of age with support needs	People over 55 years of age with support needs	People with mental health issues	People over 55 years of age with support needs	Young people with support needs (16-24)	People over 55 years of age with support needs
2nd Need	People with mental health issues	People with mental health issues	People with mental health issues	People with mental health issues	People with mental health issues	People with mental health issues

Mental Health is a new priority area for the RCC for next year, the below two tables show the need for first and second need presented by the service user and as highlighted shows mental health in the top five for both.

Lead Need:

5th	Women experiencing domestic abuse
4th	People with mental health issues
3rd	Young people with support needs (16-24)
2nd	Generic / Floating support / Peripatetic (tenancy support services which cover a range of user needs)
1 st	People over 55 years of age with support needs (this category must be exclusive of alarm services)

Second Need:

5th	People with substance misuse issues - drugs and volatile substances
4	Alarm services (including sheltered/extra care)
3	People with physical and/or sensory disabilities
2	Generic / Floating support / Peripatetic (tenancy support services which cover a range of user needs)
1 st	People with mental health issues

Needs Mapping:

For 2016/17 7,000 Needs Mapping forms were completed this remains very similar to the previous year where 7,335 were completed for 2015/16. Further breakdown of needs mapping forms submitted per local authority below:

Local Authority	Number for 2015/16	Local Authority	Number for 2016/17
Anglesey	1441	Anglesey	1310
Conwy	1344	Conwy	1308
Denbighshire	1257	Denbighshire	1182
Flintshire	973	Flintshire	1109
Gwynedd	1239	Gwynedd	1052
Wrexham	1081	Wrexham	1039

Reason for completing the form remains similar number to the year before as shown:

Reason for completing	Number for 2015/16	Reason for completing	Number for 2016/17
Support Needs Only	2616	Support Needs Only	2327
Accommodation Needs Only	1949	Accommodation Needs Only	1749
Support and Accommodation Needs	2630	Support and Accommodation Needs	2607

Similarly to the outcomes the person filling out the form would need to state their lead need, again they are very similar to the year before, no stand out changes. The table below shows the lead need for Needs Mapping Data for the year 2016/17.

Client Group selected as Lead Need	Needs Mapping Data
Domestic Abuse	700
Learning Difficulties	107
Mental Health	714
Alcohol	182
Drugs	184
Refugees / Immigration	12
Physical / Sensory Disability	124

Vulnerable Young Person	677
Offending	156
Generic	1085
Chronic Illness	67
Vulnerable Older Person	626
Unspecified	2366

The top five lead need client groups for Outcomes data compared to Needs Mapping data:

Outcomes:	Needs Mapping:
1. People over 55 years of age	1. Generic / Floating Support
2. Generic / Floating Support	2. Mental Health
3. Young People with support needs	3. Domestic Abuse
4. People with mental health issues	4. Young Person
5. Women experiencing domestic abuse	5. Older People

The same client groups are presented in the top five lead need for both Outcomes and Needs Mapping. It was the same five client group in 2015/16 for the needs mapping data also. When the person is completing a needs mapping form they are asked to state the following areas, the table below shows the accommodation needs for 2016/17 compared with last year:

	Numbers for 2015/16		Numbers for 2016/17
Homeless at time of completing form	2222	Homeless at time of completing form	2056
Risk of homelessness in 2 months	1393	Risk of homelessness in 2 months	1491
Risk of homelessness in long term	703	Risk of homelessness in long term	714
Nowhere to stay tonight	485	Nowhere to stay tonight	550

The table above shows that there has been a slight increase of people presenting with nowhere to stay that night of completing the form. When they have stated no fixed abode it then prompts the person completing the form to identify where they will be sleeping, there are again no stand out changes from last year's needs mapping data, the information presented for 2016/17 shows:

No Fixed Abode	Number
Armed Forces	2
Rough Sleeping	329
Night Shelter / Hostel	286
Hotel or B&B	196
Family or Friends short term	744
Hospital	29
Prison	28
Other	135

Rough Sleeping is a priority area within this plan and the high numbers presented within this table will be looked at when the work plan for this priority area progresses.

Service Gaps

The RCC requested for the RCC sub group to identify unmet need and service gaps in Supporting People services in North Wales.

The RCC approved the following as a way forward in last year's plan:

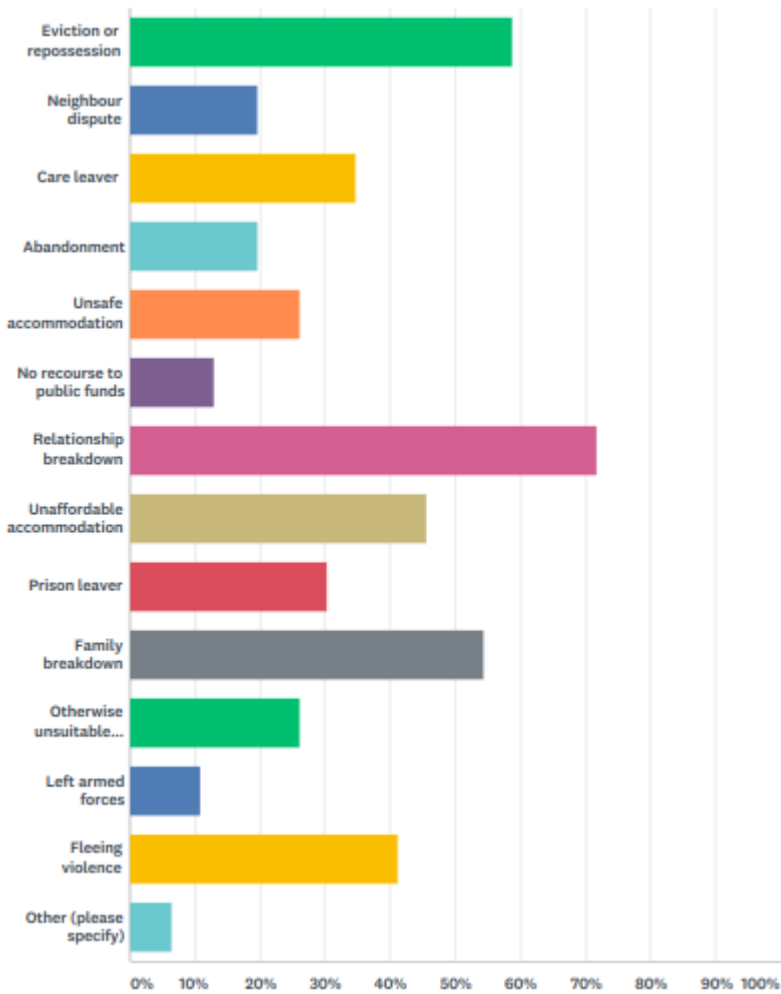
- An **annual survey** which focuses on a specific service user group/s and is distributed amongst service providers, stakeholders and service users. At present, there is opportunity to provide feedback during a service review but people might feel more able to highlight issues when not under the scrutiny of a review.

The RCC Sub Group have further discussed an unmet need survey and this was sent out for all providers to complete by October 27th 2017.

What did the survey tell us?

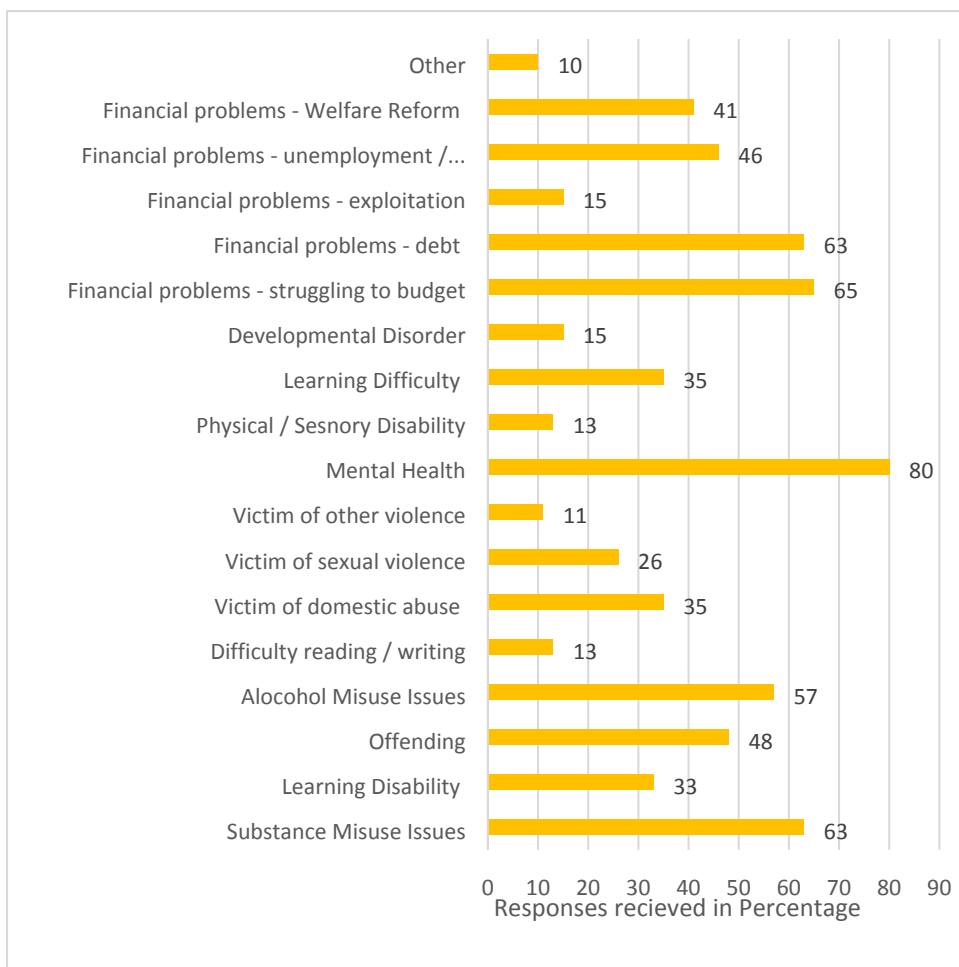
All local authorities participated in the survey, 55 responses were received across the region. A fair representation from the different client groups were covered by the Providers who responded to this piece of work.

The survey asked to indicate the main reason(s) for homelessness or risk of homelessness amongst the people who access their service, the survey detailed:



The Needs Mapping Data asks the person completing the form if they have ticked yes to no fixed abode to then select a reason, Family and Relationship breakdown was the most selected reason, followed by notice of eviction which are also the two most highest presented answers in the table above.

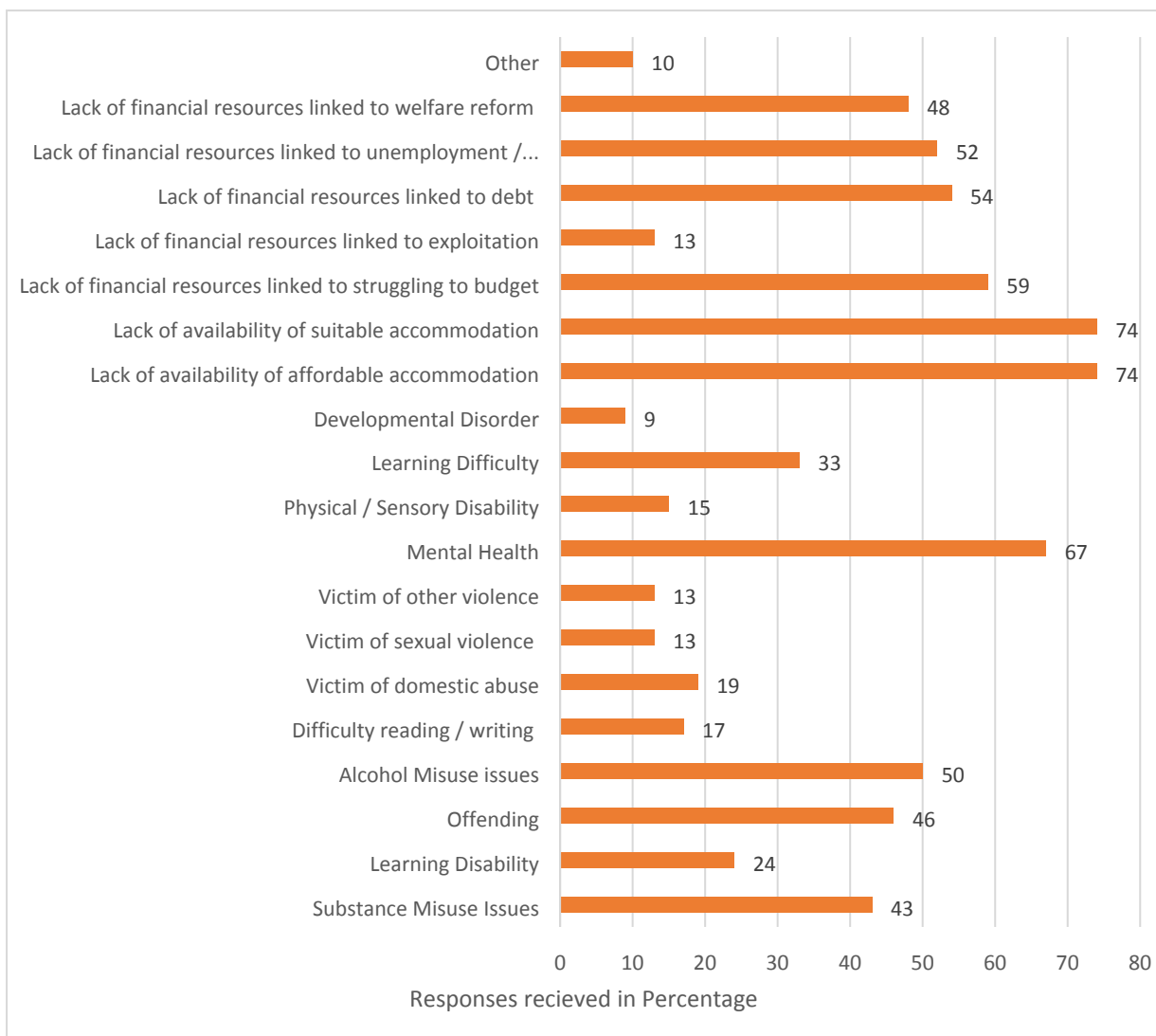
The survey asked to indicate the main contributing factor(s) to homelessness or risk of homelessness amongst the people who access your service the results showed:



The top five needs above compared with the Outcomes and Needs Mapping Data:

	Unmet Need Survey	Outcomes	Needs Mapping
Lead Need 1	Mental Health	Older People	Generic / Floating Support
2	Struggling to budget	Generic / Floating Support	Mental Health
3	Substance Misuse Issues And Financial Problems – debt	Young People	Domestic Abuse
4	Alcohol Misuse Issues	Mental Health	Young People
5	Offending	Domestic Abuse	Older People

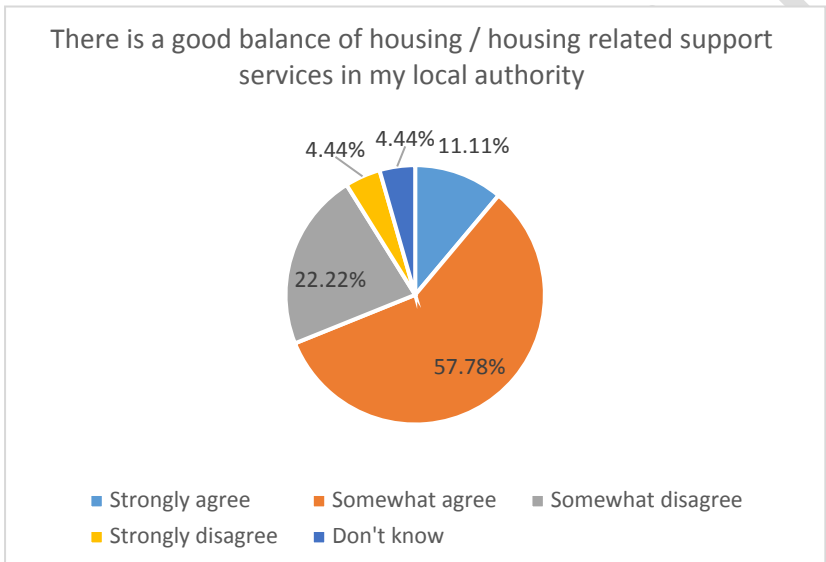
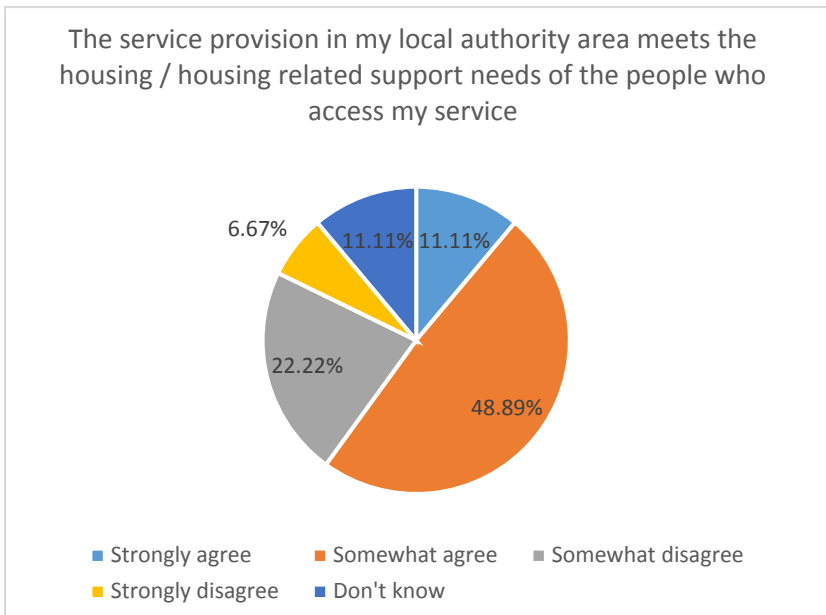
Mental Health is the only client group to be in each area. The survey asked to identify the main contributors to their homelessness and as from the table above, financial problems are clearly a big issue, struggles with budgeting and debt. The survey also asks to indicate the main challenge(s) the people who access your service face to securing suitable accommodation, and the responses were:



Again, debt and budgeting resources were high on this chart, interestingly the main areas here are to do with money, and moreover in the top five selected above – Mental Health is again high. The order of top five in this case is lack of availability of suitable accommodation and affordable accommodation, then Mental Health and then budget and debt advice. Budgeting is an Outcome area within the Outcomes framework of the Supporting People programme. The findings of the unmet need survey report will be discussed at the RCC Sub Group in 2018.

The needs mapping data under the section; Support Needs and Target Outcomes has feeling safe as the highest outcome wanted by the service user, closely followed by managing money, which again is shown in the table above the target outcome to be able to manage their debt and money.

The following two charts show that most service users are happy with what is available, however from the previous tables, the unmet need survey does suggest to continue delving into what service users need, at quick glance it suggests more tailored packages around debt and budgeting, the RCC Sub Group will need to discuss whether we need to look at what training is currently available around financial problems. Only 55 service users across North Wales completed the form which is a poor response rate for the region. In 2018/19 the RCC’s Service User Involvement Framework will be updated and through the work of the framework the RCC Sub Group can see how we can engage with our service users more.



Priorities for Service Development

In addition to the strategic priority areas outlined in the previous section, Mental Health and Service User Involvement will be additional priority areas.

The RCC’s Service User Involvement Framework is due for updating and this will be done in 2018/19.

Mental Health will be a new priority for the RCC for 2018/19. The data presented in both the needs mapping and outcomes have shown Mental Health to be a lead need of the Supporting People programme.

Phil Forbes (PF) BCUHB is our co-opted member on the RCC representing Mental Health and attends most local authorities Supporting People Planning Groups. A Mental Health Questionnaire has been devised at the RCC Sub Group in October 2017, this questionnaire was sent to all Providers across North Wales with the aim to find where the gaps are in Mental Health and more specifically for Mental Health training gaps to be identified.

In addition to the Questionnaire, a Mental Health Pamphlet will be produced to improve communication in Mental Health BCUHB on the role of the Supporting People programme and the role they play. This will give details of Mental Health Outcomes and Needs Mapping data, Case Studies, the spend allocation for Mental Health and the referral processes in each local authority.

Communication however has been improved between Mental Health and Supporting People since having a Mental Health co-opted member on the RCC. Supporting People Planning Groups and the RCC Sub Group have been kept up to date with the 2025 movement, and developments in the management of cases of Hoarding.

There will be a Managing Hoarding Event in 2018 for North Wales to show case best practice across the region which Supporting People will be a part of.

In addition to the Mental Health Questionnaire, the RCC were actioned in the 'Working Together to Reduce Harm (Substance Misuse) Delivery Plan 2016-18, to review the training provision available to the housing workforce and the skills, knowledge and competencies required to help people with substance misuse.

This Questionnaire went out to all providers and the analysis of the responses was fed back to the North Wales Area Planning Board. The analysis showed that there needs to be regular training available on new and emerging substances / legal highs and harm reduction. The Area Planning Board have advised that they are using the RCC's analysis in their work plan moving forward.

The RCC and RCC Sub Group will need to consider the Regional Partnership Board regional plan for this priority area moving forward as this was a client group that emerged from the population needs assessment they conducted. They have grouped Mental Health and Substance Misuse together and the population assessment found:

- An estimated 92,000 adults in North Wales are affected by mental health issues, 16% of the population
- People in North Wales report slightly better mental health than in Wales as a whole
- The number of people with mental health needs is likely to increase
- The most common mental health reported are anxiety and depression
- Research suggests a high number of people with mental health needs are not seeking help.
- The number of admissions to mental health facilities is reducing in North Wales and people are being placed out of the region.
- The number of people with more complex needs is increasing.
- People with mental health issues are more likely to have poor physical health.
- The population assessment done by the RPB linked to the work of the APB for substance misuse.

How the report findings will be addressed is outlined in the Regional Partnership Board's regional plan.

Service Developments and Efficiencies

Local Priorities for 2018/19:

For full details of each local authorities Local Commissioning Plans please visit their local authority websites. Or contact the Regional Development Coordinator for a copy Rachel.Pierce-Jones3@conwy.gov.uk

Efficiencies

Efficiency savings are included as a standing agenda item at each North Wales Supporting People Information Network Lead Officers meeting. This provides an opportunity to share best practice and lessons learned.

Regional and Sub Regional commissioned projects across North Wales:

- Sub Regional Project between Flintshire, Denbighshire and Conwy -Supported Lodgings, this provides a service to Young People with Support Needs (Supported Housing)
- Sub Regional Project between Flintshire, Denbighshire and Conwy - Night Stop by Local Solution that provide a service to Young People (Accommodation Support) and is a joint funded project between Homelessness and Children's Services and Supporting People, Note it is only funded by Supporting People in Conwy.
- Sub Regional Project between Wrexham and Flintshire Domestic Abuse Floating Support with Hafan Cymru
- Sub regional Doorstop project between Denbighshire and Conwy

Equality Impact Assessment

All Local Commissioning Plans have been subject to an Equality Impact Assessment and these have been forwarded to the Regional Development Coordinator and RCC.

Spend Plan

Analysis of North Wales Spend Plan below – table details the Client Groups from Largest to Smallest percentage proportion of the North Wales grant allocation.

ACTION - This will not be done till January

Appendices

Appendix One – National Priorities

[Social Services and Well-being \(Wales\) Act 2014:](#)

Aims to improve the wellbeing of people who need care and support, and carers who need support. The Act requires local authorities and local health boards to jointly undertake population assessment of care and support needs for adults, children and carers. This presents opportunities to combine this work with activity to produce the need analysis for the Supporting People programme.

[Well-Being of Future Generations \(Wales\) Act 2015:](#)

This Act aims to improve the social, economic, environmental and cultural wellbeing of Wales, by placing the sustainable development principle at the heart of all decision making. One key element of the sustainable development principle is a focus on prevention, which aligns closely with the central aims of the Supporting People programme.

[Housing \(Wales\) Act 2014:](#)

Aims to improve the supply, quality and standards of housing in Wales. Includes a strengthened duty on local authorities to prevent homelessness. Supporting People being a homeless prevention programme.

[Violence Against Women, Domestic Abuse and Sexual Violence \(Wales\) Act 2015:](#)

This Act aims to improve the response within the public sector in Wales to all forms of violence against women, domestic abuse and sexual violence. Places a responsibility on public bodies to improve arrangements to promote awareness of, and prevent, protect and support victims of gender-based violence, domestic abuse and sexual violence.

[Welfare Reform Act 2012:](#)

This Act has introduced a series of reforms to the UK benefits system which are likely to create increased demands to the Supporting People services among people needing help to manage their finances. The Supported Accommodation Review and the proposals that have risen from this have the potential to have huge impacts on the Supporting People programme.

[Renting Homes \(Wales\) Act 2016:](#)

This Act will make it simpler and easier to rent a home, replacing various and complex pieces of existing legislation with one clear legal framework.

People who find themselves in difficult circumstances will also benefit from the Act. It will help to prevent current homelessness situations where a joint tenant leaves the tenancy, thereby ending the tenancy for everyone else. The new approach to joint contracts will also help victims of domestic abuse by enabling the person carrying out domestic abuse to be targeted for eviction.

Inequalities in how someone can succeed to a tenancy are also addressed, with a new succession right for carers created.

Appendix Two: RCC Work Plan

North Wales Supporting People Regional Collaborative Committee Work Plan 2018/19

Last Updated: January 10th 2018 by RPJ, continue to be updated after each RCC Sub Group and RCC meetings.

Regional Priorities outlined in the Regional Strategic Plan:

1. Domestic Abuse
2. People leaving prison
3. Mental Health
4. Learning Disabilities
5. Rough Sleepers

Other work areas outlined in the Regional Strategic Plan:

6. Service User Involvement / Framework
7. Administration of the RCC

Priority Area - Domestic Abuse

Key Work Areas:

- Regional Independent Domestic Violence Advisors (IDVA) Service
- Gaps identified against Regional Needs Assessment
- Collaboration with the VAWDASV Board (Violence Against Women Domestic Abuse and Sexual Violence Board)

	Task Description	Start Date	End Date	Status	Comments
	RCC Sub Group to discuss the VAWDASV Board Needs Assessment – look at Supporting People’s current provision against the assessment and identify any gaps	January 2018			
	For each local authority to allocate a percentage of Supporting People Programme Grant going forward for future regional priorities	January 2018			
	Regional IDVA Service – Collate all IDVA job specs and discuss at the January RCC Sub Group	January 2018		Collated All	

Comparison of the different IDVA roles to be done, by both speaking to the relevant people, organisations and looking at the specific job specifications.	January 2018			
Agree an agenda at the January RCC Sub Group for March RCC Sub Group – Rhiannon Edwards (Regional Coordinator for Domestic Abuse) and Jo Ramessur-Williams (Chair of the VAWDASV Board) attending the March meeting	January 2018			

Priority Area – People leaving Prison:

Key Work Areas:

- Agree a work plan for recruitment of the Prison Resettlement Posts in conjunction with the Regional Homeless Network
- Agree a consistent approach / job description based off Anglesey’s good practice
- Strengthening links with the prisons
 - Three appointments to attend on first day of release? Can some of these be completed during the pre-release process within HMP Berwyn?
 - RCC to confirm a statement of request to go to the prison
 - Continue the values of the HMP Berwyn, can we get short term prescriptions for library, gym, and men’s sheds? Is the RCC happy for the RCC Sub Group to make this part of the Prison Resettlement Officer post?
- 2. Pick up at the Gate
 - Workshop outcome was a strong consensus for a Pick up at the Gate service, RCC Sub Group strongly felt this should be part of the role of the Prison Resettlement Officer.
 - To be incorporated into the Resettlement posts job description
- Community Based Hub

Task Description	Start Date	End Date	Status	Comments
January RCC Sub Group to agree who funds the Prison Resettlement Officer in conjunction with the Regional Homeless Network	January 2018		Completed	50/50
SP Officer to attend Regional Homelessness Network to update following January 10 th RCC Sub Group	January 2018			
January RCC Sub Group look at Anglesey’s job description and	January 2018			

	good practice from this to pull out – Need consistent approach				
	Formulate new job description to take to the Regional Homelessness Network	March 2018			
	RCC Sub Group to discuss how we can strengthen links with the local prisons – see key areas above Inc. Pick up at the Gate	March 2018			
	Community Based Hub – discuss how to progress with this area	March 2018			

Priority Area – Mental Health:

- Mental Health Training Analysis Questionnaire
 - Priorities that emerge from the analysis
- Hoarding Event
- Mental Health and Supporting People Information Booklet

	Task Description	Start Date	End Date	Status	Comments
	Analysis of Mental Health Training Questionnaire responses	December 2017	January 2018	Completed	Awaiting response from Phil Forbes
	Priorities emerged from Training Analysis to share at RCC Sub Group	March 2018			
	Hoarding Event – Phil Forbes leading starting Spring Time				
	Mental Health and Supporting People Information Booklet to be devised	March 2018	July 2018		

Priority Area – Learning Disability

- Await further guidance from Welsh Government, their response to do the audit review included the work of Learning Disabilities
- Await for new draft guidance to be finalised and compare the changes in the eligibility criteria.

	Task Description	Start Date	End Date	Status	Comments
	Compare the eligibility criteria between old and new Supporting People Programme Grant Guidance				Waiting for Welsh Government guidance to be agreed and circulated to all.

Agree a timeline to complete / review eligibility criteria for Learning Disability				
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Priority Area – Rough Sleepers

- Supporting People to link into pilots being delivered in partnership with BCUHB to identify root causes and support required

Task Description	Start Date	End Date	Status	Comments
May RCC Sub Group to discuss work plan for this priority area	May 2018			

Regional Development Coordinator / Regional Collaborative Committee – Administration of the RCC

The Purpose of the Funding for the Regional Development Co-ordinator

Job Purpose

- To coordinate and contribute towards the development and progression of the Regional Collaborative Committee (RCC).
- To develop and support effective partnership working within the region on Supporting People.
- To support the RCC so that it functions effectively and is appropriately serviced.
- To facilitate ongoing dialogue between the Supporting People National Advisory Board, RCCs and Local Authorities to ensure the smooth running of the Supporting People Programme and collaborative decision making.
- To collaborate with other Supporting People Regional co-ordinators across Wales to support the Chair of the Supporting People Information Network to administer meetings and promote good practice.

Key Tasks:

- To work with the Chair of the RCC's to manage and set agendas and commission papers for meetings of the RCC's.
- To provide secretariat role to the RCC and to work with regional stakeholders to facilitate the agreement of regional priorities.
- To work closely with Local Authority staff responsible for Supporting People and co-ordinate and collate information provided by Local Authorities.
- To work closely with representative bodies to assist in ensuring provider and landlord representatives are fully engaged and supported to carry out their roles effectively.
- To build links with Homelessness Prevention and other Tackling Poverty Programmes such as Families First, Flying Start, and Communities First within the Region.
- To carry out analyses of information submitted to the RCC for meetings of the RCC as requested by the RCC and Welsh Government.

- To work in collaboration with regional planning bodies / groups, RCC members including Local Authorities and their partners in drafting and submitting the RCC Regional Strategic Plan and Annual Review and any other regional document as required.
- To undertake specific pieces of work including project development, pilots/research studies, consultation and participation in events as requested by the RCC and the Welsh Government.
- To proactively support Local Authorities and the RCC in delivering regional planning and commissioning of services.
- To work closely with Welsh Government officials and if required, liaise closely with Welsh Government officials should any conflict or issue require escalation to the Welsh Government.
- To book venues, video-conferencing and other practical arrangements for meetings of the RCC's to take place and to write the minutes of the meeting.
- To advise the RCC of obligations around Welsh Language Standards, to include translation of published documents and minutes.
- To develop and take part in a community of practice with the other regional development officers to share best practice on regional working.
- To ensure the voice of service users is heard in line with the Service User Engagement Framework, and ensure the best interests of the service users are being represented within the region and acted upon in an impartial way.
- To undertake any other reasonable duties which are in line with the role and duties with this post



CABINET

Date of Meeting	Tuesday, 20 th February 2018
Report Subject	Quarter 3 Council Plan 2017/18 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2017/23 was adopted by the Council in September 2017. This report presents the monitoring of progress at the end of Quarter 3 of 2017/18.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Annual Performance Reports. This monitoring report for the 2017/18 Council Plan is a positive report, with 81% of activities being assessed as making good progress, and 69% likely to achieve the desired outcome. Performance indicators show good progress with 84% meeting or near to period target. Risks are also being successfully managed with the majority being assessed as moderate (67%) or minor (10%).

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

RECOMMENDATIONS

1	Cabinet notes and endorses levels of progress, performance and risk levels in the Quarter 3 Council Plan 2017/18 monitoring report.
2	Cabinet is assured by plans and actions to manage the delivery of the 2017/18 Council Plan.

REPORT DETAILS

1.00	REPORT DETAIL
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2017/18 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	The twelve individual sub-priority reports have been brought together to provide a single report for Cabinet. Members will also receive respective reports when circulated with Overview and Scrutiny Committee agendas.
1.03	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.04	<p>Monitoring our Activities</p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track <p>A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: -</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s)
1.05	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIVITIES PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 47 (81%). • We are making satisfactory (amber) progress in 11 (19%). <p>ACTIVITIES OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the outcome achievement of 43 (74%). • We have a medium (amber) level of confidence in the outcome achievement of 15 (26%). • No activities have a low (red) level of confidence in their outcome achievement.

1.06	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where improvement may have been made but performance has missed the target. • GREEN equates to a position of positive performance against target.
1.07	<p>Analysis of current levels of performance against period target shows the following: -</p> <ul style="list-style-type: none"> • 35 (57%) had achieved a green RAG status • 17 (28%) had achieved an amber RAG status • 9 (15%) had achieved a red RAG status
1.08	<p>The 9 performance indicators which showed a red RAG status for current performance against target are: -</p> <p>Priority: Supportive Council</p> <ul style="list-style-type: none"> • Average number of calendar days taken to deliver a DFG • The number of people who receive a full healthy homes healthy people/ affordable warmth/HHSRS home visit and tailored advice • The number of Council homes receiving efficiency measures • The number of care homes who have implemented the new Progress for Providers Programme • Increased referral rates from services other than Social Services • Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework <p>Priority: Serving Council</p> <ul style="list-style-type: none"> • Percentage of eligible employees receiving an annual appraisal • Percentage of managers completing stress related programmes • Percentage of employees completing stress related programmes <p>Whilst not meeting the period performance target it is important to note, more significance is placed on those indicators which show a red Outcome status at Q3. This is indicating that they are unlikely to meet their target at year-end.</p> <p>There are 3 indicators with a red Outcome RAG:</p> <p>Average number of calendar days taken to deliver a DFG</p> <p>Due to the high level of demand for Disabled Facilities Grants (DFGs) the Council instigated tight budget controls to manage expenditure. This has slowed progress delivering some less urgent DFG works. During the third quarter, DFG's were placed on hold for new applications and have been audited with improvements recommended by the Internal Audit Team. The Housing Regeneration Section will implement the recommendations during</p>

	<p>the fourth quarter so that the improvements will be in place for the new financial year.</p> <p>Percentage of eligible employees receiving an annual appraisal The target completion rate of appraisals for eligible employees is 100%. However, the completion figure at the end of Quarter 3 was 63%. An annual appraisal report went to Corporate Resources Overview and Scrutiny Committee (CROSC) in January 2018 to explain this.</p> <p>Workforce composition has recently changed including the transfer of Alternative Delivery Models (ADMs) Aura and NEWydd. Leisure and Libraries (now Aura) who previously had high completion rates of appraisals as part of the Council. However now this has a detrimental impact on the overall figure.</p> <p>As part of an assurance process to ensure that all employees receive an appraisal, we have follow-up actions and support for all portfolios off target to improve performance markedly by 31.03.18.</p> <p>Percentage of employees completing stress related programmes The take-up from employees is lower than expected for the first year of this programme of support. However, we will be targeting specific portfolios and service areas who are most likely to benefit.</p>
1.09	<p>Monitoring our Risks Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: -</p> <ul style="list-style-type: none"> • 1 (2%) is insignificant (green) • 5 (10%) are minor (yellow) • 32 (67%) are moderate (amber) • 10 (21%) are major (red) • 0 (0%) are severe (black)
1.10	<p>The 10 major (red) risks are: -</p> <p>Priority: Supportive Council Risk: Availability of sufficient funding to resource key priorities. All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements.</p> <p>Risk: Debt levels will rise if tenants are unable to afford to pay their rent or council tax. Colleagues from Housing Benefit, Income Team, Neighbourhood Housing and Housing Solutions are currently working together to identify early intervention tools for those tenants that fall into arrears with their rent. Options are being explored to ensure that homelessness is prevented and rent collection is maximised.</p>

Risk: Demand outstrips supply for residential and nursing home care bed availability.

The expansion of Marleyfield to support the medium term development of the nursing sector continues. We have requested the re-phasing of ICF capital to fit in with our capital programme, and are awaiting a response on this from WG. The Strategic Opportunity Review was completed and a report was presented to Cabinet in October. There are several active workstreams, including the development of resources to support the sector, diagnostic reviews from providers and a Care Conference being held in February hosted by Business Wales. A ministerial visit was scheduled for January 2018.

Risk: Annual allocation of Integrated Care Funding (ICF) - Short term funding may undermine medium term service delivery.

We have requested the re-phasing of agreed ICF capital funding to be allocated for the expansion to 2021 to fit with our capital programme. Senior Officers are liaising with Welsh Government to confirm the ongoing use of ICF revenue funding for existing projects.

Risk: Failure to implement safeguarding training may impact on cases not being recognised at an early stage.

Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training.

Priority: Learning Council

Risk: Sustainability of funding streams.

The sustainability of grant funding remains a major and live risk. The Council has received notification of an 11% cut to the Education Improvement Grant, resulting in a real terms reduction of approximately quarter of a million pounds. This grant funds a range of posts within schools e.g. Foundation Phase Support Staff and central service delivery within the portfolio. There is very limited guidance available at the current time from Welsh Government to be able to strategically plan for the implementation of this cut. Additionally, other grants e.g. Small and Rural School grant which was made available this year do not appear on the grant schedule for 18-19. The School Uniform Grant for yr 7 pupils entitled to Free School Meals has also been withdrawn without prior notification, leaving a potential cost pressure for the Council or schools to absorb. There remains considerable concern about the future of the Minority Ethnic Achievement Grant (MEAG) as WG advised it had been transferred into the Revenue Support Grant. WLGA have challenged this and discussions at the highest level at WG are continuing. Currently only 7.5m of the original 12.5 m grant for all LAs in Wales has been confirmed. A cut in funding will result in reduced service delivery in the portfolio, where demand for pupil support is increasing.

Risk: Numbers of school places not matching the changing demographics.

Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with

schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.

Risk: Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets.

Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, future capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.

Priority: Green Council

Risk: Funding will not be secured for priority flood alleviation schemes.

Grant availability continues to be monitored. A five year programme of capital works and flood alleviation schemes has been developed based on transparent criteria in line with Welsh Government guidance to feed into the national pipeline programme. These projects have been assessed on affordability and ability to maximise capital funding from internal and external sources and have been submitted to Welsh Government. The required skill sets to implement effective and innovative flood risk management continue to be developed within the team. The latest design for the Mold Flood Alleviation Scheme has been shared with Environment Overview and Scrutiny in December 2017. Further projects will be developed as part of the flood risk management plan thereby strengthening the Council's position in preparing bid cases for funding.

Priority: Serving Council

Risk: The scale of the financial challenge

The Provisional settlement for Flintshire was received on 10th October 2017. The impact of this for Flintshire was a decrease in funding of 0.9%. This was subject to a consultation period prior to the final settlement in December 2017. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options will be considered January/February 2018.

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

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

4.00	RISK MANAGEMENT
5.01	Progress against the risks identified in the Council Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.09 and 1.10 above.

5.00	APPENDICES
5.01	Appendix 1: Council Plan 2017/18 – Quarter 3 Progress Report.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Council Plan 2017/18: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Joanne Hayes Telephone: 01352 702154 Email: joanne.hayes@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan.</p> <p>Risks: These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p>

Risk Likelihood and Impact Matrix

Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Marginal	G	Y	A	A	A	R
	Negligible	G	G	Y	Y	A	A
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
Likelihood & Percentage of risk happening							

The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.

CAMMS – An explanation of the report headings

Actions

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

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

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

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

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

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

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

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

Measures (Key Performance Indicators - KPIs)

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

Period Actual – The data for this quarter.

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

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

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

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

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

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

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

Risks

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

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

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

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

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

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Performance Progress Report

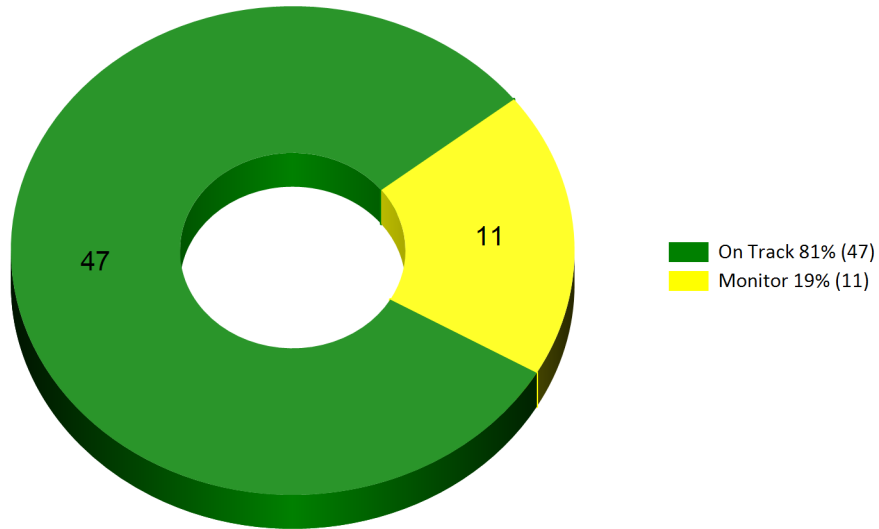
Flintshire County Council

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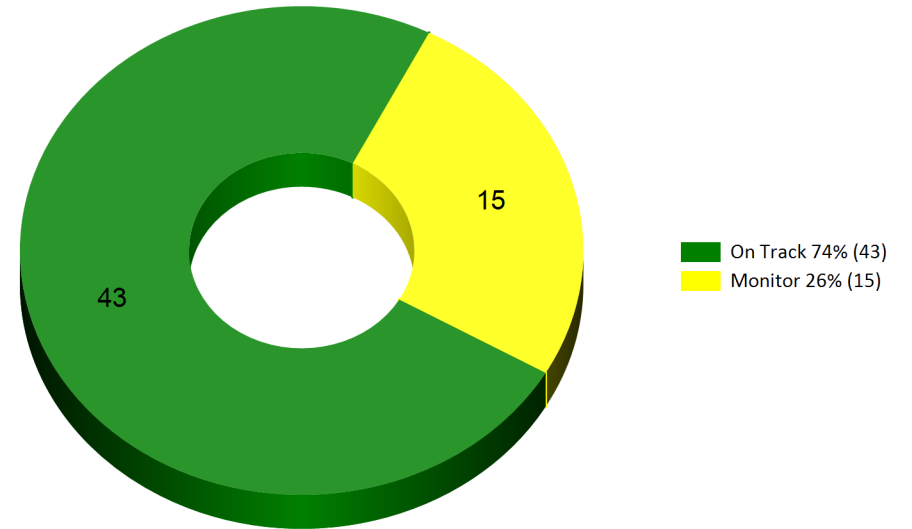


Print Date: 13-Feb-2018

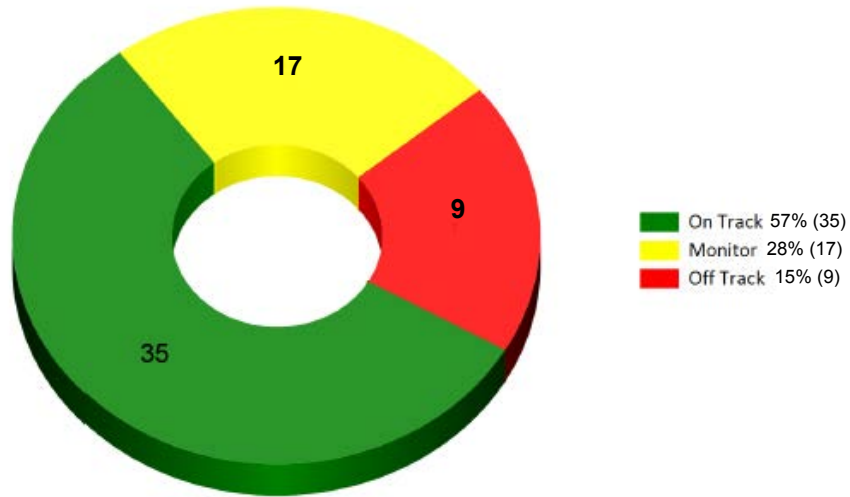
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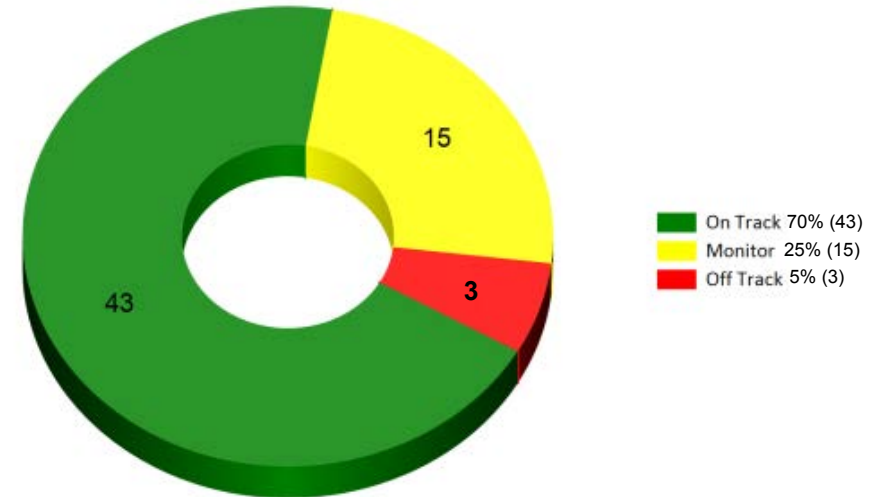
Action Outcome RAG Status



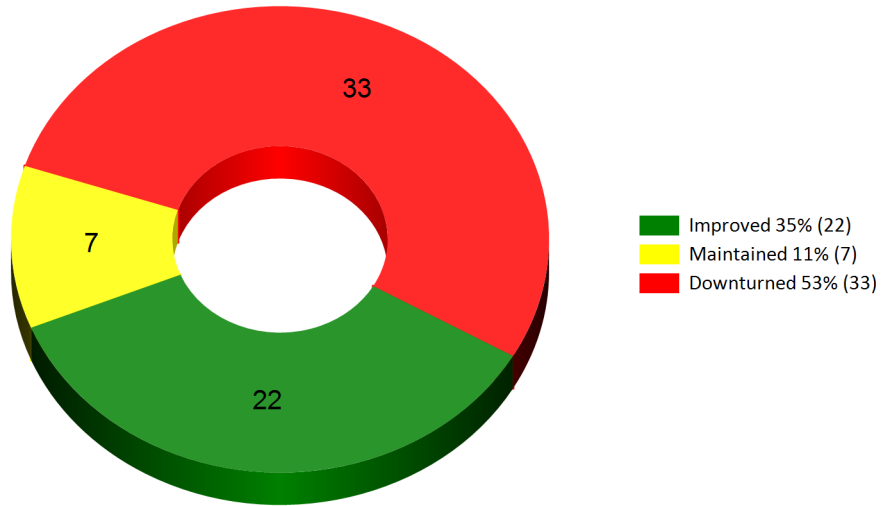
KPI Target RAG Status



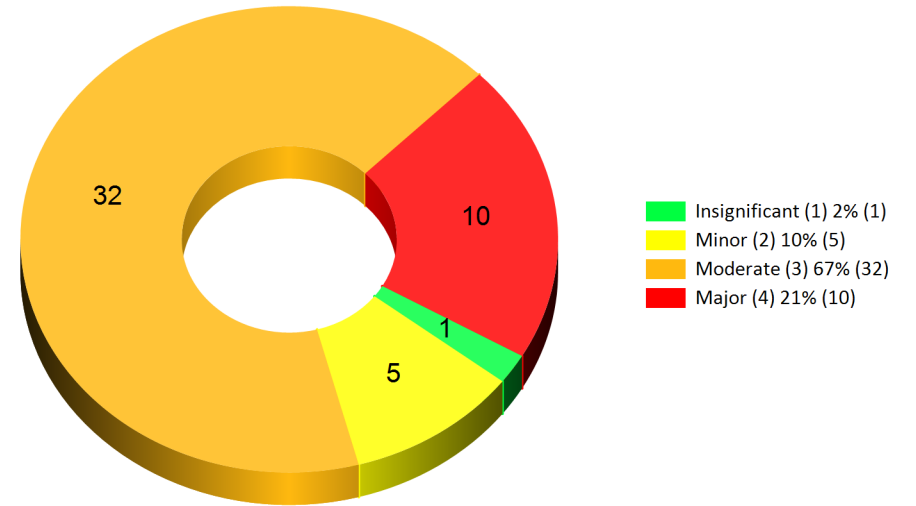
KPI Outcome RAG Status



KPI Trend Status





Current Risk Status



1 Supportive Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Denise Naylor - Housing Programmes Support Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

SHARP has delivered 64 social and affordable homes in Connah's Quay and Flint. Construction of a further 79 is underway at Leeswood, Connah's Quay and Mold. A local lettings policy is applied when allocating tenancies for social and affordable housing which gives priority to people with a local connection.

Last Updated: 12-Feb-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) investment plan targets achieved	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



All WHQS Contracts have progressed into Year 3 (2017/18) of the 6 year Capital Programme with a smooth transition into their new Capital Districts (Areas of work). Year 3 of the Capital Programme will be the last year where the majority of internal works are completed. For the past 3 years the team have procured, organised and delivered the installation of over 3,000 kitchens and 4,000 bathrooms with only the Acceptable Fails remaining e.g. tenant refusal, no access. The Capital Works Team have allowed a 10% Acceptable Fail allowance into its delivery programme and budgets based upon previous data. This has been agreed with Welsh Government. Over the remaining years of the delivery programme, these Acceptable Fails will be completed either when the property becomes void or a tenant is able to have the works completed. The Capital Programme has now introduced new workstreams which will gradually replace the Internal workstream (Kitchens & Bathrooms). They will comprise of roofing works, window & door replacements along with Wider Community works such as car parking and communal footpaths etc. These new workstreams will have an increased impact on the communities as they begin to transform the aesthetics & environment by regenerating & revitalising the roads, complexes and estates which form part of the works. The Capital Works Programme will be completed in Year 6 (2020-2021)

Last Updated: 25-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.1.1.3 Develop solutions to the increasing frequency of unauthorised gypsy and traveller encampments	Denise Naylor - Housing Programmes Support Manager	In Progress	12-Jul-2017	31-Mar-2018	60.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A report on the provision of a transit site was considered by the Community and Enterprise Scrutiny Committee in December 2017. The committee supported the proposals to start the process of identifying suitable locations.</p> <p>Last Updated: 25-Jan-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The approach of the team is threefold; firstly encouraging a pro-active registration with Rent Smart Wales and giving appropriate advice as necessary. This informal approach is preferred to the enforcement route and has been successful. If Landlords are reluctant or failing to meet the required standards and are failing to co-operate with the service then an enforcement stance will be taken. Secondly, the team investigate all reported cases of unsuitable living conditions and have taken remediation action where required. Thirdly, where enforcement action has been taken, this has been followed up to secure compliance but where persistent non-compliance exists legal action has followed.</p> <p>Last Updated: 26-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Denise Naylor - Housing Programmes Support Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Intelligence generated through analysis of the Single Access Route To Housing (SARTH) Register ensures that the delivery of affordable housing in Flintshire is demand led and meets the affordable housing need. The Strategic Housing and Regeneration Programme (SHARP), North East Wales (NEW) Homes Ltd, developments by Registered Social Landlords as well as planning requirements for the inclusion of affordable housing within private market led schemes all contribute to meeting the shortfall of affordable housing.</p> <p>Last Updated: 16-Jan-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.1.2.3 Meeting the housing needs of vulnerable groups	Suzanne Mazzone - Supporting People Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: The Holywell Extra Care facility providing 55 units was approved by Planning Committee in October 2017. There are a number of areas currently being explored on site that may lead to delay; these include drainage, boundaries and bats. The progress RAG has been set as Amber to reflect the possible delay; however, the outcome RAG is Green.</p> <p>Last Updated: 16-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Work is on-going to identify all services who provide this support with a view to aligning this wherever possible. Current work is focussed on personal budgeting support which is provided in connection with claims for Universal Credit and support and advice provided to assist tenants to manage their finances in order to maintain their commitments to rent and Council tax.</p> <p>Last Updated: 19-Jan-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Managing local impact of the full service under Universal Credit (UC) roll out	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We have delivered a number of training and awareness sessions both within the Council to elected members, Flintshire Connects, Housing employees, Flying Start, Social Services and Human Resources as well as to a range of key stakeholders including; Registered Social Landlords, private landlords, library employees, and voluntary agencies. Impacts are monitored and we are continuing to develop a record of issues and problems associated with Universal Credit which are far ranging both in terms of scale and impact. Work is ongoing via the Operational Board and Tackling Poverty Partnership.</p> <p>Last Updated: 05-Feb-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.2.1.3 Develop and deliver programmes that improve employability and help people to gain employment.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:
 The Communities First programme has been refocussed for 2017/18 and all activities contribute towards improving employability. These include; the provision of intensive work-focussed training and work placements, support for people starting their own business, provision of tailored support to people from deprived neighbourhoods to take advantage of large company recruitment campaigns, and jobs clubs and jobs fairs. In addition the Council runs the LIFT programme to support long-term unemployed people from workless households and the Communities 4 Work programme which provides intensive mentoring to those furthest from the labour market.

Last Updated: 16-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Shelley Webber - Project Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 Gas infill projects in Penyffordd and Wepre Court are nearing completion. A successful bid for Warm Homes funding for properties without central heating will enable the Council to do more to help vulnerable and fuel poor residents. The project plan for the scheme is under development.

Last Updated: 12-Feb-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.5 Develop a strategy to address food poverty	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 The food poverty strategy has been drafted, it links community resilience work, the Community Benefits Strategy, and aligns closely with the Betsi Cadwaladr University Health Board (BCUHB) draft strategy. A steering group has now been established to develop and deliver an action plan in line with the objectives within the strategy

Last Updated: 19-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.2.1.6 Assist residents of Flintshire to access affordable credit	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%		
<p>ACTION PROGRESS COMMENTS: The Welfare Reform Response team are working with both credit unions in Flintshire, actively promoting the products and services that are on offer. The credit unions have agreed to be part of The Tackling Poverty Partnership group.</p> <p>Last Updated: 12-Feb-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2018	75.00%		
<p>ACTION PROGRESS COMMENTS: The expansion of Marleyfield to support the medium term development of the sector continues under the direction of Programme Board. A business case has been developed and submitted for further consideration under the capital programme, to fund the remaining budget required for the extension. We have requested the re-phasing of Integrated Care Fund capital to fit in with our capital programme, and are awaiting a response on this from Welsh Government. There are several active workstreams stemming from the Strategic Opportunity Review, including the development of resources to support the sector and diagnostic reviews from providers and a Care Conference being held in February 2018. Part of this work includes the development of a provider portal, to support information sharing, good practice, communication and recruitment and retention. The Regional Domiciliary framework is currently going through evaluation with new contracts commencing 1 April 2018. This should increase the number of providers in order to help sustain the market. The roll out of "Progress for Providers" continues; care homes are in the process of assessing themselves against the new Flintshire standards. Six home have achieved the bronze standard, with a further 10 working towards it.</p> <p>Last Updated: 25-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2017	31-Mar-2018	75.00%		
<p>ACTION PROGRESS COMMENTS: Flintshire's Ageing Well Plan was presented to Social & Health Care Overview & Scrutiny Committee in November for information. Actions in the plan focus local activity on meeting the priorities in the Ageing Well in Wales Programme; developing Age Friendly and Dementia Friendly Communities, the prevention of falls, Opportunities for learning and employment, and dealing with loneliness and isolation. The work with providers to achieve the staged replacement of double staffed packages of care is on track. We are collecting case studies to</p>							

show how well this is working for people receiving care. Phase 2 of the Collaborative Communication Skills Programme is well underway, through which practitioners being equipped with the necessary skills to support people to achieve their personal outcomes, as set out in the Social Services and Wellbeing Act (Wales).



Last Updated: 08-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.3 Improve outcomes for Looked After children	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

A Corporate Parenting Strategy has been developed in consultation with Looked After children and young people. The Strategy was presented to the Children's Services Forum in January and endorsed in principle with a view to presenting to Joint Education and Social Services Scrutiny Committee for final approval. The Strategy sets out our commitments to Looked After Children. A separate pledge for care leavers has also been developed. A project between Social Services and Education relating to Out of County Placements has been agreed as part of the authority's Programme Board arrangements. The project has 3 work streams that will develop a more detailed insight into: i) current and future placement need ii) options for support/placements and iii) the associated costs.

Last Updated: 18-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Ensure that effective services to support carers are in place as part of collaborative social and health services	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Our carers services are working well based on performance and carer feedback. Our local review of all adult carers services is on track to complete by the end of March 2018. We are contributing to the regional strategic review of carers services across North Wales which includes; exploring opportunities for collaboration, sharing good practice and ensuring equitable services across the region. This review is on track to be completed by the end of March 2018. The Carers Strategy action plan has been updated with refreshed actions for Flintshire. The other workstreams are progressing, and continue to ensure that carers services are effective, responsive to need, and outcome focused. The Young Carers service aims to improve confidence and emotional resilience whilst also providing a secure environment for peer support. Young carers can access community groups to ensure resilience is sustainable long term. Carers are able to be re-referred into the service if circumstances become difficult or the individual needs more intensive support. So far this year, 59 young carers have been referred for support.

Last Updated: 05-Feb-2018

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Further develop the use of Integrated Care Fund (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care Services.	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

142 people have so far been admitted to 'Step Up / Step Down' beds. Of the 90 people using step down services, 44 have subsequently been able to return home. The Community Resource Team of multi-disciplinary professionals in the Single Point of Access has increased its time of operation to 47 hours per week, by extending the working hours to include Saturday morning and a longer working day. The team provides home-based support through clinical and generic Health and Support workers to support discharge and avoid hospital admission. Future funding has been agreed but there is some uncertainty about what this can be spent on. A detailed case has been made to ministers and civil servants in relation to locking down the ICF funding stream and we are awaiting the formal outcome of this request. This relates to the strategic risk around ICF funding. However, the action for the development of current funding to support early discharge and transition between Social Care and Health remains Green.

Last Updated: 26-Jan-2018



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Establish an Early Help Hub, involving all statutory partners and the third sector.	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Over the summer the Early Help Hub undertook a 'soft launch' to test proposed procedures and joint working arrangements. A review of the soft launch has taken place which has identified positive outcomes as well as areas of process that can be refined and strengthened. The Hub now accepts direct referrals from partner agencies and professionals. It is proposed that the Hub is formally launched to provide direct access to the public in April 2018. A full evaluation of the Early Help Hub will take place to provide a detailed analysis of its effectiveness and of the resources being deployed by agencies.

Last Updated: 16-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 Further develop dementia awareness across the county.	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A fourth Dementia Friendly Communities (Saltney) has been accredited this quarter. The Early Onset Peer Support Service (Friendly Faces) has started to develop, and has received 15 calls so far. The Intergeneration Project with learners and people living with dementia has been completed in 7 schools, most recently within the Elfed School in Buckley, and two funding applications are in to deliver the project with Castell Alun in Hope, and St. David's in Saltney. The Memory Cafes held their second Christmas Ball in December, which was attended by 104 people living with dementia and their carers. Flint held its fourth Dementia Friendly Christmas Shopping evening attended by 50 people living with dementia. Aura Leisure and Libraries have purchased dementia resources including Rem Pods, Pictures to Share and Creating Conversation Table Cloths, as well as making arrangements for Dementia Friendly Swimming and Bowling and crown green bowls.

Last Updated: 16-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 Strengthen the arrangements within all council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	In Progress	01-Apr-2017	31-Mar-2018	60.00%	AMBER	AMBER

1996256

ACTION PROGRESS COMMENTS:

The Corporate Safeguarding Policy was approved in October 2017. Safeguarding awareness training was provided in November 2017 during National Safeguarding Week to support employees understand safeguarding issues and to know how to recognise signs and report concerns. A review of corporate safeguarding arrangements by Internal Audit has identified further actions which have been incorporated into the Corporate Safeguarding Panel's future work programme.

Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 Ensure that our response rates to referrals remain within statutory targets	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2018	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Following a realignment of resources in the Safeguarding Unit, 81% of Adult Safeguarding referrals are now being processed within the 7 day timescale. Those referrals processed outside the timescale are of a complex nature which are awaiting further information from a practitioner/agency. Performance for timeliness of initial child protection conferences is currently running at 94%.

Last Updated: 26-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 Develop a preventative approach towards Child Sexual Exploitation (CSE)	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	16-Oct-2017	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

North Wales Police Child Sexual Exploitation (CSE) videos have been shared at Senior Management Team meetings across the Authority and at the Corporate Safeguarding Panel. CSE awareness is also on the agenda for general safeguarding training to be delivered to all Scrutiny Committee members.

Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.4 Identify and address the signs and symptoms of domestic abuse and sexual violence	Sian Jones - Public Protection Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:

Welsh Government require all Flintshire County Council staff to complete the Violence Against Women and Domestic Abuse and Sexual Violence Level 1 e-learning module. During quarter 3 a presentation was delivered to Change Exchange on the training requirements. Chief Officers and Service Managers have been requested to initiate the roll-out throughout the organisation. Also during quarter 3, pilot groups in HR and Community and Business Protection were identified to trial the use of the e-learning module on the Learning Pool. This pilot was successful. During quarter 4 additional training for domestic abuse link officers will be provided. As 60% of Council employees do not have access to a computer, face-to-face sessions are planned for January 2018. We are also currently exploring the possibility of face-to-face sessions with a theatre company.

Last Updated: 12-Feb-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.5 Strengthen regional community safety through collaboration and partnership arrangements	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The North Wales Safer Communities' Board Plan has now been approved. This document sets out the priorities for the statutory partners for the next three year period. A work programme is included. Flintshire continues to occupy an active role in this forum, and on a local level has adopted the regional priorities through the work of the Flintshire Public Services Board.

Last Updated: 25-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.6 Ensure we meet the requirements of the North Wales Contest Board	Sian Jones - Public Protection Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: The self assessment, which measures the Council's progress against the 'Prevent' duties, has been undertaken. Progress is reviewed on a regular basis at the Corporate Safeguarding Panel. The Panel continues to work on the areas of weakness highlighted in the self-assessment, and respond to any requests from the North Wales Contest Board, as and when required. Last Updated: 15-Jan-2018							

Performance Indicators




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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	No Data	76.6	65	GREEN	N/A	76.6	65	GREEN
Lead Officer: Lynne Fensome - Support Manager Environment Reporting Officer: Lynne Fensome - Support Manager Environment Aspirational Target: Progress Comment: We are pro-actively encouraging landlords to register. Where there is deliberate non-compliance we are taking appropriate enforcement action either through direct action or referral to Rent Smart Wales Last Updated: 24-Oct-2017								
KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.2M02 The percentage of landlords that have complied with improvement notices	No Data	60	80	AMBER	N/A	60	80	GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Jenny Prendergast - Team Manager - Health & Safety Enforcement
Aspirational Target:
Progress Comment: 16 improvement notices had completion dates for 1st April to 31st December 2017. 11 have been completed and there are 3 outstanding for non-compliance. 1 landlord has been prosecuted and 3 are under consideration for legal proceedings.
 Last Updated: 26-Jan-2018



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.3M03 The percentage of tenants protected from unsuitable living conditions	No Data	100	100	 GREEN	N/A	100	100	 GREEN



Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Jenny Prendergast - Team Manager - Health & Safety Enforcement
Aspirational Target:
Progress Comment: Officers investigated 247 service requests in relation to complaints about living conditions. All cases were investigated and appropriate action taken.
 Last Updated: 26-Jan-2018



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.1M01 The number of new affordable homes provided through the planning system	10.5	65	12.5	 GREEN		81	37.5	 GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning and Environment
Reporting Officer: Lynne Fensome - Support Manager Environment
Aspirational Target:
Progress Comment: 2 applications were decided during the period that required an affordable housing element. Drovers Lane Caerwys where 10 affordable houses are to be provided in a development of 67 dwellings and Halkyn Road, Holywell where 55 apartments are being delivered through a 4 storey extra care facility by Wales and West Housing Association
 Last Updated: 24-Jan-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a DFG	248	309.6	240		↓	305.77	240	
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Joseph Muxlow - Regeneration Programme Lead Aspirational Target: Progress Comment: Due to high level of demand for Disabled Facilities Grants (DFGs) the Council instigated tight budget controls to manage expenditure. This has slowed progress in delivering some less urgent DFG works.</p> <p>Last Updated: 12-Feb-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	20	15.3	20		↑	49.85	60	
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment Aspirational Target: Progress Comment: Target for processing new claims has been met. This is, in part, due to the fact we no longer have long term sickness within the department and also due to the reallocation of resources.</p> <p>Last Updated: 16-Jan-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	8	7.4	8		↑	20.91	24	

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Lead Officer: Jen Griffiths - Benefits Manager

Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment

Aspirational Target:

Progress Comment: Target for processing change of circumstances has been met during a time where resources were allocated to new claims as they are a higher priority.

Last Updated: 13-Dec-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	375000	352257.53	375000	 AMBER	↓	1041753.53	1125000	 GREEN

Lead Officer: Suzanne Mazzone - Supporting People Manager

Reporting Officer: Jen Griffiths - Benefits Manager



Aspirational Target:

Progress Comment: £267,343 additional weekly income gained through social security benefits and tax credits paid to Flintshire residents



£17,574 value of one-off payments gained i.e. backdating, grants etc.

£67,339 value of gains recorded by the Supporting People team



Last Updated: 12-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	88.49	74.73	89	 AMBER	↓	72.66	89	 AMBER



Lead Officer: Suzanne Mazzone - Supporting People Manager
Reporting Officer: Suzanne Mazzone - Supporting People Manager
Aspirational Target:
Progress Comment: Progress is improved on Q2 but remains below target, although within the variance set. It is important to note that outcomes are measured at each stage of the legislative process and whilst there may be an initial negative outcome, this does not mean that the authority is no longer supporting the customer with their housing situation.
 Last Updated: 16-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.2M02 The number of people on UC that have received personal budgeting support	No Data	111	147.5	 AMBER	N/A	317	442.5	 AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Aspirational Target:
Progress Comment: This is a demand led service. Alternative venues for delivering support which are more accessible for customers will be provided to promote take up.
 Last Updated: 12-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.3M03 The number of people on UC that have received digital support	No Data	701	135	 GREEN	N/A	1635	510	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Aspirational Target:
Progress Comment: Assisted Digital Support is delivered by Connects and has far exceeded DWP expectations on demand. The level of support required varies considerably for each customer from basic support to more complicated application and claim management assistance..
 Last Updated: 12-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	80.75	179	100	 GREEN	↑	398	300	 GREEN



Lead Officer: Niall Waller - Enterprise and Regeneration Manager

Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East

Aspirational Target:

Progress Comment: Three programmes are included within this out-turn figure - Communities First, Communities 4 Work and LIFT, all funded by Welsh Government. The programmes provide a mixture of: one to one mentoring, employer engagement, work-focussed training, confidence building and encouragement for enterprise.

Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.2M02 The number of residents supported to lower their energy tariff	No Data	40	37.5	 GREEN	N/A	102	112.5	 GREEN



Lead Officer: Niall Waller - Enterprise and Regeneration Manager

Reporting Officer: Shelley Webber - Project Manager



Aspirational Target:

Progress Comment: Average estimated annual household savings from switching was £207. Service is demand-led so tends to fluctuate.




Last Updated: 17-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.4M04 The number of private sector homes receiving efficiency measures	56.75	25	35	 AMBER	↓	127	105	 GREEN



Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: the majority of the efficiency measures were installations of boilers, full heating systems, and insulation through the Affordable Warmth Crisis Fund, with match funding for additional systems brought in through ECO and Nest.
 Last Updated: 17-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.5M05 The number of people who receive a full healthy homes healthy people / affordable warmth / HHSRS home visit and tailored service	No Data	0	125	 RED	N/A	85	375	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: Due to the delay in securing the Warm Homes Fund funding agreement figures will be reflected in Q4. The number will rise as the Council will have the opportunity to include other data from Healthy Homes Healthy People and area-based project advice visits. The end of year target will be achieved.
 Last Updated: 12-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.6M06 The number of Council homes receiving energy efficiency measures	162.5	15	75	 RED		50	225	 AMBER

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: Some heating installations which have not yet been invoiced have not been able to be included in Quarter 3 and will be part of Quarter 4 outcomes. Additionally, there will be an increase in activity in Quarter 4, which will be reflected in year end figures.
 Last Updated: 12-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.1M01 The number of care homes who have implemented the new Progress for Providers Programme	No Data	0	5	 RED	N/A	16	15	 AMBER

Lead Officer: Nicki Kenealy - Contracts Team Manager



Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: The programme has been implemented in 14 residential and 2 nursing homes however all of this activity took place in quarters 1 & 2 of 2017/18. No additional care homes have implemented the programme during Q3. We may not achieve the target of 20 homes by the end of March, but we are actively encouraging providers to enrol on the programme.

Last Updated: 25-Jan-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	No Data	26	26	 GREEN	N/A	26	26	 GREEN



Lead Officer: Dawn Holt - Commissioning Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:



Progress Comment: We are sustaining the number of care homes in Flintshire despite the pressures in the market, by concentrated input. One home is in escalating concerns, and two homes are a “service of concern” with the regulator.

Last Updated: 16-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	No Data	96.04	95	 GREEN	N/A	96.04	95	 GREEN



Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: This is based on vacancy rate in the last week of the quarter. Occupancy has remained stable to date over 2017/18.

Last Updated: 25-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.2.3M03 The percentage of employees trained in Person Centred Care in line with the Social Services and Well-being act (Wales) 2014	20	100	25	 GREEN	↑	200	75	 GREEN



Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: We are currently in phase 2 of the programme for person centred practice / personal outcomes, as it is rolled out across Wales.

Last Updated: 08-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or more times	9.72	6.17	10	 GREEN	↑	11.43	10	 AMBER

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: 14 children have moved more than twice since April of this year. For most of these children, moves were in accordance with the child's plan. It is a priority to place children in stable placements wherever possible. This is a cumulative indicator and we will not see the full impact until the end of the year; however, we anticipate that there will be a challenge in meeting the target at year end. This is reflected by the Amber progress RAG.

Last Updated: 08-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.3M03 Percentage of children assessed by CAMHS within 28 days by BCUHB	No Data	100	95	 GREEN	N/A	100	95	 GREEN




Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: The Betsi Cadwaladr University Health Board currently report no waiting lists for Child & Adolescent Mental Health Services and that all children are assessed within 28 days of referral.

Last Updated: 30-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.1.1M01 Number of adult carers identified.	216.75	390	225	 GREEN		700	675	 GREEN

Lead Officer: Dawn Holt - Commissioning Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: Target met. We continue to work with our commissioned services to improve the capture of carers data. Many people who need care and support prefer to be cared for by someone close to them, rather than a paid carer. It is critical that we support unpaid carers, without whom many people would be unable to remain in their own homes through later life. All carers identified are offered an assessment of their needs in their own right, as distinct from the needs of the person they care for, either with ourselves or with one of our commissioned services, according to their preference.

Last Updated: 26-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	0.85	0.45	1.78		↑	1.36	1.78	
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Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 1.78
Progress Comment: The Council and the Betsi Cadwaladr University Health Board (BCUHB) work together on a case by case basis to ensure prompt discharge. The target rate is equivalent to 23 delays in the year. There have been 18 delays so far this year, the longest wait being 29 days, and the shortest wait being 1 day. We are awaiting data for December from Welsh Government. The outcome RAG has been set at Amber due to the uncertainty of meeting the target at year end.
 Last Updated: 16-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in “no further action”.	37.6	34.3	35		↑	46.74	35	



Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 30.00
Progress Comment: Performance has improved because referrals to Children's Services that would previously have resulted in no action are now being considered for support by the Early Help Hub which began accepting referrals in October 2017.
 Last Updated: 25-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.4.1M01 The number of dementia cafes in Flintshire	3	2	1.5		↓	10	4.5	



Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 6.00
Progress Comment: Flintshire has 10 dementia cafes (Mold, Buckley, Connahs Quay, Sealand and Queensferry, Saltney, Holywell, Mostyn, Flint) and there is one Alzheimer’s Society lead cafe in Broughton. Leeswood has also started a Memory Café but this has no links to the others currently in Flintshire.
 Last Updated: 23-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.4.2M02 The number of dementia friendly communities in Flintshire	2	1	0.75	 GREEN	↓	4	2.25	 GREEN

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 6.00
Progress Comment: There are 4 accredited Dementia Friendly Communities in Fliintshire (Mold, Flint, Buckley and Saltney) and 5 more are working towards accreditation (Alyn Villages, Holywell, Connahs Quay, Sealand and Ysciefiog).
 Last Updated: 16-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.1.1M01 Increased referral rates from services other than Social Services	3	1	7.5	 RED	↓	8	22.5	 AMBER

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 30.00
Progress Comment: 8 referrals have been received from other portfolio areas this year with 1 of these being on Q3. This represents an increase on last year, but has not met our target. As the action to increase safeguarding awareness is rolled out across the Authority we should see a rise in the number of referrals received from areas outside of Social Services.
 Last Updated: 25-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.1M01 Percentage of adult protection enquiries completed within 7 days	76.62	80.69	78	 GREEN	↑	81.57	78	 GREEN

Lead Officer: Jayne Belton - Team Manager - Safeguarding



Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: Performance has increased in Quarter 3 to 81%. Enquiries completed outside the 7 days are those that are not straightforward and are waiting for additional information. New, tighter processes are in place so non-complex enquires are being dealt with within the timescale.

Last Updated: 16-Jan-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.2M02 Percentage of initial child protection conferences due in the year and held within timescales	98.07	92.73	95	 AMBER	↓	93.94	95	 GREEN



Lead Officer: Jayne Belton - Team Manager - Safeguarding

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: The high numbers of children on the Child Protection Register and the need to complete ongoing reviews has impacted on capacity in the Safeguarding Unit; however, timescales have improved since the mid-year point.

Last Updated: 26-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.3M03 Percentage of reviews of children on the child protection register due in the year and held within timescales	94.95	98.02	98	 GREEN	↑	98.86	98	 GREEN



Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 98.00

Progress Comment: The Safeguarding Unit continue to schedule reviews within timescales wherever possible, as long as this is in the interest of the child.

Last Updated: 19-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.3.1M01 The percentage of portfolio senior management teams that have viewed the North Wales Police CSE information videos	No Data	37.5	25	 GREEN	N/A	50	25	 GREEN



Lead Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)

Reporting Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)

Aspirational Target: 100.00



Progress Comment: Half of the senior management teams have viewed the videos. A reminder will be sent to those who have not yet viewed them to ensure 100% have seen them by March 2018..

Last Updated: 04-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and and Sexual Violence National Training Framework	No Data	1.34	25	 RED	N/A	2.55	25	 AMBER



Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Heather Johnson - Learning and Development Adviser
Aspirational Target: 50.00
Progress Comment: Total number of employees who completed the Welsh Government approved training are 152. This amounts to 2.55% of employees. The e-learning module was not ready for use until November 2017. We conducted a pilot and started roll out end of December 2017. As 60% of employees do not have access to a P.C. or laptop we have made provision for face to face sessions and Chrome Book sessions and will continue to promote completion of e-learning where possible.

Last Updated: 17-Jan-2018



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	375	844	0	 GREEN	↑	2349	0	 GREEN

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Sian Jones - Public Protection Manager
Aspirational Target:
Progress Comment: Domestic abuse and sexual violence are underreported and our aim is to increase reporting. Statutory duties placed upon public services, including the implementation of the Welsh Government National Training Framework will improve practitioner knowledge and response. An increase in reporting is therefore anticipated, helping to provide victims with assurance that they will receive an appropriate response when reporting.

Last Updated: 12-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.3M03 The number of domestic abuse incidents reported to North Wales Police	275	747	0	 GREEN	↑	2041	0	 GREEN

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Sian Jones - Public Protection Manager
Aspirational Target:
Progress Comment: There has been an increase in both the number of reported incidents and recorded domestic crimes. There were 747 reports resulting in 445 recorded crimes in Q3, compared with 678 reports and 414 recorded crimes in Q2. This suggests that people are becoming more confident in reporting.
 Last Updated: 26-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.4M04 The number of incidents of sexual assaults reported to North Wales Police	100	97	0	 GREEN	↓	308	0	 GREEN

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Sian Jones - Public Protection Manager
Aspirational Target:
Progress Comment: Improved responses across agencies is helping to provide victim with assurance that they will be provided with an appropriate response when reporting incidents of sexual assault. Measures to hold perpetrators accountable are vital in demonstrating that we are serious in tackling sexual violence. During this period there were 97 recorded cases of sexual assault compared to 100 cases recorded during Q2. The most common suspect age was 15 and most common victim age was 15 years of age. In most of the cases, the suspect was either a partner or known to the victim. This highlights the importance of education on relationships and sexual respect to children and young people in schools and other youth settings.
 Last Updated: 16-Jan-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Suzanne Mazzone - Supporting People Manager		 Amber	 Amber	↔	Open

Potential Effect: Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.

Management Controls: The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector. We have also been awarded funding to develop a night shelter during the winter months.

Progress Comment: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Vacant posts in the team have been filled and new staff have been fully trained within their roles. This should see more outcomes achieved. Additional funding has been granted to develop Landlord incentives within the private rented sector and also to consider a Housing First pilot.

Last Updated: 12-Feb-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Red	Amber	↓	Open

Potential Effect: i) Increase in homelessness
 ii) Increased pressure on the Housing Options Team
 iii) Increase in people sleeping rough

Management Controls: An Affordable Housing Officer is in post to monitor and manage Section 106 and Social Housing Grant programmes. There are robust programme management arrangements for the Strategic Housing and Regeneration Programme (SHARP)

Progress Comment: The Strategic Housing and Regeneration Programme (SHARP) has identified potential sites for the development of affordable and council housing which will see circa of 500 houses being built by 2021. The developments align to the demand for council and affordable housing in local communities. The programme is on target to complete 123 properties by the end of this financial year. The allocation of affordable and council housing is in accordance with local lettings policies which prioritises people with a local connection.

Last Updated: 12-Feb-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Supporting People Manager	Amber	Amber	↔	Open
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Potential Effect: Increased homelessness
Management Controls: Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms
Progress Comment: A shared house pilot property has now had full planning approval and work is underway to identify potential tenants. Though there have been changes in the government plans to introduce shared room rate for under 35s it is still important to go ahead with this pilot as if successful it would enable partners to alleviate multiple housing needs in one property. Demand for social housing remains high and the current waiting time for a one bedroom property is approx. 50 weeks. Other models of innovative housing for the under 35's are also being explored.

Last Updated: 12-Feb-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of land supply for council housing construction	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open

Potential Effect: i) Reduction in number of units delivered
Management Controls: On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase.
Progress Comment: Potential land for development of housing through the Strategic Housing and Regeneration Programme (SHARP) has been identified which, if viable, could reach the target of 500 new social and affordable houses by 2021. The council is also working with other public partners including Welsh Government, the Betsi Cadwaladr University Health Board and North Wales Police on potential development opportunities to increase the supply of affordable and council housing.

Last Updated: 24-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Capital borrowing limits for council housing	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: A reduction in the construction and delivery of Council houses</p> <p>Management Controls: i) Seek unallocated borrowing approvals by Welsh Government ii) seek underspent borrowing approval held by other councils iii) seek increase in borrowing cap with the UK Government through the Growth Deal</p> <p>Progress Comment: Discussions are in progress between the Council and Welsh Government to secure additional borrowing approval. Welsh Government has unallocated borrowing head room. An announcement is scheduled to be made by Welsh Government in Spring 2018.</p> <p>Last Updated: 12-Feb-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants may not be met due to competing demands on resources	Niall Waller - Enterprise and Regeneration Manager		Amber	Amber	↑	Open
<p>Potential Effect: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.</p> <p>Management Controls: i) Monitoring and management of adaptation cases. ii) Ongoing process review. iii) Continually seek ways to further increase cost-efficiency iv) Increase in budget allocation to meet demand</p> <p>Progress Comment: The performance on DFG timescales has been an area of challenge over time. There are projects underway to improve performance including rolling out use of the new adaptations procurement framework and further process improvements.</p> <p>Last Updated: 12-Feb-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Availability of sufficient funding to resource key priorities	Niall Waller - Enterprise and Regeneration Manager	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open
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Potential Effect: Customers will wait longer to receive adaptation work in their homes
Management Controls: Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.
Progress Comment: All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements.

Last Updated: 12-Feb-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out - negative impact upon Council services	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer				Open

Potential Effect: Potential increased in rent arrears and decrease of Council Tax collection.
 Potential increased risk of homelessness and need for accommodation.
 Increased demand in existing support services
Management Controls: Welfare Reform is undoubtedly impacting services and this is being monitored via the UC Operational Board. Rent Arrears have increased and there is work ongoing to identify the reason for this, i.e. is it due to delays in payments or tenants not paying their rent out of their UC money. We are focusing on early identification and intervention and have increased communication across the teams and portfolios to support this work.
 Council Tax Collection is under pressure, we are unable to directly link this to UC or welfare reform, however, welfare reform will undoubtedly contribute to this. We are currently reviewing the claims process for Council Tax Reduction Scheme to make the process easier and quicker. We have not seen a direct link between presentations for homelessness at this stage, however, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely.
 In addition, Flintshire's Universal Credit Operational Board is established to bring together all FCC support services that may be impacted to co-ordinate a response and review current practices to maximise support by reducing duplication.
Progress Comment: The impact of Welfare Reform on Flintshire households is increasing the demand for advice and support to levels above that which current resource can handle within a reasonable timeframe. The potential increase in rent arrears and decrease in Council Tax collection, potential increase in homelessness and corresponding increase in demand for accommodation continue to be monitored closely to understand and manage the impact as much as possible.

Last Updated: 26-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Supporting People Manager	Amber	Amber	↔	Open
<p>Potential Effect: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.</p> <p>Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.</p> <p>Progress Comment: Demand continues to increase for advice and support services within the county. The development of the Welfare Response Team has assisted with the implementation of Universal Credit, but referral numbers continue to rise. Referrals to wider support services are increasing, with a particular emphasis on those residents experiencing debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.</p> <p>Last Updated: 12-Feb-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader	Amber	Red	↑	Open
<p>Potential Effect: With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.</p> <p>Management Controls: Reviews of procedures are being carried out to try and mitigate the impact however a full estimate of impact cannot yet be confirmed.</p> <p>Progress Comment: Colleagues from Housing Benefit, Income Team, Neighbourhood Housing and Housing Solutions are currently working together to identify early intervention tools for those tenants that fall into arrears with their rent. Options are being explored to ensure that homelessness is prevented and rent collection is maximised.</p> <p>Last Updated: 12-Feb-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Supporting People Manager	Amber	Amber	↔	Open

Potential Effect: Local economy will suffer as people can only just afford to spend on essential items
Management Controls: The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.
Progress Comment: The new Welfare Reform Response Team is working alongside colleagues in Housing and Job Centre Plus to alleviate financial pressures caused as a result of the introduction of Universal Credit. Welfare Rights and Supporting People teams continue to explore areas of income maximisation for residents of the county.

Last Updated: 12-Feb-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Delivery of social care is insufficient to meet increasing demand	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services	Amber	Yellow	↓	Open

Potential Effect: People would be likely to experience increased waiting times or be unable to access services, with a resulting negative impact on the reputation of the Council.

Management Controls: Developing the market for residential and nursing care

Extending the opening hours for single point of access

Implementing Community Resouce Team

Developing community resilience

Implementing an Early Help Hub for children and families

Progress Comment: Recommendations have been approved to explore further the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion

will also help to support the medium term development of the nursing sector.

The Single Point of Access is now operating under extended opening hours to increase the opportunity for contact by the public.

The multi agency Early Help Hub for children and families is in operation.

Last Updated: 16-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for residential and nursing home care bed availability	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services	Red	Red	↔	Open

Potential Effect: Increase in hospital admissions and delayed transfers. Increased pressure on primary care services leading to deteriorating relationship with local partners.

Management Controls: Working with Corporate colleagues to use capital investment to support the development of our in-house provision.

Outcomes from the 'Invest to Save' Project Manager made available together with a short, medium and long term plan to support the care sector.

Quick wins from the 'Invest to Save' Project Manager to be implemented.

Increase bed and extra care capacity for dementia/ learning disabilities.

Develop specialist respite for Early Onset Dementia.

Identify and create market change and dynamics, generate more competition, new providers for all ages including children and LD.

Assist with local housing (subsidised?) for specified employees in social care i.e. direct care staff.

Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.

Progress Comment: The expansion of Marleyfield to support the medium term development of the nursing sector continues under the direction of Programme Board.

We have requested the re-phasing of ICF capital to fit in with our capital programme, and are awaiting a response on this from WG.

The Strategic Opportunity Review was completed and a report was presented to Cabinet in October. There are several active workstreams, including the development of resources to support the sector, diagnostic reviews from providers and a Care Conference being held in February hosted by Business Wales. A ministerial visit is scheduled for January 2018.

Last Updated: 24-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery	Susie Lunt - Senior Manager, Integrated Services	Jacque Slee - Performance Lead – Social Services	Red	Red	↔	Open

Potential Effect: Insufficient funding to sustain medium term service delivery.




Management Controls: Seeking agreement from partners on allocation of funds to deliver medium term services




Progress Comment: We have requested the re-phasing of agreed ICF capital funding to be allocated for the expansion to 2021 to fit with our capital programme.




Senior Officers are liaising with Welsh Government to confirm the ongoing use of ICF revenue funding for existing projects.

Last Updated: 16-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Early Help Hub cannot deliver effective outcomes	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Performance Lead – Social Services				Open
<p>Potential Effect: Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.</p> <p>Management Controls: Agreed information sharing protocol in place Activity data in place and scrutinised Steering body to meet regularly to ensure that resources are being appropriately deployed</p> <p>Progress Comment: The Hub now accepts direct referrals from partner agencies and professionals. It is proposed that the Hub is formally launched to provide direct access to the public in April 2018. A full evaluation of the Early Help Hub will take place to provide a detailed analysis of its effectiveness and of the resources being deployed by agencies.</p> <p>Last Updated: 16-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Rate of increase of adult safeguarding referrals will outstrip current resources	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services				Open
<p>Potential Effect: National timescales for processing safeguarding enquiries will not be met, resulting in potential delays for people requiring safeguarding interventions and impact on reputation of the Council.</p> <p>Management Controls: Realign response to front door referrals by utilising resources within First Contact and Intake, in order to free up time to allow the Safeguarding Managers to effectively delegate tasks.</p> <p>Progress Comment: Responsibilities within Adult Safeguarding and First Contact and Intake have been realigned, with no additional resource. Safeguarding Managers are able to effectively delegate tasks for high priority cases; this ensures that those enquiries that do not meet timescales are of a lower priority.</p> <p>Last Updated: 09-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Deprivation of Liberty Safeguarding (DoLS) assessment waiting list increases	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services				Open

Potential Effect: Increased waiting times for DoLS assessments and impact on reputation of the Council.
Management Controls: Realignment of responsibilities in the teams to meet increasing demand.
Progress Comment: Actions taken to realign the responsibilities of the teams to meet the demands of the increase in adult safeguarding enquiries may have the unwanted effect of increasing the waiting list for DoLS assessments. In addition, work is being undertaken to review community DoLS applications and incorporate these within the existing waiting list. In due course this will have an impact on the number of cases on the waiting list. The waiting list continues to be actively managed, with urgent and review authorisations being prioritised.

Last Updated: 16-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open

Potential Effect: Employees will not recognise when adults and children are at risk and will not take appropriate action.
Management Controls: Safeguarding workshops were held during Safeguarding Week in November 2017; a safeguarding awareness training programme is now in place ensuring regular training opportunities are available to employees.
Progress Comment: Safeguarding training is available and a communication plan is being implemented which will increase employee awareness of safeguarding issues. Safeguarding is included within the corporate induction via e-learning, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops were delivered during National Safeguarding Week in November 2017 and further training is planned for January and February 2018.

Last Updated: 15-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)					Open

Potential Effect: Employees will not identify potential safeguarding issues.

Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.

Management Controls: Safeguarding training will be included in induction programme ensuring all new employees receive training.





A range of safeguarding training for the workforce is being developed and numbers attending will be reported to the Corporate Safeguarding Panel..

Progress Comment: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training.



Last Updated: 15-Jan-2018

2 Ambitious Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council is playing a major role in the development of the Growth Deal for North Wales. The Economic Ambition Board has established working groups to develop each element of the bid including; skills and employment, infrastructure and housing, business growth and transport improvements. Outline business cases for all projects are currently being prepared for submission to both Governments in April 2018.</p> <p>Last Updated: 12-Feb-2018</p>							
ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site, ensuring developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council is represented on the Deeside Enterprise Zone Board and provides a supporting function to the Board as required and to businesses in the Enterprise Zone. The Council provides a responsive support service to potential investors both in the Enterprise Zone and outside. The Council is actively working with the two landowners for the Northern Gateway site to encourage development to come forward and to steer development towards those investments which offer the greatest value to the economy of Flintshire. Welsh Government have recently announced investment of £20m in the development of the North Wales Advanced Manufacturing Institute which will be located on two campuses in Deeside.</p> <p>Last Updated: 11-Jan-2018</p>							



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2017	31-Mar-2018	59.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Work stream relates to the need to undertake a strategic review of our industrial and commercial estate. We need to ensure it is fit for purpose, provides key economic drivers, supports the aspirations of the council, supports local business, and is something that the Council still wishes to become involved in i.e. is it core business? Work has been commissioned to undertake a review and the report is anticipated before the end of the financial year.



Last Updated: 18-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.4 Expand the scale and quality of apprenticeships both regionally and locally.	Denise Naylor - Housing Programmes Support Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Housing Programmes Team and Business Development Team have worked together to create a film which encourages people to consider an apprenticeship in a STEM (Science, Technology, Engineering, Maths) field. This will be distributed widely within the county to reach as many people as possible. The Housing Programmes Team is exploring ways to reach local businesses and encourage the recruitment of apprentices across the region.



Last Updated: 18-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	40.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Initial scoping work is underway to look at options for the town centres in Flintshire including learning from other areas. Funding is currently being sought for development work and projects.

Last Updated: 11-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Ensure that the development of regional and local transport strategy initiatives maximises the potential for economic benefits and improve access to employment and tourism destinations.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council developed the Deeside Plan early in 2017 which sets out ambitions for a transport infrastructure that will maximise the potential for economic growth. The Council, in partnership with Welsh Government, is assessing the viability of different options to improve the infrastructure for cars, rail passengers and cyclists. Welsh Government have recently announced investment in the transport infrastructure in Deeside to improve public transport infrastructure and to develop a new strategic route to link the A494 to the A55.

Last Updated: 12-Feb-2018

Performance Indicators

No KPIs available

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Infrastructure investment does not keep pace with needs and business is lost to the economy	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	 Amber	 Amber		Open

Potential Effect: Infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.

Management Controls: i) The Council will play a leading role in regional structures promoting economic growth.

ii) The Council will set out a clear plan for local infrastructure to meet regional and local needs.

Progress Comment: As highlighted in the action and tasks section of the report, the North Wales Growth Deal will include a package of strategic infrastructure investment projects. At the local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.

Last Updated: 11-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open

Potential Effect: Businesses feed back that they highly value the service provided by the Council to help them to navigate wider support and overcome barriers to growth. Business networking activity delivered by the Council also assist businesses to work and trade together. Reduction of this support may make the County less successful as a location for business.

Management Controls: i) The Council will continue to engage businesses and help them to access support.

ii) The Council will provide opportunities for businesses to network and support one another.

Progress Comment: The business development service in Flintshire remains responsive to business needs. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service.

Last Updated: 18-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open

Potential Effect: Instability in the local and regional economies would lead to reduced business investment and significant job losses.
Management Controls: Maintain an intelligence base on potential risks and mitigation measures.
Progress Comment: The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.

Last Updated: 15-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Yellow	↓	Open

Potential Effect: Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.



Management Controls: Play a major role in the North Wales Economic Ambition Board, Mersey Dee Alliance and the Rail Task Force.

Progress Comment: The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport. The Council is closely involved in the development of the outline projects for the regional Growth Deal and both the Leader of the Council and Chief Executive play a leading role in the development of the new Joint Committee for North Wales.

Last Updated: 18-Jan-2018

3 Learning Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Develop Education and Integrated Youth Services	Vicky Barlow - Interim Senior Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Education and Youth Portfolio continues to work in partnership with the Regional School Improvement Service (GwE) to achieve the best possible educational outcomes for all learners. The Interim Senior Manager for School Improvement works collaboratively with the Flintshire Core Leads for Primary, Special and Secondary schools to identify and target support for those schools most in need. Level 2 Business Plans for 2017 -2018 for both primary and secondary school phases are in place. Key priorities are focused around Standards, Curriculum and Assessment, Leadership, Wellbeing and Teaching. Each primary school currently categorised as Amber for support has an appropriate support plan in place and all secondary schools have a support plan in place in line with the revised regional strategy for supporting secondary schools. This year schools across Flintshire have access to an increased professional development offer through the Regional School Improvement Service. A local task and finish group is being established this term to look at the technological implications of delivering the Digital Competency Framework (DCF) within the classroom and to further strengthen strategic planning to meet these developing curriculum needs. Schools now have access to a regional Professional Offer for DCF development in line with the national timeline for implementation.

Last Updated: 24-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Enhance skills to improve employment opportunities	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Welsh Government has developed a Digital Competency Framework (DCF) to support a national improvement in this area. Flintshire officers have developed a local response to the DCF. A working group has been established to support improved outcomes for more able and talented pupils. The group has focused on skill development and offered a number of sessions to support the improvement and development of areas such as communication skills. A suite of vocational options has been offered to Key Stage 4 pupils across Flintshire schools. These are delivered through Coleg Cambria and other local work-based providers and offer accredited courses in areas such as Construction, Hair and Beauty, Animal Care, Motor Vehicle Maintenance along with qualifications in Teamwork, Personal Development in the Community and Employability Skills. Welsh Government are promoting an initiative called the Junior Apprenticeship. This enables young people in Key Stage 4 to access a full vocational programme with a view to continuing onto a formal apprenticeship in the field of study. Flintshire schools have also engaged in a range of free vocational workshops offered through the 'Have a Go' initiative. These provide the opportunity for learners to engage in a range of practical activities, for example virtual welding, and practical investigation of mechanical systems. Coleg Cambria are running a Construction Academy which offers young people between the ages of 16 and 18 a chance to gain skills and experience in the construction industry. Local construction companies including Wates Construction, Flintshire's

development partner to deliver the Strategic Housing and Regeneration Programme (SHARP) are engaged in this initiative and will provide work experience.

Last Updated: 24-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Implementing the Welsh Government pilot of the 30 hour childcare offer.	Gail Bennett - Early Intervention Services Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The initial Early Implementation Schedule is complete. Weekly, monthly and termly monitoring reports are sent to Welsh Government. There are three grants; Administration, Childcare Settings, and Special Educational Needs. The application process is electronic and can only be accessed if the child is living at an address in an eligible area. From September 2017 payments to Settings have been processed in a timely manner. Expansion has been made into other areas, twice during Q3. Requests have been made to Welsh Government for full expansion to cover all of Flintshire from April 2018 as the funding is available to pay for childcare. Welsh Government have acknowledged Flintshire's effective implementation of this pilot.

Last Updated: 13-Feb-2018

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Families First Collaborative Programme	Ann Roberts - Families First Lead / Youth Services Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

For 2017/18 the portfolio's aim was to achieve Welsh Government Funding to enable the Council to re-commission a full Families First Programme. The funding (approx £1.6 million) is now achieved and fully commissioned for an April 2018 start in line with the Welsh Government agreed transition time. The third sector has been key to delivery and is engaged in all development and provision. This includes utilising third sector buildings, producing efficiencies for the Council. The programme has ensured that the new provision is a resource for the Early Help Hub, which is an innovative multi-agency approach to deliver on the Well-being Act. The Families First programme also feeds into the Well-being Act requirements. The programme will add value to other provision and will offer early intervention and targeted support.

Last Updated: 13-Feb-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.12 M12 Percentage reduction in first time entrance to the youth justice system	3	14	15	 AMBER	↑	17.65	15	 GREEN

Lead Officer: James Warr - Youth Justice Manager



Reporting Officer: Louisa Greenly - Performance Management & Information Officer

Aspirational Target: 20.00

Progress Comment: There were 6 First Time entrants to the Youth Justice system in the most recent period - a small reduction of 1 (14%) based on the same period in the previous year. The definition of First Time Entrants is young people (aged 10 – 17), resident in England and Wales, who received their first reprimand, warning, caution or conviction, based on data recorded on the Police National Computer. The rate of First Time Entrants in Flintshire has continued to be one of the lowest in Wales and is an indication of the success of the focus on early intervention, where young people deemed at risk of offending or antisocial behaviour are worked with using voluntary interventions before their behaviour escalates.

Last Updated: 15-Jan-2018

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.13 M13 The percentage of young people under 16 years old in the youth justice system offered education, training or employment.	71	74.39	80	 AMBER	↑	74.08	80	 GREEN



Lead Officer: James Warr - Youth Justice Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer

Aspirational Target:

Progress Comment: This measure monitors those young people who had open programmes with the Youth Justice Service (YJS) (prevention and statutory) who are of statutory school age and who are offered 25 hours or more Education, Training or Employment (ETE). Whilst the YJS does not offer the ETE provision, the service assesses and identifies young people who are not receiving adequate ETE provision, and has close links with colleagues in Education and works toward securing current or new placements for young people. Although this KPI has not met its target for this quarter, the rate is still satisfactory given the issues young people known to the YJS have with education.

Last Updated: 23-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.14 M14 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	14.5	52.73	60	 AMBER	▲	53.47	60	 GREEN



Lead Officer: James Warr - Youth Justice Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer

Aspirational Target: 80.00

Progress Comment: The Youth Justice Service assesses young people who commence a prevention or statutory intervention with the Youth Justice Service in the period. Those who are above statutory school age should be undertaking at least 16 hours per week of education, training or employment. This measure forms part of the Youth justice Board Welsh Key Performance Indicators, however the YJB do not require data from young people completing prevention interventions. The service has links with training providers and aims to enable young people to access apprenticeships and college courses in order to prevent further offending.

Last Updated: 15-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.1M01 The number of registered settings to deliver the Childcare offer	No Data	149	30.5	 GREEN	N/A	274	91.5	 GREEN



Lead Officer: Gail Bennett - Early Intervention Services Manager

Reporting Officer: Gail Bennett - Early Intervention Services Manager

Aspirational Target:

Progress Comment: Childcare settings are keen to register for and deliver the offer and this is reflected by the number of registered settings delivering the Childcare offer.

Last Updated: 16-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.2M02 The number of children accessing the Childcare offer	No Data	390	187	 GREEN	N/A	585	561	 GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Gail Bennett - Early Intervention Services Manager
Aspirational Target:
Progress Comment: The Childcare offer is in demand across Flintshire as is demonstrated by the current update. plans are still on target for full expansion.
 Last Updated: 16-Jan-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Those schools who do not recognise their need for improvement and external support	Vicky Barlow - Interim Senior Manager	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↓	Open
<p>Potential Effect: Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p>Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Challenge and support will be provided through the regional school improvement partner GwE</p> <p>Progress Comment: Service Level Agreement in place with the regional school improvement service. Fortnightly Quality Board meetings with GwE Core Leads for primary and secondary. Local Authority attendance at regional Quality Board for standards and GwE Management Board. Annual review of categorisation process for all schools. LA Standards Board has also been introduced on a half termly basis.</p> <p>Last Updated: 25-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Vicky Barlow - Interim Senior Manager	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↓	Open

Potential Effect: Reduced stakeholder confidence in Education services.
 Downturn in school performance and under achievement .
 Increase in the number of schools in Estyn category of concern/need of significant improvement
Management Controls: The Council will work with schools through the Schools Standards Monitoring Group.
 Leadership development will be provided through the regional school improvement partner GwE for leadership across the system at all levels.
 School Governor development programme. Schools collaborate and federate
 Bespoke Leadership development programme in place for schools through the Regional School Improvement Service - for current and aspiring leaders at all levels.
Progress Comment: GwE support role developed for each school through the Supporting Improvement Advisers. GwE leadership development programme further developed for 2017/18 across the region and with bespoke programme developing for Flintshire schools.
 Support provided to Governing Bodies through Local Authority / GwE partnership protocol for recruitment to senior leadership posts.

Last Updated: 25-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Impact of Additional Learning Needs reforms	Jeanette Rock - Principal Education Officer Inclusion	Vicky Barlow - Interim Senior Manager	Red	Amber	↓	Open

Potential Effect: Schools and the Local Authority are unable to meet the requirements placed on them by the forthcoming Additional Learning Needs and Education Tribunal (Wales) Bill resulting in the need for additional resource in terms of specialist services and provision.
Management Controls: Portfolio Strategy 2016/17 to map out progress of the legislative reforms and facilitate a timely response.
 Use of Welsh Government Innovation Project funding to develop awareness and skills of key school-based staff and Local Authority Officers ahead of the implementation of the Bill.
Progress Comment: Following a halt in the progress of the Additional Learning Needs (ALN) and Education Tribunal (Wales) Bill before the Summer break, this is now progressing and Stage 2 of the legislative process has been completed. The Bill will now move into Stage 3 for detailed consideration by all Assembly Members. Work continues on the Draft Code of Practice alongside the progression of the Bill and four ALN Transformation Leads have recently been appointed to support Local Authorities, schools and other agencies to be ready for the reforms. The anticipated implementation date is 2019 and as a result the potential financial risk associated with the reforms is low for 2017/18 but careful monitoring needs to continue given the possible future implications.

Last Updated: 16-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Vicky Barlow - Interim Senior Manager	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open
<p>Potential Effect: Employers will increasingly struggle to fill vacancies and may leave the area. Young people will not be able to benefit from the growth of the local economy and may need to move away to secure employment that matches their skills. If the skills base fails to match employer needs in the future then the area will struggle to compete for investment.</p> <p>Management Controls: Encourage links between schools and local companies. Develop initiatives both locally and regionally to reduce the gap between young peoples' aspirations and the labour market, especially in Science, Technology, Engineering & Maths (STEM) topics and enterprise.</p> <p>Progress Comment: In addition to current work to link schools, learners and employers there are a number of proposals for further work being developed as part of the North Wales Growth Deal including an enhanced careers offer and further STEM support for schools.</p> <p>Last Updated: 16-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainability of funding streams	Claire Homard - Senior Manager - School Improvement	Vicky Barlow - Interim Senior Manager	Red	Red	↔	Open
<p>Potential Effect: Reduced capacity to deliver targeted support to schools.</p> <p>Management Controls: Intelligence on grant regime</p> <p>Progress Comment: The sustainability of grant funding remains a major and live risk. The Council has received notification of an 11% cut to the Education Improvement Grant, resulting in a real terms reduction of approximately quarter of a million pounds. This grant funds a range of posts within schools e.g. Foundation Phase Support Staff and central service delivery within the portfolio. There is very limited guidance available at the current time from Welsh Government to be able to strategically plan for the implementation of this cut. Additionally, other grants e.g. Small and Rural School grant which was made available this year do not appear on the grant schedule for 18-19. The School Uniform Grant for yr 7 pupils entitled to Free School Meals has also been withdrawn without prior notification, leaving a potential cost pressure for the Council or schools to absorb. There remains considerable concern about the future of the Minority Ethnic Achievement Grant (MEAG) as WG advised it had been transferred into the Revenue Support Grant. WLGA have challenged this and discussions at the highest level at WG are continuing. Currently only 7.5m of the original 12.5 m grant for all LAs in Wales has been confirmed. A cut in funding will result in reduced service delivery in the portfolio, where demand for pupil support is increasing.</p> <p>Last Updated: 13-Feb-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Numbers of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Interim Senior Manager	Red	Red	↔	Open
<p>Potential Effect: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate</p> <p>Management Controls: Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure</p> <p>Progress Comment: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.</p> <p>Last Updated: 16-Jan-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth Assets	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Interim Senior Manager	Red	Red	↔	Open
<p>Potential Effect: The fabric of Education and Youth buildings will continue to decline</p> <p>Management Controls: Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, implementation of Band A and Band B 21st Century Schools programmes</p> <p>Progress Comment: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.</p> <p>Last Updated: 16-Jan-2018</p>						

4 Green Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Improve, protect and enhance the built environment	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The Flintshire Built Conservation Strategy (formerly the Local Heritage Plan) has been drafted and will be presented to Planning Strategy Group in March. It is still the intention to explore the development of a wider corporate Flintshire Heritage Strategy.



Last Updated: 12-Feb-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	70.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

We are delivering projects set out within the Environment and Sustainable Development grant application, including flood defence, biodiversity duty and green-space enhancement. The allocation of this part of the single revenue grant is primarily used to support employee costs in delivering the duties placed on the Council as a Lead Local Flood Authority (LLFA). The allocation of the grant is also being used to deliver Flintshire's Greenspace Strategy, improve green-space facilities to encourage access, enjoyment and well-being and to facilitate engagement through arts in the community.

Last Updated: 26-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost.	Sadie Smith - Energy Conservation Engineer	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

An order has been issued for the battery storage installation at Ysgol Abermorddu with estimated installation in the 2018 Easter holidays. The LED lighting tender has been completed and is ready to be issued for the lighting upgrades at 7 primary schools and Wepre Park Visitors Centre. Delivery of Phase 2 of the renewable energy action plan is in progress; formal grid connection offers have been received for the 3 prioritised sites with offers accepted for Flint Landfill and Crumps Yard. A business case and review of the financial modelling will be completed by the end of the financial year. We are now working in collaboration with Local Partnerships to assess and prioritise renewable energy generation on the Council's agricultural estate. Work is ongoing with the Carbon Trust to assess the potential income generation and business case for battery storage at Brookhill and Standard solar farms. The final report is expected by the end of January 2018.

Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Harvey Mitchell - Waste and Ancillary Services Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Ongoing recycling awareness campaigns and an interim residual waste treatment contract have ensured that Council remains committed to maximising recovery opportunities and diversion from landfill where possible.

Last Updated: 19-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 Strengthen regional air quality collaboration to help promote better health and well-being outcomes	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN



ACTION PROGRESS COMMENTS:



A regional air quality assessment on behalf of the North Wales local authorities has been undertaken which meets our statutory requirements by submitting the report to Welsh Government by 30th September. The need to develop a local strategy has been highlighted by the Public Services Board, and work is underway to identify how Flintshire can further improve air quality. The Environment has now been adopted as a priority for the Public Services Board and the draft Well-being Plan is currently out for public consultation.



Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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4.1.1.6 Identification of the Local Development Plan preferred strategy	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The preferred strategy for the Local Development Plan was approved and published for consultation for a 6 week period between 9th November and 21st December 2017. Consultation responses are being collated and will be presented to Planning Strategy Group in February and March 2018.</p> <p>Last Updated: 17-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: We have successfully bid for 2017/18 Local Transport Funding (LTF), and a grant has been awarded to improve bus services and encourage walking and cycling in Deeside. Part of this money will be spent on upgrading bus infrastructure, improving bus journey times and bus priority measures on the B5129 Shotton Corridor and the bus infrastructure on Deeside Industrial Park. The remainder will support the introduction of active travel routes within the Deeside Business Park. All projects are currently on track with the majority of expenditure to be incurred in Quarter 4, hence the completion status being 25%.</p> <p>Last Updated: 26-Jan-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Barry Wilkinson - Highways Networks Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The highway network has been reviewed and assessed for investment need and repairs. The capital programme for preventative maintenance has been developed, tendered and implemented across the network.</p> <p>Last Updated: 15-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.3 Work closely with the communities to develop innovative and sustainable community based transport schemes.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

We are continuing to work actively with communities to support and develop alternative transport options. 3 out of the 5 proposed pilot transport schemes are now up and running in: i) Higher Kinnerton-Broughton ii) Penyffordd-Buckley iii) Northop Hall-Connah’s Quay Work is ongoing with the Town/Community Councils in Treuddyn/Llanfynydd and Holywell/Trelawnyd/Carmel/Whitford to develop the remaining pilot schemes

Last Updated: 25-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.4 Deliver a compliant, safe and integrated transport service	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	80.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:



The Integrated Transport Unit (ITU) has administered a transformational review of the Council’s passenger transport services over the last 18 months to ensure that all routes are compliant. The service has moved to a new method of procurement known as a Dynamic Purchasing System (DPS), allowing new suppliers to apply to join at any point during its lifetime. The new arrangements are aimed at reducing the workload both within the ITU and across the local supply chain. The new contracts will operate for a period of 4 years or for the length of the pupils or students education at a particular school or college or until the need for a specific transport provision ceases.

Last Updated: 25-Jan-2018




Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	No Data	35.64	20	 GREEN	N/A	35.64	20	 GREEN



Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Barry Wilkinson - Highways Networks Manager
Aspirational Target:
Progress Comment: A schedule is in place to re-new the majority of vehicles to Euro 6 Standard. The size of the fleet will reduce over time due to more efficient utilisation of the current fleet providing efficiencies for the Council.
 Last Updated: 26-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	No Data	1669	1500	 GREEN	N/A	6006	4500	 GREEN



Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Darell Jones - Operations Manager (North and Streetlighting)
Aspirational Target: 6000.00
Progress Comment: The number of lanterns changed has exceeded target and will allow the project to be delivered within the planned timeframe. Energy and CO2 savings are being realised as reported by our energy supplier however a 16% increase in base energy costs has been placed upon the service by the energy supplier which is effecting the actual monies saved despite the fact that KWhrs savings are being seen.
 Last Updated: 17-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	68.13	68.89	68	 GREEN		69.99	68	 GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Danielle Richards - Area Recycling Officer
Aspirational Target:
Progress Comment: Data for Q3 is not yet available. Data that has been entered is indicative based on past trends. The data will be completed in full as soon as it is available from Waste Services.
 Last Updated: 31-Jan-2018



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	77	78.26	80	 AMBER	↑	78.31	80	 AMBER

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Danielle Richards - Area Recycling Officer
Aspirational Target:
Progress Comment: Data for Q3 is not yet available. Data that has been entered is indicative based on past trends. The data will be completed in full as soon as it is available from Waste Services.
 Last Updated: 31-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	14.25	21.49	14	 GREEN	↑	17.35	14	 GREEN



Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Lynne Fensome - Support Manager Environment
Aspirational Target:
Progress Comment: These inspections are undertaken while roadworks are taking place to ensure satisfactory completion. Any nonconformities are identified and rectified while the initial works take place, reducing the need for remedial works in the future. The percentage of inspections undertaken during quarter 3 are higher than usual, this is because of the number of major utility schemes currently taking place on our highway network. Resources have been allocated to this task to ensure high profile roadworks taking place are carried out to specification.

Last Updated: 17-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant	No data	85.44	100	 AMBER	▲	85.44	100	 AMBER

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: 264 routes (school, adult social care, local bus routes) have been through a compliant tendering exercise. Following additional or change in demand for travel from September 2017, a small number of routes will need to be procured within the next 3-4 months (approx. 25 routes) and a further procurement exercise will be required for college transport services (approx. 35 routes).

Last Updated: 25-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	No Data	70.27	100	 AMBER	N/A	68.92	100	 AMBER

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: 69% of safety compliant checks have now been completed. Daily monitoring and compliance checks taking place on site at schools and day care centres. the contract commence in September 2017 and the aim is to achieve 100% by March 2018.
 Last Updated: 26-Jan-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Income targets not met
 Potential reduction could impact staffing resource to maintain service delivery
Management Controls: Raised as a pressure for 2017/18.
Progress Comment: Welsh Government have reduced the Environmental and Sustainable Development grant by £110k for 2017/18. This was better than the forecasted expectation therefore the allocations across the two portfolios have been maintained and projects continue to be delivered. However this remains a risk in that the quality of the bid submissions needs to be maintained to ensure full draw down of the grant. Further reductions for 2018/19 will again lead to a potential reduction in services that can be delivered. We await the notification of the grant for 2018/19.
 Last Updated: 17-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid	Sadie Smith - Energy Conservation Engineer	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Failure to meet Carbon Reduction target
Management Controls: Continue to review the availability of sites
Progress Comment: We are continuing with an ongoing review of the available sites, particularly in terms of the agricultural estate and the viability of these sites. 3 sites have been prioritised as the most suitable sites. We have developed a good working relationship with Scottish Power Energy networks which has allowed for informal discussions to take place ahead of formal plans being submitted. This helps in workload capacity of the team and in moving forward with the prioritised sites. Alternatives to grid connections are also considered as part of the process to provide more innovative solutions. This includes selling to a large user which may be a more financially viable option given the costs of connecting to the grid and ultimately delivers both greater financial savings and greater income opportunities.

Last Updated: 17-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes	Ruairi Barry - Senior Engineer	Lynne Fensome - Support Manager Environment	Red	Red	↔	Open

Potential Effect: Flooding of homes and businesses across the county
 Potential homelessness
Management Controls: Review our approach to funding capital projects
Progress Comment: Grant availability continues to be monitored. A five year programme of capital works and flood alleviation schemes has been developed based on transparent criteria in line with Welsh Government guidance to feed into the national pipeline programme. These projects have been assessed on affordability and ability to maximise capital funding from internal and external sources and have been submitted to Welsh Government. The required skill sets to implement effective and innovative flood risk management continue to be developed within the team. The latest design for the Mold Flood Alleviation Scheme has been shared with Environment Overview and Scrutiny in December 2017. Further projects will be developed as part of the flood risk management plan thereby strengthening the Council's position in preparing bid cases for funding.

Last Updated: 17-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations around the delivery of flood alleviation schemes are not effectively managed	Ruairi Barry - Senior Engineer	Lynne Fensome - Support Manager Environment	Yellow	Yellow	↔	Open

Potential Effect: Reduced public confidence to effectively manage flood risk
Management Controls: Review our approach to funding capital projects
Progress Comment: A five year programme of capital works and flood alleviation schemes has been developed based on transparent criteria in line with Welsh Government guidance to feed into the national pipeline programme. A pre-consultation draft flood risk management plan has been prepared. We are also developing the Council's website to better inform customers of the duties and responsibilities of the Flood and Coastal Risk Management Team and to advise on other bodies that may have responsibilities in the area e.g. Natural Resources Wales.

Last Updated: 17-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of holistic air quality data across the region leading to on cost for the Council to manage its own review	Dave L Jones - Pollution Control Officer	Lynne Fensome - Support Manager Environment	Yellow	Yellow	↔	Closed

Potential Effect: Knock on effect for capacity within the team to manage own review
Management Controls: Full engagement with the regional project
Progress Comment: The pollution control team has fully engaged with the regional project, and consultants appointed to produce the regional report. All data has been supplied and verified for inclusion in the report, and submitted to Welsh Government within the required timeframe

Last Updated: 01-Nov-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Deterioration of the condition of highways in Flintshire
Management Controls: Focused investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure. Road Safety Scheme identification for improvement to routes through available funding. Maximize funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.
Progress Comment: Preventative and corrective work will be completed across a number of improvement and maintenance schemes of the highest ranked sites within the network as planned, in accordance with available funding. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 17-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Decrease in bus services to residents, particularly in rural areas
Management Controls: Develop services so that they become more commercially viable
Progress Comment: Withdrawal of subsidies could affect the viability of some commercial bus services which may impact on people with no alternative choice of travel particularly rural communities.

Last Updated: 25-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience	Katie Wilby - Transportation and Logistics Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Transport services cannot be provided
Management Controls: i) Management of safety compliance checks.
 ii) Management of financially compliant contracts
Progress Comment: The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors

Last Updated: 19-Jan-2018



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adverse weather conditions on the highway network	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open
<p>Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance Increase in insurance claims</p> <p>Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.</p> <p>Progress Comment: Area Co-ordinators have undertaken a visual review of the condition of all roads, and are also reporting serious defects immediately following the adverse weather events. This is in addition to the regular highway defect inspection regime. Details are being collated and measured to prioritise repairs and future preventative maintenance. A review of funding streams to support the maintenance of the condition of the main highway infrastructure continues to ensure best use of available funding.</p> <p>Last Updated: 17-Jan-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Support Manager Environment	Yellow	Yellow	↔	Open
<p>Potential Effect: i) Planned programme of community transport hubs not delivered. iii) Decreased passenger numbers on bus services. iii) Increase in individual car usage</p> <p>Management Controls: Realistic deliverable programme for 2017/18 of 4 Community Transport Hubs that have been supported by the local communities and Town and Community Councils</p> <p>Progress Comment: Community Benefit clause included in all new transport routes awarded (except local bus), which is a free service provided by the successful tenderers as 'Community Benefit' (subject to the award of tenders within the main contract). A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.</p> <p>Last Updated: 25-Jan-2018</p>						

5 Connected Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

To help grow the sector and sustain itself specific contracts and community benefits work is being targeted at the sector. The development of a range of tools such as community shares is underway that enable existing social enterprises to grow and develop. Projects that are applicable for community shares have been identified and a business case format for these has been developed. Social enterprises attended the Flintshire Business awards and for the first time won a significant award. Wider plan for developing tools for the social enterprise sector shared with the Public Service Board and is forming part of their Community Resilience Action Plan. A session is planned with Community Shares Wales in February when projects will complete outline business cases

Last Updated: 19-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Work has taken place with key social enterprises to strengthen their business plans. This includes establishing two new social enterprises of a significant scale operating in Flintshire through the Alternative Delivery Models (ADM) and Community Asset Transfer Programme. Aura Leisure and Libraries and Holywell Leisure Centre were established and have been operating from the 1st September and 1st April respectively. Reporting of community benefits - Meetings held with organisations who had had asset transfers in 2015 to 2017 and first year reports provided on community benefits. Second Year Review Meetings to be held with the same organisations in March 2018 and in addition, organisations that have completed their asset transfers since 1 April 2017. With the establishment of the Home Farms Trust contract (HFT) which begins on 1st February 2018, three Alternative Delivery Models (ADM's) have been established to operate council services in the past 12 months i.e Aura Leisure and Libraries and NEWydd Catering and Cleaning. To ensure the organisations become more sustaining, regular review meetings are taking place including formal partnership boards to oversee Home Farms Trust (HFT) and Aura.

Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Implement the Digital Strategy and resources to meet future customer needs	Richard Ashley - IT Business Relationship Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

Progress remains steady across all six work streams to identify those projects that can and should be progressed as a matter of priority, and a number have already identified their priorities for inclusion in the action plan. The Digital Customer work stream has been the subject of much work and this is to be the primary focus for the Digital Strategy going forward due to the opportunities it brings to the public and potential for savings to be made. For the first year of the five year strategy there are currently 22 tasks identified and of those, five are marked as complete.

Last Updated: 22-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	60.00%	GREEN	AMBER

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ACTION PROGRESS COMMENTS:

Draft Community Benefits Strategy in place and agreed by Cabinet. This document has also been shared with the Public Services Board. Next steps agreed from the workshop with Economic Development and Procurement, include engagement with the private and social sectors and individual engagement with public sector partners about how they can deliver against the strategy.



Last Updated: 22-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	55.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:



Community Benefits Strategy developed with specific social objectives that enable the social sector to show their unique delivery and value against. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting the establishment of community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint is being prioritised and showcased.

Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The partnership group driving the work of Flintshire's Armed Forces Covenant forward has made progress during the last quarter. Developments and achievements within the Council include a new policy for Reservists in the Council to be supported with an additional two weeks annual leave to attend services-related training. The Council's Recruitment Policy has been revised to include a guaranteed interview to all veterans meeting the essential criteria. An agreement is now in place to capture data from schools about pupils from serving or veteran families in order to understand the scale of support needed and to plan support, including funding. The Council has also provided co-ordination and support of Covenant funding applications within local communities. North Wales Fire and Rescue Services signed up to Flintshire's Covenant in 2017/18 and the first Annual report was endorsed by full County Council. Two Armed Forces Liaison Officers have been appointed for regional co-ordination of the Covenants.</p> <p>Last Updated: 22-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Getting Flintshire active through partnership objectives via the Public Services Board	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: The Public Services Board (PSB) has drafted a Well-being Plan which has five priority areas of work including: Community Resilience, Well-being and Independent Living, Community Safety, Economy and Skills and Environment. The Community Resilience priority has a number of work-streams, one of which is 'Getting Flintshire moving'. This priority area is led by Public Health Wales with two specific activities around reducing sedentary behaviour; one of which is focused on the scale of impact that could be made across the public sector as a major employer and within specific community areas (as pilots). A list of key drivers to support this activity has been developed and will be worked through with Public Services Board (PSB) partners. This is a longer term project which may not show immediate impact in-year, hence the amber rating for outcome.</p> <p>Last Updated: 22-Jan-2018</p>							

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.1M01 Percentage of community benefit clauses in new procurement contracts above £1M	100	100	100	 GREEN	↔	100	100	 GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance

Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: During Q3 one project above £1M has been tendered and includes community benefits. this tender was for the Families First project.

Last Updated: 26-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.2M02 Percentage of community benefit clauses in new procurement contracts under £1M	No Data	0	100	No Data	N/A	0	100	No Data

Lead Officer: Gareth Owens - Chief Officer - Governance

Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: The Council's current Contract Procurement Regulations stipulates that the inclusion of community benefits is optional for contracts below £1M as referenced within the Welsh Procurement Policy Statement. The Council has currently drafted a new Community Benefits Strategy which will be going out to consultation shortly. However in the meantime Community Benefits are still being considered and where relevant included for tender projects between £25,000 and £1m. Due to reporting difficulties on the volume of tenders below £1m, we are unable to determine the percentage of contracts that have had community benefits included.

Last Updated: 23-Jan-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 22-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity of staff to work with and enable social sector organisations to grow and develop</p> <p>Management Controls: Early engagement and co-design in change projects with employees and trade unions</p> <p>Progress Comment: This is a key priority of the Community Resilience priority of the Public Services Board working with all public service staff to support growth of the social sector. As a result a leadership programme will be run by Glyndwr University for public service practitioners who are working with communities enabling them to support communities to increase resilience.</p> <p>Last Updated: 17-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable
Management Controls: Continue to work with the ADM's to grow their entrepreneurial skills and meet with them annually at least to review progress
Progress Comment: Established reviews are planned with each of the Alternative Delivery Models. The first of these partnership reviews has taken place with Aura Leisure and Libraries.

Last Updated: 22-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities
Management Controls: Support to ADM's to ensure their financial plans are resilient if public funding decreases
Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate.
 Draft Business Plans for 2018/19 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable.


Last Updated: 17-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts
Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.
Progress Comment: Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy. Engagement with the community and third sector on the strategy is now being planned.



Last Updated: 17-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber		Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p>Progress Comment: Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now being planned along with the first reviews for organisations that took on Community Asset Transfers after 1st April 2017.</p> <p>Last Updated: 22-Jan-2018</p>						

6 Serving Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Sara Dulson - Finance Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The financial forecast for 2018/19 has been updated regularly with latest intelligence pending the finalisation of the Local Government Settlement, announced in December. It is challenging to provide a meaningful Medium Term Financial Strategy for a 5 year period with such uncertainty over future national funding levels and given other variables including potential national pay awards. The concentration has been on the 2018/19 budget. Stages 1 and 2 of the three stage annual budget-setting process were completed prior to the end of December with several of the key budget efficiency proposals referred for further review by Overview and Scrutiny. Stage 3 will be concluded in February. The medium term forecast will be reviewed and updated in the first quarter of 2018/19.

Last Updated: 22-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2017	31-Mar-2018	42.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The People Strategy is progressing well. High level workforce and succession plans have been completed by all portfolios. Consideration is being given under the invest to save programme to implementing personal evaluation software or an alternative iTrent module to aid succession planning and further enhance our workforce planning capability. Our learning and development offer has been reviewed and enhanced, at its heart is the development of coaching principles to support the introduction of a coaching management style and culture to improve performance management and build resilience across the management hierarchy. Supporting the transition into alternative delivery models remains a priority as does the development of the following work streams are being developed; Reward, Recognition and Well-being - a number of initiatives under this theme have been delivered including the introduction of an Employee Assistance Programme (EAP) via CareFirst and the launch of the Vectis Card, a discount/benefit card.

Last Updated: 05-Feb-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Maximise benefits from spending power through optimising purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The ongoing joint procurement service between Flintshire and Denbighshire continues to identify opportunities for collaborative working to maximise economies of scale. Currently 10 collaborative projects are being procured jointly across both Councils, with another 10 projects identified. Purchasing process efficiencies are expected from the continued rollout of the PROACTIS electronic tendering system.

Last Updated: 10-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2017	31-Mar-2018	60.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

The implementation of the Local Supplier development best practice action plan is ongoing. Three Joint Procurement Taster Session workshops have been held in conjunction with Flintshire Local Voluntary Council (FLVC) to provide advice and guidance to the local Third Sector on various procurement policies as well as assessing the support needed for the Third Sector to compete for Council and public sector contracts. The Procurement Team continues to have regular dialogue / meetings with Business Wales in order to provide tendering support on individual tender projects.

Last Updated: 22-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services Team Leader	In Progress	01-Apr-2017	31-Mar-2018	20.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

The Customer Service Strategy was approved by Cabinet in March 2017. A methodical approach has been taken to evaluate current customer access across the organisation which has identified a high volume of telephone contact and a strong link to the Digital Flintshire Strategy. The priority is to develop digital services to enable customers to do more for

themselves which in turn will reduce telephone contact leading to a better customer experience and efficiencies. The intention is for Organisational Change to provide programme management support to ensure both strategies deliver at the required pace of change to realise efficiencies and service improvements.

Last Updated: 12-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2017	31-Mar-2018	65.00%	 AMBER	 AMBER




ACTION PROGRESS COMMENTS:

Work is underway to undertake a review and refresh of the Capital and Asset Strategy. Work is in progress with Portfolios around the development of a longer term Capital Plan to enable strategic planning and understanding of the Councils Capital Programme. A review of previous funding allocations is in progress to ensure that these allocations are being allocated at the appropriate level capital resources permitting. Portfolio meetings have now been concluded and a capital programme for 2018/19 to 2020/21 is being developed. Current year capital programme schemes being progressed. Progress on the overall programme is reported into Cabinet at regular intervals.

Last Updated: 22-Jan-2018

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Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	2389250	161000	2108250	 AMBER		7940000	6324750	 AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager



Reporting Officer: Sara Dulson - Finance Manager



Aspirational Target:

Progress Comment: Revenue budget monitoring at month 8 reports efficiencies of £7,940,000. This is the latest position for the year to date.

Last Updated: 04-Jan-2018



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP6.1.1.2M02 The percentage of planned efficiencies achieved	91	94	95	 AMBER	↑	94	95	 AMBER
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Finance Manager Aspirational Target: Progress Comment: Revenue budget monitoring at month 8 is reporting 94% of efficiencies achieved to date. Further updates are provided as part of the budget monitoring reports.</p> <p>Last Updated: 04-Jan-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	9.82	2.59	2.25	 AMBER	↑	6.24	6.75	 AMBER

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The full time equivalent (FTE) days lost for the Council during quarter three is 2.59 days. This is an improvement when compared to the same period in 2016/17 which recorded 2.79 days lost. Improving attendance continues to be a high priority. The 2017/18 forecast figure is 8.35 days (FTE) lost. Should the forecast prove accurate, this will mean the 17/18 target of 9.00 (FTE) days lost will be achieved. This will show an improvement of 1.52 (FTE) days lost compared to 2016/17.

Last Updated: 18-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	65	63.46	100	 RED	↓	63.46	100	 RED



Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The target completion rate of appraisals for eligible employees is 100%. However, the completion figure at the end of Quarter 3 was 63%. An annual appraisal report went to Corporate Resources Overview and Scrutiny Committee (CROSC) in January 2018 to explain this.

Workforce composition has recently changed including the transfer of Alternative Delivery Models (ADMs) Aura and NEWydd. Leisure and Libraries (now Aura) who previously had high completion rates of appraisals as part of the Council. However now this has a detrimental impact on the overall figure.

As part of an assurance process to ensure that all employees receive an appraisal, we have follow-up actions and support for all portfolios off target to improve performance markedly by 31.03.18.

Last Updated: 05-Feb-2018



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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
6.1.2.3M03 Percentage of Managers completing stress related programmes	No Data	57.36	75		N/A	57.36	75	



Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The programme is designed to help managers identify signs of stress in themselves and their teams and to deal with it at the earliest opportunity, with help and support from Human Resources (including Occupational Health) when required. A discussion paper on Mental Health was presented to Chief Officer Team in November 2017, actions from the discussion were to develop a Health in the Workplace Policy with supporting guides/toolkits, to make all relevant information/training and support easy to find, and to identify/train mental health champions in each Portfolio. Raising awareness of mental health in the workplace is expected to increase the attendance of stress related programmes in the coming months.

Last Updated: 22-Jan-2018




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP6.1.2.4M04 Percentage of employees completing stress related programmes	No Data	0.49	5.75		N/A	0.49	17.25	
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Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The take-up from employees is lower than expected for the first year of this programme of support. However, we will be targeting specific portfolios and service areas who are most likely to benefit.
 Last Updated: 05-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.1M01 The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)	No Data	5.44	8		N/A	5.44	8	



Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Not all of framework agreements of the National Procurement Service (NPS) are considered to be delivering value for money however, of the 51 frameworks currently in existence the Council is using 10 which are considered to be value for money and not deemed detrimental to local suppliers .
 Last Updated: 10-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.2M02 The percentage of Council spend with Welsh businesses	12	45	50			45	50	



Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The percentage amount will fluctuate between each reporting period based on the amount of total spend for the period as well as the type and volume of procurement projects undertaken
 Last Updated: 12-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.3M03 The percentage of Council spend with Flintshire businesses	6.5	28	28	 GREEN	↑	28	28	 GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The percentage amount will fluctuate between each reporting period based on the amount of total spend for the period as well as the type and volume of procurement projects undertaken
 Last Updated: 12-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.4M04 The percentage of Council spend with businesses within the MDA	8	35	32	 GREEN	↑	35	32	 GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The percentage amount will fluctuate between each reporting period based on the amount of total spend for the period as well as the type and volume of procurement projects undertaken
 Last Updated: 12-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.1M01 The number of services available online and via the Flintshire App	31	139	37.25	 GREEN	↑	276	111.75	 GREEN



Lead Officer: Rebecca Jones - Customer Services Team Leader

Reporting Officer: Rebecca Jones - Customer Services Team Leader

Aspirational Target:

Progress Comment: There are in excess of 100 e-forms available on the Council's website. This means for many services our customers can report, request or pay for a service online. As part of the wider organisational change programme, a detailed review is on-going to ensure services are fully digitised including the introduction of a customer portal enabling customers to do more for themselves.

Last Updated: 22-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.2M02 The number of completed transactions using online services	6587.5	13531	7905	 GREEN	↑	33397	23715	 GREEN

Lead Officer: Rebecca Jones - Customer Services Team Leader

Reporting Officer: Rebecca Jones - Customer Services Team Leader

Aspirational Target:

Progress Comment: There has been a steady increase in the number of people completing their transaction online. Over 13,000 customer transactions were undertaken online (website and mobile app) during quarter 3.

Last Updated: 12-Jan-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Finance Manager	Red	Red	↔	Open
<p>Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.</p> <p>Management Controls: Production of a revised Medium Term Financial Strategy (MTFS) to be published Autumn 2017 which will be updated on an ongoing basis alongside the 2018/19 budget and beyond. The strategy to be reviewed to forecast the financial resources to be available to the Council during the period based on the best available intelligence and identification of solutions available.</p> <p>Progress Comment: The Provisional settlement for Flintshire was received on 10th October 2017. The impact of this for Flintshire was a decrease in funding of 0.9%. This was subject to a consultation period prior to the final settlement in December 2017. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options will be considered January/February 2018.</p> <p>Last Updated: 05-Feb-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes from the Digital Strategy.	Gareth Owens - Chief Officer - Governance	Richard Ashley - IT Business Relationship Manager	Amber	Amber	↔	Open
<p>Potential Effect: That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p>Management Controls: Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed</p> <p>Progress Comment: There is no overall change to this risk at this time. Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed.</p> <p>Last Updated: 03-Jan-2018</p>						



CABINET

Date of Meeting	Tuesday, 20 February 2018
Report Subject	Revenue Budget Monitoring 2017/18 (MONTH 9)
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 9 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 £0.908m greater than budget
- Projected contingency reserve balance as at 31 March 2018 of £4.174m

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).
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REPORT DETAILS

1.00	EXPLAINING THE MONTH 9 POSITION																																																																																
1.01	<p><u>Council Fund Overall Position</u></p> <p>The operating deficit reported is £0.908m greater than the budget which is an increase of £0.062m in 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>63.290</td> <td>0.836</td> </tr> <tr> <td>Community & Enterprise</td> <td>12.518</td> <td>12.540</td> <td>11.617</td> <td>(0.886)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>27.467</td> <td>27.578</td> <td>29.684</td> <td>2.132</td> </tr> <tr> <td>Planning & Environment</td> <td>5.043</td> <td>4.931</td> <td>5.253</td> <td>0.296</td> </tr> <tr> <td>Education & Youth</td> <td>10.966</td> <td>10.981</td> <td>11.171</td> <td>0.187</td> </tr> <tr> <td>Schools</td> <td>88.862</td> <td>88.928</td> <td>88.862</td> <td>0.000</td> </tr> <tr> <td>People & Resources</td> <td>4.283</td> <td>4.118</td> <td>4.572</td> <td>0.486</td> </tr> <tr> <td>Governance</td> <td>7.675</td> <td>7.655</td> <td>7.764</td> <td>0.108</td> </tr> <tr> <td>Organisational Change 1</td> <td>5.801</td> <td>5.587</td> <td>5.843</td> <td>0.077</td> </tr> <tr> <td>Organisational Change 2</td> <td>2.422</td> <td>2.288</td> <td>1.985</td> <td>(0.292)</td> </tr> <tr> <td>Chief Executive</td> <td>3.008</td> <td>2.926</td> <td>2.796</td> <td>(0.132)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>25.642</td> <td>25.172</td> <td>23.228</td> <td>(1.905)</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>256.065</td> <td>0.908</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	63.290	0.836	Community & Enterprise	12.518	12.540	11.617	(0.886)	Streetscene & Transportation	27.467	27.578	29.684	2.132	Planning & Environment	5.043	4.931	5.253	0.296	Education & Youth	10.966	10.981	11.171	0.187	Schools	88.862	88.928	88.862	0.000	People & Resources	4.283	4.118	4.572	0.486	Governance	7.675	7.655	7.764	0.108	Organisational Change 1	5.801	5.587	5.843	0.077	Organisational Change 2	2.422	2.288	1.985	(0.292)	Chief Executive	3.008	2.926	2.796	(0.132)	Central & Corporate Finance	25.642	25.172	23.228	(1.905)						Total	255.156	255.156	256.065	0.908
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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 1.10 below. As has been the practice in recent years where a variance has been</p>																																																																																

	<p>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 £2.132m 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>The net position on the projected overspend excluding the conscious changes to policy and practice is a now an operating deficit of £0.795m.</p>
1.05	<p><u>Social Services</u></p> <p>The projected outturn for Out of County placements in Children’s Services is currently £1.462m over budget due to the number of high cost placements, this is an increase of £0.097m from the figure reported in month 8.</p>
1.06	<p><u>Education & Youth</u></p> <p>The projected outturn for the education element of Out of County placements is reporting an overspend of £0.322m. This is an increase of £0.092m from the amount reported in month 8. This increase is due to a number of new placements which have commenced within this period as well as extending the duration of two placements.</p>
1.07	<p>There is a continuing risk in the volatility of demand for Out of County Placements and the impact on service costs which cannot be predicted with any certainty. There is always a risk of significant variances occurring such as those reported in paragraphs 1.05 and 1.06 above. This area continues to be closely monitored.</p>
1.08	<p><u>Planning & Environment</u></p> <p>There is a projected in-year Planning Fee Income shortfall of £0.255m due to the impact of the Welsh Government requirements for major developers to enter into pre consultation as detailed in the previous report.</p>
1.09	<p><u>Community & Enterprise</u></p> <p>There is a projected underspend on the Council Tax Reduction Scheme (CTRS) of £0.556m based on current demand which will be kept under review throughout the year together. There is also a favourable variance on the Council Tax Collection fund of £0.440m due to Single Person Discount review work.</p>
1.10	<p><u>Central & Corporate Finance</u></p> <p>There is a positive variance of £1.905m projected within this area which is</p>

	<p>mainly due to the finalisation of social care funding issues as previously reported.</p> <p>The projected underspend reported in month 8 has increased by £0.142m and is mostly due to an expected increase in the support services recharge to the HRA which has occurred as a result of an annual review of support charges.</p> <p>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 £0.325m, offset by a shortfall in the income target of £0.407m and lower than anticipated levels of car parking income at County Hall of £0.080m.</p> <p>There is also a positive variance due to the auto enrolment of employees to the pension scheme which became effective in October 2017 (now deferred until January 2018). As employers are legally compelled to enrol eligible staff into a qualifying pension scheme budget provision was set aside to meet potential pension contribution costs. Early analysis indicates that the actual numbers are less than originally estimated, and when combined with the postponement of the auto enrolment date, gives a favourable in year variance of £0.443m.</p>
1.11	<p><u>Significant Movements between Month 8 and Month 9 Budget</u></p> <p>Most budget transfers between portfolios this month are minor, however there was a significant movement transferring budget for pension deficit recovery from Organisational Change 1 to Central and Corporate Finance. This was an accounting adjustment.</p>
1.12	<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 £7.966m (94%) of the efficiencies would be achieved which is 1% 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>
1.13	<p><u>Tracking of In Year Risks and Emerging Issues</u></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>

1.14	In addition to the known risks referred to above there are also a number of new risks which have emerged in-year and are incorporated into the projected outturn.
1.15	A comprehensive and robust piece of work has been undertaken to assess the risks and mitigations of these variances and any potential impacts on the 2018/19 budget. The outcome of this work is detailed in the 'Stages One and Two of the Council Fund Budget 2018/19 and Planning for the Closing Stage Three' report which is reported to Council on 30 January 2018.
1.16	<p>Winter Maintenance</p> <p>As at the 8th January the Winter Maintenance budget has been expended in full due to the recent snow event and adverse weather which could result in the use of the winter maintenance reserve. An average winter consists of 70 turnouts and 5 snow days. The service has currently had 83 turnouts to date with the potential for further adverse weather over the next few months. A total of 2,024 tonnes of salt was spread during the snow period in December.</p>
1.17	<p>Inflation</p> <p>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).</p>
1.18	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.
1.19	A limited amount of funding was set aside in the 2017/18 budget for non-standard inflation (NSI) and to date no allocations have been made. Until the impact of the winter months is known it is difficult to project accurately the final costs and any likely contribution from the allocation. These areas continue to be closely monitored and updates will be provided in future reports.
1.20	<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>
1.21	Taking into account the current projected overspend at Month 9 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2018 is projected to be £4.174m as detailed in appendix 4.
1.22	<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>

1.23	<table border="1"> <thead> <tr> <th data-bbox="320 197 900 304">Reserve Type</th> <th data-bbox="900 197 1123 304">Balance as at 01/04/17</th> <th data-bbox="1123 197 1347 304">Estimated Balance as at 31/03/18</th> </tr> </thead> <tbody> <tr><td data-bbox="320 304 900 338">Service Balances</td><td data-bbox="900 304 1123 338">1,413,108</td><td data-bbox="1123 304 1347 338">719,298</td></tr> <tr><td data-bbox="320 338 900 371">Schools Balances</td><td data-bbox="900 338 1123 371">1,556,300</td><td data-bbox="1123 338 1347 371">(27,836)</td></tr> <tr><td data-bbox="320 371 900 405">Single Status/Equal Pay</td><td data-bbox="900 371 1123 405">4,484,743</td><td data-bbox="1123 371 1347 405">2,002,012</td></tr> <tr><td data-bbox="320 405 900 439">Investment & Organisational Change</td><td data-bbox="900 405 1123 439">937,736</td><td data-bbox="1123 405 1347 439">500,000</td></tr> <tr><td data-bbox="320 439 900 472">Budget Strategy Reserve</td><td data-bbox="900 439 1123 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1.24	<p>Work has commenced to review the earmarked reserves which include some service balances carried forward to fund specific expenditure in year and some reserves with specific terms and conditions attached to them which commits them to be spent in a certain way. The challenge is for those that have not been used within the timeframe originally specified with the aim that some reserves are re-categorised for Corporate use to assist with short term transitional help to balance the budget in 2018/19 and beyond.</p> <p>As requested at the previous Corporate Resources Overview Scrutiny Committee further work has been undertaken to review the reserves and balances which have not been drawn upon this financial year. The outcome of this work will be reported verbally to Informal Cabinet.</p>																																																																																										
1.25	<p>Housing Revenue Account</p> <p>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.</p>																																																																																										
1.26	The 2017/18 budget for the HRA is £33.633m which includes a movement																																																																																										

	of £0.035m from reserves.
1.27	The Month 9 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 1.13 to 1.16. 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 8 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	None required. Contact Officer: Sara Dulson (Finance Manager) Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
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7.01	Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.02	Council Fund: the fund to which all the Council's revenue expenditure is charged.
7.03	Financial Year: the period of twelve months commencing on 1 April.
7.04	Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.
7.05	Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.
7.07	Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.08	Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.
7.09	Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.
7.10	Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.
7.11	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.

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	0.031	Reduction in Residential Care property income
Resources & Regulated Services	0.052	Residential and Nursing Care reduction in service user contributions income
Other Minor Variances	(0.002)	
Disability Services		
Resources & Regulated Services	(0.142)	Additional income from Supporting People reserve and former Independent Living Fund
Transition & Disability Services	0.044	Changes to salary allocations - Social Worker previously funded from Integrated Care Fund and one off funding for project support
Other Minor Variances	0.013	
Mental Health Services		
Residential Placements	(0.102)	Reduction in placements, changes to 1 other care package costs and increased income
Other Minor Variances	0.029	Net minor variances, each less than £0.025m the largest of these variances an increase in outturn Substance Misuse for £0.023m.
Children's Services		
Professional Support	0.041	Children's Integrated Disability Service (CIDS) - increased staffing and direct payments to service users
Out of County Placements	0.097	Changes to placement costs and 1 new high cost placement
Other Minor Variances	0.024	
Development & Resources		
Other Minor Variances	(0.022)	
Total Social Services	0.063	
Community & Enterprise		
Customer And Housing Services	0.014	Minor variances.
Council Fund Housing	0.018	Minor variances.
Regeneration	0.003	Minor variances.
Revenues & Benefits	0.007	Minor variances.
Housing Programmes	(0.004)	Minor variances.
Total Community & Enterprise	0.037	
Streetscene & Transportation		
Ancillary Services & Performance		
Waste Collection	0.030	Delay in the development of the new Rockcliffe HRC site.
Other Minor Variances	(0.005)	Minor variances.
Highways Network		
Other Minor Variances	0.002	Minor variances.
Transportation & Logistics		
Other Minor Variances	0.001	Minor variances.
Total Streetscene & Transportation	0.028	

Planning & Environment		
Business		
Minor Variances	0.002	Minor variances.
Community		
Minor Variances	(0.002)	Minor variances.
Development		
Minor Variances	(0.008)	Minor variances.
Access		
Minor Variances	(0.001)	Minor variances.
Shared Services		
Minor Variances	0.000	Minor variances.
Strategy		
Other Minor Variances	(0.014)	Minor variances.
Total Planning & Environment	(0.024)	
Education & Youth		
Inclusion & Progression	0.077	Adverse movement in variance largely relates to Out of County placements £0.075m. Several new placements have been agreed during the period, two placements due to end have also been extended. Includes other minor variances from within service area £0.002m.
School Improvement Systems	(0.015)	Minor variances from across service area. Includes savings from a current vacant post.
Business Change & Support	0.002	Minor variances from across service area.
Total Education & Youth	0.064	
Schools	(0.000)	
People & Resources		
HR & OD	0.008	Minor variances.
Corporate Finance	0.023	Minor variances.
Total People & Resources	0.031	
Governance		
Legal Services	0.003	Minor variances.
Democratic Services	0.013	Minor variances.
Internal Audit	0.000	Minor variances.
Procurement	(0.022)	Minor variances.
ICT	(0.000)	Minor variances.
Total Governance	(0.005)	
Organisational Change 1		
Public Libraries & Arts, Culture & Events	0.001	Minor variances.
Museums	(0.000)	Minor variances.
County Archives	0.001	Minor variances.
Leisure	0.000	Minor variances.
Community Assets	0.000	Minor variances.
Total Organisational Change 1	0.002	
Organisational Change 2		
Administrative Buildings	(0.005)	Minor variances.
Agricultural Estates	0.011	Minor variances.
Property Asset And Development	0.017	Minor variances.
Caretaking & Security	(0.008)	Minor variances.
Industrial Units	(0.044)	£0.027m underspend resulting from a reduced repairs and maintenance spend. Minor variances £0.017m.
CCTV & Open Spaces	0.017	Minor variances.
Minor Variances	0.023	Minor variances.
Total Organisational Change 2	0.011	
Chief Executive	(0.002)	Minor variances.

Central and Corporate Finance	(0.142)	Review of Support Service charges has led to increased income charge to the Housing Revenue Account £0.104m. Apprentice Tax Levy reduced £0.030m due to increased data. Pension Fund reduced variance £0.030m surplus of budget, impact of Alternative Delivery model. Minor variances increase by £0.022m
Grand Total	0.062	

Budget Monitoring Report
Council Fund Variances

MONTH 9 - 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	15.616	(0.375)	(0.406)	Residential and Nursing Care reflects a projected overspend of £0.107m due to the increase in service users as a consequence of the increase in the Residential Care capital limit from £24,000 to £30,000 which wasn't fully funded by Welsh Government. Domiciliary Care reflects a projected underspend of £0.099m based on existing service users. Other underspends include a projected underspend of £0.105m on Intake/First Contact of which £0.071m is due to part year vacancy savings from within the Single Point of Access team. Locality Teams staffing reflects a projected underspend of £0.245m due to short term vacancy savings for a number of posts. Overall net minor variances amount to £0.033m.	Continue to lobby Welsh Government seeking regional support on the basis that the additional funding allocated by Welsh Government was inadequate to meet the full cost of additional service users.
Reablement Services	0.469	0.398	(0.071)	(0.074)	Reablement reflects a projected underspend of £0.071m which is due to additional Continuing Health Care (CHC) funding from BCUHB	Continue to monitor and review.
Community Equipment Contribution	0.478	0.373	(0.105)	(0.100)	Following review and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have been updated resulting in a reduced level of contribution from FCC going forward. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	These savings have been earmarked for future realignment to meet some of the revenue costs funding requirement for the new Flint Extra Care facility - Llys Raddington.
Resources & Regulated Services	5.983	5.565	(0.418)	(0.470)	The main influences on the projected underspend of £0.418m are short term vacancy savings within extra care schemes £0.207m due to recruitment and retention difficulties in the care sector. Additional residential client contributions amount to £0.236m, and other minor variances amount to a net +£0.025m.	Continue to monitor and review.
Minor Variances	0.234	0.231	(0.003)	(0.002)		
Disability Services						
Resources & Regulated Services	19.744	19.805	0.061	0.202	The reduced projected overspend of £0.061m is mainly due to demand influences within in-house and externally provided Supported Living, there are some offsetting under and overspends within Work Opportunities/Day Centre and PDSI services are being reviewed with a view to corrective action being taken by way of budget realignment.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Disability Services	0.716	0.531	(0.185)	(0.186)	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	0.027	(0.142)	(0.153)	The projected underspend is due mainly to short term vacancy savings.	Continue to monitor and review.
Minor Variances	0.692	0.733	0.041	(0.003)		
Mental Health Services						
Residential Placements	1.140	1.402	0.263	0.365	Ongoing pressure due to the numbers of long term residential placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Minor Variances	2.525	2.463	(0.062)	(0.090)		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Children's Services						
Family Placement	2.464	2.667	0.203	0.188	The projected overspend is due to the number of children in care. There has been an increase in the number of children who are subject to Foster Care/Special Guardianship/Adoption who have moved through the age barriers. Other influences include new adoption and Special Guardianship Order (SGO) payments and new Foster Carers entering the system, foster carers progressing from Level 1, 2, 3 and 4. Travel costs and Christmas and birthday allowances.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Family Support	0.296	0.370	0.074	0.073	There are pay pressures due to a combination of new contractual arrangements having been implemented for sessional workers and a number of the staff working significant additional hours.	Continue to monitor and review.
Professional Support	4.808	5.059	0.250	0.209	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	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Out of County Placements	3.641	5.103	1.462	1.365	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.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Minor Variances	1.291	1.307	0.016	0.007		
Development & Resources						
Charging Policy income	(2.641)	(2.783)	(0.142)	(0.148)	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	0.907	0.097	0.098	There are continued significant demand influenced pressures on this service particularly within Adults safeguarding due to a significant increase in the numbers of referrals and the ongoing impact of the Deprivation of Liberty Safeguarding (DoLS) assessments.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Good Health	0.941	0.820	(0.121)	(0.116)	The projected underspend is due to a number of short term vacancy savings and from recouping an overpayment from a Voluntary Organisation.	Continue to monitor and review.
Minor Variances	2.704	2.696	(0.008)	0.014		
Total Social Services	62.454	63.290	0.836	0.773		
Community & Enterprise						
Customer And Housing Services	1.568	1.615	0.046	0.033	Additional expenditure projected on Temporary Homeless Accommodation of £0.035m resulting from a reduction in Housing Benefit income due to Universal Credit roll out. Other variances within the service £0.011m.	Continue to monitor increased expenditure in the Homelessness Service and report on any significant variances.
Council Fund Housing	(0.372)	(0.415)	(0.043)	(0.061)	Net efficiency of £0.043m across the service arising from vacancy savings in Accommodation Support £0.110m, increased expenditure on alarm monitoring £0.036m and the purchase of carelink equipment £0.038m. Other variances across the service £0.007m.	Continue to monitor expenditure in 17/18 and into 18/19.
Regeneration	0.412	0.512	0.100	0.097	Variance relates to Markets income review £0.052m and unachieved framework income for Energy Efficiency projects within 2017/18 £0.050m. Includes other minor variances £0.002m.	Continue to closely monitor income levels.
Revenues & Benefits	10.792	9.798	(0.994)	(1.001)	Projected underspend on the budgeted provision for Council Tax Reduction Scheme £0.556m. Anticipated surplus on the Council Tax Collection Fund following the conclusion of the Single Person Discount review work £0.440m. Other minor variances of £0.002m from across the service.	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	0.009	Minor variances.	Continue to monitor and review.
Total Community & Enterprise	12.540	11.654	(0.886)	(0.923)		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - 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	7.589	0.470	0.440	<p>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.</p> <p>Environment and Sustainable Development (ESD) grant pressure £0.111m due to the reduction of the grant in 17/18 of 3.7%.</p> <p>Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate £0.075m.</p> <p>Increase in CPI apply to the waste treatment contract of 2.8% above the 1% built into the monitoring, 0.030m.</p> <p>£0.020m pressure from additional NNDR costs due to the reassessment of two HRC sites.</p> <p>Potential risk around plastic recycling prices. Its expected in 6 months time prices will drop due to external market factors.</p>	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)	0.017	0.102	0.109	Shortfall of income from Flint Car Parking £0.100m. Pressure due to the town centre development being ongoing and impacting on the rollout of changes across the town.	Keep under review as part of MTFS Reported in Programme Board Efficiency Tracker
Other Minor Variances	0.796	0.795	(0.001)	(0.003)		
Highways Network						
Highways Network	7.466	7.812	0.345	0.344	<p>Due to ongoing discussions on Community Asset Transfers (CATs), the maintenance liability being transferred for Cemeteries to Town/Community Councils totalling £0.050m has not yet been implemented.</p> <p>Street lighting energy prices above the 2% standard with an increase of 16% resulting in a pressure of £0.131m.</p> <p>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.</p> <p>Balance a cumulative amount of minor variances.</p> <p>As at the 8th January the Winter Maintenance budget has been expended due to the recent snow event and adverse weather which will result in the use of winter maintenance reserves. Average winter consists of 70 turnouts and 5 snow days. The service has currently had 83 turnouts to date with the potential for further adverse weather over the next few months. 2,024 tonnes of salt was spread during the snow period in December.</p>	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	4.707	0.189	0.188	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 £0.039m.	Keep under review as part of MTFS
School Transport	4.734	4.919	0.185	0.185	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 through the transportation retendering exercise.
Transportation	1.598	2.439	0.842	0.841	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	Keep under review as part of MTFS. Reported in Programme Board Efficiency Tracker
Other Minor Variances	1.432	1.431	(0.001)	(0.000)		
Total Streetscene & Transportation	27.578	29.710	2.132	2.104		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - 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	0.476	0.525	0.049	0.056	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.	Funding for one post secured from Homelessness Grant Community And Housing
Minor Variances	1.086	1.076	(0.010)	(0.019)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
Community						
Pest Control	0.004	0.058	0.054	0.050	Despite the fact that the service has seen an increase in referrals during 2016/17 and onwards into 2017/18, the income target is unlikely to be achieved, based on current projections.	
Minor Variances	0.896	0.845	(0.052)	(0.046)	Cumulative minor variances from a number of services.	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Development						
Development Management	(0.384)	(0.148)	0.236	0.255	The projected Planning Fee Income shortfall is currently £0.255m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast but the number of applications has increased. The annual income target for non-statutory Pre-Application Fees was met in Q1 and income has continued to remain at consistent levels. Minor variances £0.019m.	Continue to monitor Planning Fee levels and adjust projection accordingly
Minor Variances	0.158	0.117	(0.041)	(0.052)	Minor variances.	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Access						
Greenfield Valley	0.326	0.292	(0.034)	(0.039)	Vacancy savings and reduced zero hours contracts	Service review within Countryside is currently being undertaken
Minor Variances	1.015	1.007	(0.008)	(0.003)	Minor variances.	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Shared Services						
Minor Variances	0.177	0.177	(0.000)	(0.000)	Minor variances.	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Strategy						
Minor Variances	0.833	0.818	(0.015)	(0.013)	Minor variances.	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Management Strategy	0.343	0.460	0.117	0.130	Balance of Business Planning Efficiencies for Staffing	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Total Planning & Environment	4.931	5.227	0.296	0.320		
Education & Youth						
Inclusion & Progression	6.843	7.165	0.322	0.245	Variance largely relates to Out of County placements £0.337m. Several new placements identified during the period, two placements due to end have also been extended. Includes other minor variances from across the service area £0.015m.	Continue close monitoring arrangements and updates following moderation meetings.
Integrated Youth Provision	1.343	1.297	(0.046)	(0.047)	Minor variances from across service area.	
School Improvement Systems	1.807	1.758	(0.049)	(0.034)	Minor variances from across service area.	
Business Change & Support	0.377	0.337	(0.040)	(0.042)	Minor variances. Includes savings following the review of software purchase.	
Minor Variances	0.611	0.611	0.000	(0.000)		
Total Education & Youth	10.981	11.168	0.187	0.123		
Schools						
	88.928	88.928	(0.000)	0.000		
People & Resources						
HR & OD	2.029	2.227	0.198	0.190	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	2.089	2.376	0.288	0.265	This is due to the roll out of manager self service and the operating model review taking longer than planned	Continue to look for income maximisation a progress structural review
Total People & Resources	4.118	4.603	0.486	0.455		
Governance						
Legal Services	0.688	0.705	0.017	0.014	Minor variances	Continue to monitor and review
Democratic Services	1.924	1.942	0.018	0.005	Minor variances	Continue to monitor and review
Internal Audit	0.443	0.375	(0.068)	(0.069)	The underspend is due to in-year vacancies	Continue to monitor and review
Procurement	0.168	0.274	0.106	0.128	Due to 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	4.432	4.467	0.035	0.035	Minor variances	Continue to monitor and review
Total Governance	7.655	7.763	0.108	0.114		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 1						
Public Libraries & Arts, Culture & Events	0.763	0.770	0.007	0.006	Minor variances.	Continue to monitor and report on any significant variances.
Museums	0.028	0.028	(0.000)	(0.000)	Minor variances.	Continue to monitor and report on any significant variances.
County Archives	0.286	0.290	0.004	0.003	Minor variances.	Continue to monitor and report on any significant variances.
Leisure	4.485	4.552	0.067	0.067	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 report on any significant variances.
Community Assets	0.024	0.024	0.000	0.000	Minor variances.	Continue to monitor and report on any significant variances.
Total Organisational Change 1	5.587	5.664	0.077	0.075		
Organisational Change 2						
Administrative Buildings	1.241	1.125	(0.115)	(0.111)	£0.107m estimated efficiencies from the closure of phases 3 and 4 in County Hall. Other minor variances	Continue to monitor and report on any significant variances.
Enterprise Centres	(0.041)	(0.041)	(0.000)	(0.000)	Minor Variances	
Agricultural Estates	(0.189)	(0.149)	0.040	0.028	Minor Variances	Continue to monitor and report on any significant variances.
Property Holdings	0.015	(0.031)	(0.046)	(0.025)	Minor Variances	Continue to monitor and report on any significant variances.
Property Asset And Development	0.446	0.361	(0.084)	(0.101)	£0.066m in year salary savings. Other minor variances £0.018m.	Continue to monitor and report on any significant variances.
Caretaking & Security	0.302	0.252	(0.050)	(0.042)	£0.018m contractor savings. Other minor variances £0.032m.	Continue to monitor and report on any significant variances.
CPM & Design Services	0.691	0.517	(0.174)	(0.217)	£0.095m projected additional fee income above target. £0.070m in year salary savings. Other minor variances £0.009m.	Continue to monitor and report on any significant variances.
Industrial Units	(1.153)	(1.065)	0.089	0.132	£0.089m as a result of unachieved rental income, to be offset against office efficiencies.	Continue to monitor and report on any significant variances.
Minor Variances	0.977	1.025	0.048	0.031		
Total Organisational Change 2	2.288	1.996	(0.292)	(0.303)		
Chief Executive	2.926	2.794	(0.132)	(0.130)	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
Central and Corporate Finance	25.172	23.267	(1.905)	(1.763)	An underachievement on the income target of £0.407m, though work is continuing to identify areas of opportunity. Support Services recharge, has resulted in a shortfall of £0.130m due to a reduction in overall operating costs. Car parking permit income shortfall of £0.080m. Reduced audit fees, underspend of £0.127m 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. Projected Pension fund variance £0.325m due to surplus of budget required for increase in contributions in 2017/18. Apprentice Tax Levy underspend of £0.079m, increased data has enabled a more accurate projection. Auto enrolment of employees to the pension scheme became effective in October 2017. Early analysis indicates that the actual numbers are less than estimated which gives a favourable in year variance of £0.443m. Windfall income an underachievement of £0.060m.	Work is continuing to identify areas of opportunity to generate income. Keep under review as part of MTFS considerations. Social Services - keep under review as part of MTFS considerations to assess 18/19 impact. Pension Fund / Apprentice Tax Levy - Keep under review in year to consider potential for mitigation of 18/19 pressure. Auto enrolment - further analysis is required to assess the impact on 2018/19.
Grand Total	255.156	256.065	0.908	0.846		

2017/18 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over
	2017/18 £(m)	2017/18 £(m)	Achievement 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 alternative approaches to in house day services and work opportunity schemes.	0.250	0.162	(0.088)
Total Social Services	0.250	0.162	(0.088)
Education & Youth			
Music Service to move to full cost recovery model.	0.035	0.012	(0.023)
Total Education & Youth	0.035	0.012	(0.023)
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	0.756	0.556
Total Community & Enterprise	0.200	0.756	0.556
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		%	£
Total Projected 2017/18 Budget Efficiencies Underachieved		100	8.433
Total Projected 2017/18 Budget Efficiencies Underachieved		6	0.467
Total Projected 2017/18 Budget Efficiencies Achieved		94	7.966

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		(0.908)
Total Contingency Reserve as at 31st March 2018		4.174

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(32.269)	(32.349)	(0.080)	0.005	£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. £0.187m relates to a reduction in the contribution towards the provision for bad debts. £0.064m relates to Council Tax credits. £0.052m relates to both delays in the handover of new properties and loss of income relating to the number of void properties. The remaining £0.006m relates to minor variances.	
Capital Financing - Loan Charges	7.545	7.488	(0.059)	(0.134)	£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. £0.075m relates to the anticipated support services charge relating to Corporate Management and Democratic Representation.	
Estate Management	1.633	1.583	(0.049)	(0.043)	Minor Variance	
Landlord Service Costs	1.386	1.380	(0.006)	(0.009)	Minor Variance	
Repairs & Maintenance	8.559	8.041	(0.518)	(0.496)	A saving of £0.518m is anticipated on Repairs and Maintenance. £0.210m relates to staffing costs. £0.347m relates to subcontractor spend. This expenditure is reflected in the capital budget. £0.035m relates to increased costs for Fleet damage to vehicles. The remaining £0.004m relates to minor variances.	
Management & Support Services	2.273	2.227	(0.046)	(0.068)	Minor Variance	
Capital Expenditure From Revenue (CERA)	10.863	11.470	0.608	0.584	The variance of £0.608m 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	0.197	0.151	0.151	£0.146m relates to SHARP pre-development costs which were approved by Cabinet in March 2017. If these schemes are approved before 31st March 2018, then costs will be capitalised. The remaining £0.005m relates to minor variances.	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, 20 th February 2018
Report Subject	Capital Programme Monitoring 2017/18 (Month 9)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report By	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2017/18 since Month 6 (September 2017) to the end of month 9 (December 2017), along with expenditure to date and projected outturn.

The Capital Programme has seen a net increase of £0.748m during the period. This is comprised of:-

- Increases in the programme of £1.245m (CF £1.245m, HRA £0m);
- Decreased by Carry Forward to 2018/19 of £0.497m approved by Cabinet at Month 6.

Actual expenditure was £37.314m.

The Final Settlement announced by Welsh Government (WG) in December 2017 reduced annual capital funding in 2018/19 onwards by £0.118m per annum, thereby increasing the shortfall in the total programme (2017/18 - 2019/20) by £0.236m. However, due to the level of receipts generated in year the current position is a surplus of £0.201m. This means that funding is now in place for all schemes approved as part of the 2017/18 budget round, including allocations for 2018/19 and 2019/20.

RECOMMENDATIONS

(1)	Cabinet are requested to approve the overall report.
(2)	Cabinet are requested to approve the additional Prudential Borrowing of £0.400m in regard to AURA capital works as set out at 1.16
(3)	Cabinet are requested to approve the carry forward adjustments set out at 1.17.

REPORT DETAILS

1.00	EXPLAINING THE MONTH 9 CAPITAL PROGRAMME MONITORING POSITION- 2017/18																																																																																																																			
	Background																																																																																																																			
1.01	The Council approved a Council Fund (CF) capital programme of £19.435m and a Housing Revenue Account (HRA) capital programme of £27.744m for 2017/18 at its meeting of 14 th February, 2017.																																																																																																																			
1.02	For presentational purposes the capital programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is ring fenced and can only be used for HRA purposes.																																																																																																																			
	Changes since Budget approval																																																																																																																			
1.03	Table 1 below sets out how the programme has changed during 2017/18. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-																																																																																																																			
	<p>Table 1</p> <table border="1"> <thead> <tr> <th rowspan="2">REVISED PROGRAMME</th> <th rowspan="2">Original Budget 2017/18 £m</th> <th rowspan="2">Carry Forward from 2016/17 £m</th> <th colspan="3">2017/18 Previously Reported</th> <th rowspan="2">Changes - This Period £m</th> <th rowspan="2">Revised Budget 2017/18 £m</th> </tr> <tr> <th>Changes £m</th> <th>Carry Forward to 2018/19 £m</th> <th>Savings £m</th> </tr> </thead> <tbody> <tr> <td>Chief Executives</td> <td>0.100</td> <td>0</td> <td>0</td> <td>(0.035)</td> <td>0</td> <td>0</td> <td>0.065</td> </tr> <tr> <td>People & Resources</td> <td>0.250</td> <td>0.153</td> <td>(0.150)</td> <td>0</td> <td>0</td> <td>0</td> <td>0.253</td> </tr> <tr> <td>Governance</td> <td>0.620</td> <td>0.145</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.765</td> </tr> <tr> <td>Education & Youth</td> <td>7.792</td> <td>0.453</td> <td>0.736</td> <td>0</td> <td>0</td> <td>(0.065)</td> <td>8.916</td> </tr> <tr> <td>Social Care</td> <td>2.145</td> <td>0</td> <td>0.023</td> <td>(1.725)</td> <td>0</td> <td>0</td> <td>0.443</td> </tr> <tr> <td>Community & Enterprise</td> <td>5.044</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.580</td> <td>5.624</td> </tr> <tr> <td>Planning & Environment</td> <td>0.000</td> <td>1.011</td> <td>0.065</td> <td>(0.581)</td> <td>0</td> <td>0.088</td> <td>0.583</td> </tr> <tr> <td>Transport & Streetscene</td> <td>2.110</td> <td>0.820</td> <td>6.089</td> <td>(0.431)</td> <td>0</td> <td>0.352</td> <td>8.940</td> </tr> <tr> <td>Organisational Change 1</td> <td>0.524</td> <td>0</td> <td>2.122</td> <td>0</td> <td>0</td> <td>0.240</td> <td>2.886</td> </tr> <tr> <td>Organisational Change 2</td> <td>0.850</td> <td>1.007</td> <td>0</td> <td>(0.055)</td> <td>0</td> <td>0.050</td> <td>1.852</td> </tr> <tr> <td>Council Fund Total</td> <td>19.435</td> <td>3.589</td> <td>8.885</td> <td>(2.827)</td> <td>0.000</td> <td>1.245</td> <td>30.327</td> </tr> <tr> <td>HRA Total</td> <td>27.744</td> <td>0</td> <td>1.351</td> <td>0</td> <td>0</td> <td>0</td> <td>29.095</td> </tr> <tr> <td>Programme Total</td> <td>47.179</td> <td>3.589</td> <td>10.236</td> <td>(2.827)</td> <td>0.000</td> <td>1.245</td> <td>59.422</td> </tr> </tbody> </table>	REVISED PROGRAMME	Original Budget 2017/18 £m	Carry Forward from 2016/17 £m	2017/18 Previously Reported			Changes - This Period £m	Revised Budget 2017/18 £m	Changes £m	Carry Forward to 2018/19 £m	Savings £m	Chief Executives	0.100	0	0	(0.035)	0	0	0.065	People & Resources	0.250	0.153	(0.150)	0	0	0	0.253	Governance	0.620	0.145	0	0	0	0	0.765	Education & Youth	7.792	0.453	0.736	0	0	(0.065)	8.916	Social Care	2.145	0	0.023	(1.725)	0	0	0.443	Community & Enterprise	5.044	0	0	0	0	0.580	5.624	Planning & Environment	0.000	1.011	0.065	(0.581)	0	0.088	0.583	Transport & Streetscene	2.110	0.820	6.089	(0.431)	0	0.352	8.940	Organisational Change 1	0.524	0	2.122	0	0	0.240	2.886	Organisational Change 2	0.850	1.007	0	(0.055)	0	0.050	1.852	Council Fund Total	19.435	3.589	8.885	(2.827)	0.000	1.245	30.327	HRA Total	27.744	0	1.351	0	0	0	29.095	Programme Total	47.179	3.589	10.236	(2.827)	0.000	1.245	59.422
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1.04	<p>Carry Forward from 2016/17</p> <p>Carry forward sums from 2016/17 to 2017/18, totalling £3.589m (CF £3.589m, HRA £0.000m), were approved as a result of the quarterly monitoring reports presented to Cabinet during 2016/17.</p>																																																																								
1.05	<p>Changes during this period</p> <p>Changes during this period have resulted in a net increase in the programme total of £1.245m (CF £1.245m, HRA £0m). A summary of the changes, detailing major items, is shown in Table 2 below:-</p> <p>Table 2</p> <table border="1" data-bbox="343 638 1364 1736"> <thead> <tr> <th colspan="3" style="text-align: center;">CHANGES DURING THIS PERIOD</th> </tr> <tr> <th></th> <th style="text-align: center;">Para</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td colspan="3"><u>COUNCIL FUND</u></td> </tr> <tr> <td colspan="3">Increases</td> </tr> <tr> <td>Private Sector Housing Renewal</td> <td style="text-align: center;">1.06</td> <td style="text-align: right;">0.580</td> </tr> <tr> <td>Play Areas</td> <td style="text-align: center;">1.07</td> <td style="text-align: right;">0.240</td> </tr> <tr> <td>Primary Schools - Broughton</td> <td style="text-align: center;">1.08</td> <td style="text-align: right;">0.211</td> </tr> <tr> <td>Sustainable Waste</td> <td style="text-align: center;">1.09</td> <td style="text-align: right;">0.200</td> </tr> <tr> <td>Local Transport Grant</td> <td style="text-align: center;">1.10</td> <td style="text-align: right;">0.152</td> </tr> <tr> <td>Other Aggregate Increases</td> <td></td> <td style="text-align: right;">0.225</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">1.608</td> </tr> <tr> <td colspan="3">Decreases</td> </tr> <tr> <td>School Modernisation - Budget Alignment</td> <td style="text-align: center;">1.11</td> <td style="text-align: right;">(0.313)</td> </tr> <tr> <td>Other Aggregate Decreases</td> <td></td> <td style="text-align: right;">(0.050)</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">(0.363)</td> </tr> <tr> <td>Total</td> <td></td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 1px solid black;">1.245</td> </tr> <tr> <td colspan="3"><u>HRA</u></td> </tr> <tr> <td colspan="3">Increases</td> </tr> <tr> <td>Other Aggregate Increases</td> <td></td> <td style="text-align: right;">0.000</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">0.000</td> </tr> <tr> <td colspan="3">Decreases</td> </tr> <tr> <td>Other Aggregate Decreases</td> <td></td> <td style="text-align: right;">0.000</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">0.000</td> </tr> <tr> <td>Total</td> <td></td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 1px solid black;">0.000</td> </tr> </tbody> </table>	CHANGES DURING THIS PERIOD				Para	£m	<u>COUNCIL FUND</u>			Increases			Private Sector Housing Renewal	1.06	0.580	Play Areas	1.07	0.240	Primary Schools - Broughton	1.08	0.211	Sustainable Waste	1.09	0.200	Local Transport Grant	1.10	0.152	Other Aggregate Increases		0.225			1.608	Decreases			School Modernisation - Budget Alignment	1.11	(0.313)	Other Aggregate Decreases		(0.050)			(0.363)	Total		1.245	<u>HRA</u>			Increases			Other Aggregate Increases		0.000			0.000	Decreases			Other Aggregate Decreases		0.000			0.000	Total		0.000
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1.07	<p>At Month 6 a projected overspend of £0.081m was reported pending receipt of match funding monies from AURA and Section 106 monies. These have now been introduced to match projected expenditure.</p>																																																																								

1.08	Works have been undertaken at Broughton CP to increase teaching space following the transfer of the former library and youth centre space to the school. These works have been funded by Section 106 monies.																																																																																																																														
1.09	Waste Collaborative Change Programme (CCP) funding has been received from WG to enable works to develop the Council's composting operation.																																																																																																																														
1.10	Additional Local Transport Grant funding has been awarded to finance the purchase of community minibuses (£0.083m) and improvements to zebra crossing and other facilities at Ysgol Maes Pennant, Mostyn (£0.069m).																																																																																																																														
1.11	Budgets within the Schools Modernisation area have been re-aligned to reflect anticipated expenditure levels following revised cash flows from contractors. This will lead to lower Prudential Borrowing in the current financial year with the expenditure and funding rephased to 2018/19.																																																																																																																														
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1.12	Expenditure as at Month 9, across the whole of the capital programme was £37.345m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 62.79% of the budget has been spent (CF 52.14%, HRA 73.90%). Corresponding figures for Month 9 2016/17 were 70.81% (CF 70.08%, HRA 71.57%).																																																																																																																														
1.13	The table also shows a projected underspend (pending carry forward and other adjustments) of £0.964m on the Council Fund and a projected underspend of £0.100m on the HRA.																																																																																																																														
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1.14	Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget. In addition, where carry forward into 2018/19 has been identified, this is also included in the narrative.
1.15	For each of the Council Fund areas above showing an overspend, Community & Enterprise and Planning & Environment, alternative funding sources are available, either from reserves or external grants/contributions, and these will be introduced prior to outturn.
1.16	Progress is being made on implementing the capital projects at Mold Leisure Centre and Jade Jones Pavilion originally estimated at just under £2.000m and being managed through prudential borrowing by the Council, with Aura Leisure and Libraries funding this through adjustments to their funding agreement with the Council. The contract for Mold Leisure Centre has been signed and works started on site in late January. Work is still taking place to agree a final design solution for Jade Jones Pavilion. The proposed approach to undertake works on the health facility and wet changing rooms, when added to the costs of the scheme at Mold, is estimated to cost just under £2.400m and approval is requested in this report to agree to an increase of £0.400m in the prudential borrowing allocation to these schemes. There is an increase in risk if Aura Leisure and Libraries are unable to fund this amount, however to mitigate this risk further work has taken place on demand assessments and the risks will be reviewed by the Partnership Board between the two organisations.
1.17	<p>Carry Forward into 2018/19</p> <p>During the quarter carry forward of £1.289m (all CF) has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works and/or retention payments in 2018/19. In some circumstances amounts which have previously been identified as carry forward are reversed as it becomes clear that the expenditure is going to be incurred in the current financial year, this is the case with Solar Farms.</p>

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

Table 4

CARRY FORWARD INTO 2018/19	Previously Reported			Month 9	Total
	Month 4	Month 6	Sub Total		
	£m	£m	£m	£m	£m
Chief Executives	0	0.035	0.035	0.053	0.088
Education & Youth	0	0	0	0.249	0.249
Social Care	1.725	0	1.725	0	1.725
Planning & Environment	0.550	0.031	0.581	0	0.581
Transport & Streetscene	0.055	0.376	0.431	0.987	1.418
Organisational Change 2	0	0.055	0.055	0	0.055
Council Fund	2.330	0.497	2.827	1.289	4.116
Housing Revenue Account	0	0	0	0	0.000
TOTAL	2.330	0.497	2.827	1.289	4.116

Additional Allocations

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

Savings

1.20 No savings have been identified in the programme in this quarter.

Funding of 2017/18 Approved Schemes

1.21 The position at Month 9 is summarised in Table 5 below:-

Table 5

FUNDING OF APPROVED SCHEMES		
	£m	£m
Surplus from 2016/17	(4.688)	
Allocated to 2017/18 Budget	3.567	(1.121)
Increases		
Shortfall in Capital Programme	3.187	
Impact of Finnal Settlement	0.236	3.423
Decreases		
Actual In year receipts	(2.503)	
Savings		(2.503)
Funding - (Available)/Shortfall		(0.201)

1.22	<p>The final outturn surplus from 2016/17 was £4.688m. Of this £3.567m was allocated to schemes in 2017/18 as part of the budget setting process.</p> <p>In addition, schemes put forward for the years 2017/18 - 2019/20 showed a potential shortfall in funding of £3.187m.</p> <p>The detail behind the above figures can be found in the report 'Council Fund Capital Programme 2017/18 - 2019/20' which was presented to Council on 14th February 2017.</p> <p>As a result of the Final Settlement received on 20th December, 2017, there has been a reduction in Flintshire's capital funding of £0.118m per annum. This has had the effect of reducing the available funding by £0.236m for 2018/19 onwards that was assumed when approving the 2017/18 - 2019/20 programme.</p> <p>Actual in year receipts as at Month 9 amount to £2.503m.</p> <p>However, due to the level of receipts generated in year the current position is a surplus of £0.201m. This means that funding is now in place for all schemes approved as part of the 2017/18 budget round, including allocations for 2018/19 and 2019/20.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	Financial implications - As set out in the body of the report.
2.02	Personnel implications - None directly as a result of this report.

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

4.00	RISK MANAGEMENT
4.01	At this stage in the financial year and given the size and complexity of schemes within the programme, it is considered that the level of spend against budget is appropriate and poses no risk or negative impact for the Council e.g. loss of external funding.

5.00	APPENDICES
5.01	Appendix A: Capital Programme - Changes during 2017/18
5.02	Appendix B: Variances

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Capital Programme monitoring papers 2017/18.</p> <p>Contact Officer: Andrew Elford Accountant</p> <p>Telephone: 01352 702291</p> <p>E-Mail: andrew.j.elford@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Budget Re-profiling: Capital schemes are very dynamic and a number of factors can influence their timing and funding. Budget re-profiling assures that the correct resources are available in the correct accounting period to finance the actual level of expenditure.</p> <p>Capital Expenditure: Expenditure on the acquisition of non-current assets or expenditure which extends the useful life of an existing asset</p> <p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipts: Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p>Carry Forward: Carry forward occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is carried forward to meet the delayed, contractually committed expenditure.</p> <p>CERA: Capital Expenditure charged to Revenue Account. The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.</p> <p>Council Fund (CF): The fund to which all the Council's revenue and capital expenditure is charged.</p> <p>Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p> <p>MRA: Major Repairs Allowance. A general capital grant from WG for HRA purposes.</p> <p>Non-current Asset: A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.</p>

Section 106: Monies are received from developers/contractors pursuant to Section 106 of the Town & Country Planning Act 1990. These sums are available for use once the relevant terms of the individual agreement have been met. The monies are most commonly used for educational enhancement, play areas, highways and affordable housing.

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

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

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

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APPENDIX A

CAPITAL PROGRAMME - CHANGES DURING 2017/18

	Original Budget 2017/18	Carry Forward from 2016/17	Previously Reported			Changes (Current)	Revised Budget 2017/18
			Changes	Carry Forward to 2018/19	Savings		
	£m	£m	£m	£m	£m	£m	£m
Council Fund :							
Chief Executives							
Clwyd Theatr Cymru	0.100	0	0	(0.035)	0	0	0.065
	0.100	0.000	0.000	(0.035)	0.000	0.000	0.065
People & Resources							
Headroom	0.250	0.010	(0.150)	0	0	0	0.110
Corporate Finance - H & S	0	0.143	0	0	0	0	0.143
	0.250	0.153	(0.150)	0.000	0.000	0.000	0.253
Governance							
Information Technology	0.620	0.145	0	0	0	0	0.765
	0.620	0.145	0.000	0.000	0.000	0.000	0.765
Education & Youth							
Education - General	0.250	0.032	(0.228)	0	0	(0.050)	0.004
Primary Schools	1.173	0.077	(0.573)	0	0	0.266	0.943
Schools Modernisation	5.952	0.072	0.359	0	0	(0.313)	6.070
Secondary Schools	0.417	0.027	0.878	0	0	0.032	1.354
Special Education	0	0.245	0.300	0	0	0	0.545
	7.792	0.453	0.736	0.000	0.000	(0.065)	8.916
Social Care							
Partnerships & Performance	0	0	0.023	0	0	0	0.023
Learning Disability	2.045	0	0	(1.725)	0	0	0.320
Children's Services	0.100	0	0	0	0	0	0.100
	2.145	0.000	0.023	(1.725)	0.000	0.000	0.443
Community & Enterprise							
Urban / Rural Regeneration	0	0	0.120	0	0	0	0.120
Affordable Housing	3.548	0	0	0	0	0	3.548
Private Sector Renewal/Improv't	1.496	0	(0.120)	0	0	0.580	1.956
	5.044	0.000	0.000	0.000	0.000	0.580	5.624
Planning & Environment							
Closed Landfill Sites	0	0.250	0	(0.250)	0	0	0.000
Engineering	0	0.631	0	(0.331)	0	0	0.300
Energy Services	0	0	0.043	0	0	0.005	0.048
Rights of Way	0	0	0.022	0	0	0.033	0.055
Townscape Heritage Initiatives	0	0.130	0	0	0	0.050	0.180
	0.000	0.000	0.065	(0.581)	0.000	0.088	0.583

CAPITAL PROGRAMME - CHANGES DURING 2017/18

	Original Budget 2017/18	Carry Forward from 2016/17	Previously Reported			Changes (Current)	Revised Budget 2017/18
			Changes	Carry Forward to 2018/19	Savings		
	£m	£m	£m	£m	£m	£m	£m
Transport & Streetscene							
Waste - CCP Grant	1.000	0	0.677	0	0	0.200	1.877
Highways	1.110	0.448	3.365	(0.070)	0	0	4.853
Local Transport Grant	0	0	2.047	0	0	0.152	2.199
Solar Farms	0	0.372	0	(0.361)	0	0	0.011
	2.110	0.820	6.089	(0.431)	0.000	0.352	8.940
Organisational Change 1							
Leisure Centres	0.404	0	1.964	0	0	0	2.368
Play Areas	0	0	0.158	0	0	0.240	0.398
Libraries	0.120	0	0	0	0	0	0.120
	0.524	0.000	2.122	0.000	0.000	0.240	2.886
Organisational Change 2							
Administrative Buildings	0.600	0.302	0	(0.055)	0	0.050	0.897
Community Asset Transfers	0.250	0.705	0	0	0	0	0.955
	0.850	1.007	0.000	(0.055)	0.000	0.050	1.852
Housing Revenue Account :							
Disabled Adaptations	1.030	0	0	0	0	0	1.030
Energy Schemes	0.500	0	(0.150)	0	0	0	0.350
Major Works	1.472	0	0.020	0	0	0	1.492
Accelerated Programmes	0.450	0	0.200	0	0	0	0.650
WHQS Improvements	16.588	0	(0.070)	0	0	0	16.518
SHARP Programme	7.704	0	1.351	0	0	0	9.055
	27.744	0.000	1.351	0.000	0.000	0.000	29.095
Totals :							
Council Fund	19.435	3.589	8.885	(2.827)	0	1.245	30.327
Housing Revenue Account	27.744	0	1.351	0	0	0	29.095
Grand Total	47.179	3.589	10.236	(2.827)	0.000	1.245	59.422

CHIEF EXECUTIVES

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Clwyd Theatr Cymru	0.065	0.011	0.012	(0.053)	(82)	(0.035)	Carry Forward - Timescale for full IT migration delayed until 2018/19	Request approval to move funding of £0.053m to 2018/19	
Total	0.065	0.011	0.012	(0.053)	(82)	(0.035)			

PEOPLE & RESOURCES

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Corporate Finance - Health & Safety	0.143	0	0.143	0	0	0		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Headroom	0.110	0	0.110	0	0	0		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Total	0.253	0.000	0.253	0.000	0	0.000			

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Information Technology	0.765	0.022	0.765	0	0	0			All projects are underway and full spend is anticipated by year end
Total	0.765	0.022	0.765	0.000	0	0.000			

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Education - General	0.004	0.005	0.004	0	0	0			
Primary Schools	0.943	0.791	0.935	(0.008)	(1)	0	Carry Forward - Funding to cover retention monies held	Request approval to move funding of £0.008m to 2018/19	
Schools Modernisation	6.070	3.264	6.070	0	0	0			
Secondary Schools	1.354	1.326	1.321	(0.033)	(2)	0	Carry Forward - Funding to cover retention monies held	Request approval to move funding of £0.033m to 2018/19	
Special Education	0.545	0.218	0.337	(0.208)	(38)	0	Carry Forward - Funding to cover DDA/SEN schemes, which are now programmed to commence during the Summer term 2018 holidays. This is to prevent excessive disruption to the schools involved	Request approval to move funding of £0.208m to 2018/19	
Total	8.916	5.605	8.667	(0.249)	(3)	0.000			

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Partnerships & Performance	0.023	0.032	0.023	0	0	0			
Learning Disability	0.320	0.139	0.320	0	0	0			
Children's Services	0.100	0.031	0.100	0	0	0			
Total	0.443	0.201	0.443	0.000	0	0.000			

Variance = Budget v Projected Outturn

COMMUNITY & ENTERPRISE

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Urban / Rural Regeneration	0.120	0.137	0.137	0.017	14	0.053	Flint project now complete, over running from previous financial year	The overspend is to be met from Reserves.	
Affordable Housing	3.548	2.894	3.548	0	0	0			Funding for NEW Homes for The Walks, Flint
Private Sector Renewal / Improvement	1.956	1.720	1.960	0.004	0	0.428			
Total	5.624	4.750	5.645	0.021	0	0.481			

Variance = Budget v Projected Outturn

PLANNING & ENVIRONMENT

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Closed Landfill Sites	0	0.013	0.222	0.222		0	WG grant funding agreed for 2 projects Ddol Quarry & Leadmines, beginning January, 2018 for 8 weeks	Introduce WG grant funding now confirmation has been received	
Engineering	0.300	0.040	0.300	0	0	(0.031)			
Energy Services	0.048	0.049	0.049	0.001	2	0			
Rights of Way	0.055	0.039	0.055	0	0	0			
Townscape Heritage Initiatives	0.180	0.184	0.245	0.065	36	0	Delayed project now started and expected to complete by year end	Additional funding from HLF and contribution from CADW to be introduced to cover increased expenditure	
Total	0.583	0.324	0.871	0.288	49	(0.031)			

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Waste Services - Collaborative Change Programme (CCP)	1.877	0.238	0.877	(1.000)	(53)	0	Carry Forward - The majority of the expenditure in the development of the new HRC site now taking place in 2018/19	Request approval to move funding of £1.000m to 2018/19	
Highways	4.853	3.327	4.869	0.016	0	(0.070)	Overspend of £0.016m due to additional roads that require urgent resurfacing		
Local Transport Grant	2.199	0.165	2.199	0	0	0			
Solar Farms	0.011	0.015	0.024	0.013	118	(0.306)	Expenditure in year higher than anticipated	Request approval to reverse funding of £0.013m from 2018/19 to 2017/18	
Total	8.940	3.745	7.969	(0.971)	(11)	(0.376)			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	2.368	0.210	2.368	0	0	0			The agreed R&M works are due to complete by the end of the year. Works at Mold Leisure Centre to commence Feb 18
Play Areas	0.398	0.325	0.398	0	0	0.081			
Libraries	0.120	0.009	0.120	0	0	0			
Total	2.886	0.545	2.886	0.000	0	0.081			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Administrative Buildings	0.897	0.415	0.897	0	0	(0.055)			
Community Asset Transfers	0.955	0.195	0.955	0	0	0		Expenditure is incurred as and when schemes are signed off	Any unspent allocation will be the subject of a carry forward request at outturn
Total	1.852	0.610	1.852	0.000	0	(0.055)			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Disabled Adaptations	1.030	0.422	1.030	0	0	0			
Energy Services	0.350	0.266	0.350	0	0	0			
Major Works	1.492	1.745	1.992	0.500	34	1.000	Increased Major voids resulting in a potential £500k overspend	To be met from CERA or Prudential Borrowing	
Accelerated Programmes	0.650	0.672	0.750	0.100	15	0	Increased Asbestos works resulting in a potential £100k overspend	Shortfall to be met from WHQS underspend	
WHQS Improvements	16.518	13.491	16.418	(0.100)	(1)	0			
SHARP	9.055	4.905	8.455	(0.600)	(7)	0		Ongoing monitoring required	Delayed works at Melrose Centre and Dairy Site. These are ongoing programmes and any unspent allocation will be rephased to 2018/19 at outturn
Total	29.095	21.501	28.995	(0.100)	(0)	1.000			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Chief Executive's	0.065	0.011	0.012	(0.053)	(82)	(0.035)			
People & Resources	0.253	0	0.253	0	0	0			
Governance	0.765	0.022	0.765	0	0	0			
Education & Youth	8.916	5.605	8.667	(0)	(3)	0			
Social Care	0.443	0.201	0.443	0	0	0.000			
Community & Enterprise	5.624	4.750	5.645	0.021	0	0.481			
Planning & Environment	0.583	0.324	0.871	0.288	49	(0.031)			
Transport & Streetscene	8.940	3.745	7.969	(0.971)	(11)	(0.376)			
Organisational Change 1	2.886	0.545	2.886	0	0	0.081			
Organisational Change 2	1.852	0.610	1.852	0	0	(0.055)			
Sub Total - Council Fund	30.327	15.813	29.363	(0.964)	(3)	0.065			
Housing Revenue Account	29.095	21.501	28.995	(0.100)	(0)	1.000			
Total	59.422	37.314	58.358	(1.064)	(2)	1.065			

Variance = Budget v Projected Outturn

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CABINET

Date of Meeting	Tuesday 20 th February 2018
Report Subject	Minimum Revenue Provision – 2018/19 Policy
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

Local Authorities are required each year to set aside some of their revenue resources as provision for the repayment of debt.

Regulations require an authority to each year make an amount of Minimum Revenue Provision (MRP) which it considers to be 'prudent'. The Regulations themselves do not define 'prudent' provision. Welsh Government (WG) has provided guidance which makes recommendations to local authorities on the interpretation of the term and authorities are required to prepare an annual statement of their policy on making minimum provision.

As part of the budget strategy for 2017/18 officers critically reviewed the Council's 2016/17 MRP policy along with our treasury management advisors and recommended that changes be made to parts of the policy. Detailed reports and presentations were made to Cabinet, Corporate Resources Overview and Scrutiny Committee and Council through November and December 2016 outlining the review and the recommended changes. Changes to the 2016/17 and the 2017/18 policy were approved at the December 2016 Council meeting. The MRP Policy is currently under an urgent review, following a recommendation made in the recent independent peer review of the Council's financial position, and will be resolved in the current financial year.

Local Authorities are required to set a policy for each financial year and this report recommends that the 2018/19 MRP policy remains the same as that of 2017/18 (pending the results of the review described above) and is presented to Members as part of the suite of 2018/19 budget setting reports being considered by Cabinet and Council during February and March 2018.

RECOMMENDATIONS

1	<p>Members approve and recommend to County Council for Council Fund (CF) outstanding debt that:-</p> <ul style="list-style-type: none">• Option 3 (Asset Life Method) be used for the calculation of the MRP in financial year 2018/19 for the balance of outstanding capital expenditure funded from supported borrowing fixed as at 31st March 2016. The calculation will be the 'straight line' method over 50 years.• Option 3 (Asset Life Method) be used for the calculation of the MRP in 2018/19 for all capital expenditure funded from supported borrowing from 1st April 2016 onwards. The calculation will be the 'straight line' or 'annuity' (where appropriate) method over an appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits.• Option 3 (Asset Life Method) be used for the calculation of the MRP in 2018/19 for all capital expenditure funded from unsupported (prudential) borrowing or credit arrangements.
2	<p>That members approve and recommend to the County Council for Housing Revenue Account (HRA) outstanding debt:-</p> <ul style="list-style-type: none">• Option 2 (Capital Financing Requirement Method) be used for the calculation of the HRA's MRP in 2018/19 for all capital expenditure funded by debt.
3	<p>Members approve and recommend to County Council that MRP on loans from the Council to NEW Homes to build affordable homes through the Strategic Housing and Regeneration Programme (SHARP) (which qualify as capital expenditure in accounting terms) be as follows:-</p> <ul style="list-style-type: none">• No MRP is made during the construction period (of short duration) as the asset has not been brought into use and no benefit is being derived from its use.• Once the assets are brought into use, capital repayments will be made by NEW Homes. The Council's MRP will be equal to the repayments made by NEW Homes. The repayments made by NEW Homes will be classed, in accounting terms, as capital receipts, which can only be used to fund capital expenditure or repay debt which is a form of MRP. The capital repayment / capital receipt will be set aside to repay debt, and is the Council's MRP policy for repaying the loan.
4	<p>Members note that the MRP Policy is currently under an urgent review following a recommendation made in the recent independent peer review of the Council's financial position, and is therefore subject to change but will be resolved in the current financial year.</p>

REPORT DETAILS

1.00	EXPLAINING THE MINIMUM REVENUE PROVISION
	Background to Capital Expenditure and Financing
1.01	<p>Capital expenditure is defined as expenditure to acquire, enhance or prolong the useful life of non-current assets, those which have a useful life of more than one year e.g. buildings or infrastructure improvements.</p> <p>Capital expenditure is funded from a combination of capital receipts, revenue contributions, specific grants and debt in the form of borrowing or other long term financing arrangements such as leasing.</p> <p>Borrowing can be either:</p> <ul style="list-style-type: none"> • Supported borrowing - funding is provided by Welsh Government through the Revenue Support Grant to cover the revenue debt financing costs of interest and repayment costs; or • Unsupported borrowing (commonly referred to as prudential borrowing) – Councils have the freedom to determine the level of borrowing considered affordable in revenue debt financing costs with no support from Welsh Government.
1.02	<p>The annual charge to the revenue account for repaying debt is known as the Minimum Revenue Provision (MRP).</p> <p>Local Authorities are required each year, under the Capital Finance and Accounting Wales Amendment Regulations 2008, to set aside some of their revenue resources as provision for the repayment of debt.</p> <p>Regulation 22 of the 2008 Regulations requires an authority to, make an amount of MRP each year which it considers to be ‘prudent’, though the Regulations themselves do not define ‘prudent’ provision.</p> <p>Regulation 21(B) of the 2008 Regulations requires local authorities to have regard to guidance issued by Government.</p>
1.03	<p>The Welsh Government has issued guidance for the setting of MRP policy. It states that the broad aim of prudent provision is to ensure that the debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by the Welsh Government, reasonably commensurate with the period implicit in the determination of that grant.</p> <p>The WG guidance provides 4 options for making ‘prudent provision’ outlined below but states in its informal commentary that:-</p> <p><i>‘The options are those likely to be most relevant for the majority of authorities but other approaches are not meant to be ruled out, provided they are fully consistent with the statutory duty to make prudent revenue provision. Authorities must always have regard to the guidance, but having done so, may in some cases consider that a more individually designed</i></p>

	<p><i>MRP approach is justified.</i></p> <p><i>The decision on what is prudent is for the Authority and it is not for the Welsh Government to say in particular cases whether any proposed arrangement is consistent with the statutory duty.'</i></p>
1.04	In a recent letter to all local authorities the Auditor General for Wales concurred that it is for each authority to determine what is a 'prudent' policy.
	Options for Prudent Provision within WG Guidance
1.05	<p>Option 1 - Regulatory Method</p> <p>For capital expenditure funded from supported borrowing which is supported through funding in the Revenue Support Grant (RSG), authorities may continue to use the formula specified in the Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 (the regulations which preceded the 2008 Regulations).</p> <p>Under this method the outstanding capital expenditure (known as the Capital Financing Requirement CFR) funded from supported borrowing less Adjustment A is written down annually by 4% on a reducing balance basis. Adjustment A is a commutation adjustment, a fixed value determined by changes to statutory regulations referred to above (which all Welsh Council's will have).</p> <p>The method implies that borrowing will be repaid over a 25 year period (in that $100\% / 4\% = 25$), however as the calculation applies the 4% to the reducing balance it takes much more than 25 years to fully repay the borrowing.</p> <p>The method is commensurate with the methodology used in the Revenue Support Grant to allocate revenue funding from WG to finance debt, as it also uses the 4% reducing balance method on notional outstanding debt.</p>
1.06	<p>Option 2 - Capital Financing Requirement Method</p> <p>The same as Option 1 without adjusting for Adjustment A, which results in a higher charge.</p>
1.07	<p>Option 3 - Asset Life Method</p> <p>Provision is made over the estimated life of the asset for which debt is undertaken.</p> <p>This can be calculated using the 'straight line' method or the 'annuity' method. To illustrate the difference, as an example an asset which is purchased at a cost of £4m which has an estimated useful life of 50 years;-</p> <ul style="list-style-type: none"> • Straight line method - equal annual MRP charge £4m / 50 years = £0.080m • Annuity or inflation method = annual MRP charge that takes the time

	<p>value of money in the form of inflation into consideration</p> <p>Year 1 = £0.047m</p> <p>Year 2 = £0.048m</p> <p>Year 3 = £0.049m</p> <p>Year 4 = £0.050m</p> <p>Year 5 = £0.051m</p>
1.08	<p>Option 4 - Depreciation Method</p> <p>Alternatively, provision is made in accordance with the standard rules for depreciation accounting. The method is similar to option 3 above</p>
1.09	<p>Welsh Government guidance requires that either option 3 or 4 be used for all capital expenditure which is to be financed by unsupported borrowing or other long term liabilities. Options 1 and 2 are not permitted for this use.</p>
	<p>Housing Revenue Account (HRA)</p>
1.10	<p>Following the introduction of self-financing for the HRA and the voluntary exit from the negative subsidy system on 31st March, 2015, from 1st April 2015 the calculation of the HRA MRP is now similar to the Council Fund as set out above, with the following modifications:</p> <ul style="list-style-type: none"> Options 1 and 2 - the percentage is 4% for the Council Fund and 2% for the HRA; and Options 1 and 2 can be used in relation to capital expenditure incurred before 1st April 2021. After that date only Options 3 and 4 may be used.
1.11	<p>The Council approved loans to its wholly owned subsidiary NEW Homes for the purpose of building affordable homes. The loans qualify as capital expenditure and therefore need to be part of the MRP policy. At its meeting on 14th June 2016 the Council approved the MRP calculation for loans to NEW Homes as outlined in recommendation 3 above.</p>
	<p>Practical Considerations</p>
1.12	<p>The useful life of an asset will vary depending on the class of asset concerned; a vehicle or ICT equipment may be financed over 5 years whereas a new school over 50 years. Judgements about the useful life will need to be made on an individual basis as expenditure is incurred.</p>
1.13	<p>Large capital projects may take a number of years to complete, for example the 21st Century Schools building programme. In this instance the MRP is incurred in the year after the asset has become operational, rather than during the construction phase.</p>
1.14	<p>The MRP on most assets will be calculated on a 'straight line' basis, with consideration being given to an 'annuity' method when appropriate including:</p> <ul style="list-style-type: none"> Where the flow of benefits from an asset are expected to increase in

	<p>later years, for example capital schemes promoting administrative efficiencies or revenues that increase over time</p> <ul style="list-style-type: none"> • Capital schemes whose purpose is to generate income that will increase with inflation over time for example rents from house building
1.15	<p>It is important to note that the capital financing position on outstanding capital expenditure (the Capital Financing Requirement) and the Council's level of external borrowing are not the same.</p> <p>Regulations stipulate that the Council can only borrow for capital purposes. However in day to day cash management, no distinction can be made between revenue cash and capital cash. External debt arises as a consequence of all the financial transactions of the Council and not simply those arising from capital spending. (Though checks are in place to ensure the Council does not borrow in the medium to long term for revenue purposes, as referred to in the Prudential Indicator report included elsewhere on the agenda).</p> <p>In practice the Council is under borrowed, this arises when the level of external borrowing is below the capital financing position on outstanding capital expenditure. The Council through its treasury management processes makes use of available cash arising from reserves etc. to fund capital expenditure and has 'internally' borrowed to an extent. This cash would otherwise have been invested at very low rates of return. External borrowing would also be that much more, at higher borrowing interest rates than any returns on cash invested. Such activities are considered best practice and are done so in accordance with the Council's Treasury Management Policy Statement, Strategy, Schedules and Practices.</p>
1.16	<p>The MRP annual charge to the revenue account is based on the Capital Financing Requirement (the outstanding capital expenditure). It is not the same as the cash repayment of external borrowing.</p> <p>The simplified example below illustrates the difference: Assume a 10 year maturity loan of £15m is taken out to fund capital expenditure of £15m on an asset with a life of 20 years.</p> <p>The annual MRP charge to the revenue account on straight line asset life basis is $\text{£}15\text{m} / 20 \text{ years} = \text{£}0.750\text{m}$.</p> <p>At year 10, the loan is repaid from cash on the balance sheet at £15m, but only $\text{£}0.750\text{m} \times 10 = \text{£}7.5\text{m}$ has been charged through the Council's revenue account. A decision would need to be made, either to take out another 10 year loan, or fund from internal cash resources for that 10 year period, dependent on the Council's position at that time. MRP would continue to be made at £0.750m per annum regardless of the treasury decision made.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The 2018/19 Council Fund and HRA budgets provide for the MRP charges in accordance with the calculations set out in the report.
2.02	There are no other resource implications as a direct result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	In changing the Council's MRP policy during 2017/18 detailed discussions took place with the Council's treasury management advisors, senior internal officers and key Cabinet members. Wales Audit Office were also consulted as external auditors.
3.02	The revised MRP policy was reviewed by Cabinet and Corporate Resources Overview and Scrutiny Committee before being approved at County Council as part of Stage 2 of setting the 2017/18 budget in December 2016.

4.00	RISK MANAGEMENT
4.01	<p>The impacts of an MRP policy has long term effects that cannot be readily undone and therefore carries a significant amount of associated risk for future generations.</p> <p>The Well-being of Future Generations (Wales) Act 2015, when fully enacted, will put in place a requirement to;</p> <p><i>“act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs”.</i></p> <p>It also requires that authorities take account of, amongst other things;</p> <p><i>“the importance of balancing short term needs with the need to safeguard the ability to meet long term needs”.</i></p> <p>The MRP policy ensures that costs are spread evenly amongst the tax and rent payers benefiting from the capital expenditure. This is not considered as compromising the ability of future generations to meet their own needs merely that future generations pay for assets from which they benefit from using.</p>

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Hyperlink to Council Fund Stage 2 Budget 2017/18 report to Council 6th December 2016 http://committeemeetings.flintshire.gov.uk/documents/s40871/201718%20Council%20Fund%20Budget%20Stage%202.pdf?LLL=0</p> <p>Contact Officer: Liz Thomas – Finance Manager, Technical Accountancy Telephone: (01352) 702289 E-mail: liz.thomas@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Capital Expenditure: Expenditure on the acquisition of non-current assets or expenditure that extends the life or value of an existing asset</p> <p>Capital Financing Requirement (CFR): A measure of the capital expenditure incurred historically by an authority that has yet to be financed from capital receipts, capital grants or revenue financing.</p> <p>Council Fund (CF): The fund to which all the Council’s revenue and capital expenditure is charged.</p> <p>Housing Revenue Account (HRA): The fund to which all the Council’s revenue and capital expenditure relating to its housing stock is charged.</p> <p>Minimum Revenue Provision (MRP): A charge made to the Council Fund to repay borrowing taken out for capital expenditure. Authorities must determine their own prudent MRP charge each year, taking into consideration statutory guidance issued by the Government.</p> <p>Prudential Code: The code of practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority’s duty to determine the affordability, prudence and sustainability of its capital investment needs.</p> <p>Revenue Expenditure: All expenditure incurred by an authority that cannot be classified as capital expenditure</p> <p>Revenue Support Grant (RSG): Is paid to each authority to cover the cost of providing standard services less the Council Tax income at the standard level.</p> <p>Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing: Each year Welsh Government provide Council’s with a Supported Borrowing allocation. Council’s borrow to fund capital expenditure equivalent to that annual allocation, Welsh Government then include funding to cover the revenue costs associated with the borrowing for future years within the Revenue Support Grant. The Council decides how this funding is spent.</p> <p>Unsupported Prudential Borrowing: Borrowing administered under the</p>

<p>Prudential Code, whereby authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.</p>

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CABINET

Date of Meeting	Tuesday, 20 th February 2018
Report Subject	Prudential Indicators 2018/19 to 2020/21
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

Under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code), authorities are required to set a range of Prudential Indicators (PI's). This report provides details of the Council's Prudential Indicators for 2018/19 – 2020/21:

- Prudential Indicators for Prudence
- Prudential Indicators for Affordability

RECOMMENDATIONS

1	<p>That members approve and recommend to the County Council on 20th February 2018:-</p> <ul style="list-style-type: none"> • The Prudential Indicators for 2018/19 - 2020/21 as detailed in Section 1 of the report. • Delegated authority for the Corporate Finance Manager to effect movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt (1.14 - 1.15).
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REPORT DETAILS

1.00	EXPLAINING THE PRUDENTIAL INDICATORS
1.01	BACKGROUND The Prudential Code has been developed by the Chartered Institute of Public Finance & Accountancy (CIPFA) as a professional code of practice to support local authorities in determining their programmes for capital investment in fixed assets. Local authorities are required by Regulation to have regard to the Prudential Code when carrying out duties under Part 1 of the Local Government Act 2003.
1.02	The framework established by the Prudential Code is intended to support local strategic planning, local asset management planning and robust option appraisal. The objectives of the Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable , and that treasury management decisions are taken in accordance with good professional practice.
1.03	The Prudential Code sets out the indicators that must be used, and the factors that must be taken into account in preparing such.
1.04	Changes to CIPFA's Codes of Practice 2017 CIPFA published new editions of the Prudential Code for Capital Finance in Local Authorities and the Treasury Management in the Public Services: Code of Practice and Cross-sectoral Guidance in late December 2017 which complement each other.
1.05	<p>The 2017 edition of the Prudential Code for Capital Finance has expanded objectives and includes a requirement for authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources, and ensure that decisions are being made with sufficient regard to the long term financing implications and potential risks to the authority.</p> <p>The Code introduces the requirement for a Capital Strategy which sets out the long-term context of capital expenditure and investment decisions and their associated risks and rewards along with an overview of how risk is managed for future financial sustainability. Its intention is to give a high level overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability, linking the Capital Strategy with the Treasury Management Strategy.</p>
1.06	The Council already has a Capital Strategy and Asset Management Plan in place and considers that it prudently assesses the long-term context of capital expenditure and any non-treasury investment decisions, and their associated risks and rewards on future financial sustainability. Nevertheless, the requirements of the changes of both Codes will need to be worked through with careful consideration to ensure compliance with the

	<p>requirements of the Codes. Appropriate risk management frameworks and reporting mechanisms will also need to be further developed in consultation with Chief Officers and Members and will take some time.</p> <p>CIPFA have yet to publish the updated guidance notes to both Codes which will include examples and more detailed practical guidance. These guidance notes are needed to assist the Council in interpreting the practical implications of the updated Codes.</p> <p>Due to the timing of the publications, and the need to set the Capital Programme and the resulting Prudential Indicators for 2018/19 before the start of the financial year, it is appropriate to set them under the existing arrangements of the 2011 Codes. However, changes to the revised Codes which impact on the Prudential Indicators are minimal. The main difference being that there is no longer a need to include an indicator for the Estimated Impact of Capital Decisions on Council Tax and Rent levels. All changes within the 2017 Code which impact on Prudential Indicators below have therefore been made.</p>																												
1.07	<p><u>Prudential Indicators for Prudence</u></p> <p>Estimates of Capital Expenditure</p> <p>Based on those resources currently allocated (including specific grants, but excluding any rephasing of expenditure from 2017/18 to future years), the estimates of capital expenditure to be incurred in 2018/19 and the following 2 years are as indicated in Table 1 below.</p> <p>Table 1</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="4" style="text-align: center;">ESTIMATES OF CAPITAL EXPENDITURE</th> </tr> <tr> <th></th> <th style="text-align: center;">2018/19</th> <th style="text-align: center;">2019/20</th> <th style="text-align: center;">2020/21</th> </tr> <tr> <th></th> <th style="text-align: center;">Estimate</th> <th style="text-align: center;">Estimate</th> <th style="text-align: center;">Estimate</th> </tr> <tr> <th></th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td>Council Fund</td> <td style="text-align: center;">20.408</td> <td style="text-align: center;">15.644</td> <td style="text-align: center;">8.415</td> </tr> <tr> <td>Housing Revenue Account</td> <td style="text-align: center;">36.496</td> <td style="text-align: center;">23.990</td> <td style="text-align: center;">22.968</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">56.904</td> <td style="text-align: center;">39.634</td> <td style="text-align: center;">31.383</td> </tr> </tbody> </table>	ESTIMATES OF CAPITAL EXPENDITURE					2018/19	2019/20	2020/21		Estimate	Estimate	Estimate		£m	£m	£m	Council Fund	20.408	15.644	8.415	Housing Revenue Account	36.496	23.990	22.968	Total	56.904	39.634	31.383
ESTIMATES OF CAPITAL EXPENDITURE																													
	2018/19	2019/20	2020/21																										
	Estimate	Estimate	Estimate																										
	£m	£m	£m																										
Council Fund	20.408	15.644	8.415																										
Housing Revenue Account	36.496	23.990	22.968																										
Total	56.904	39.634	31.383																										
1.08	This is in line with the capital programme proposals in the Council Fund Capital Programme – 2018/19 - 2020/21 report and the HRA budget report which are included elsewhere on this agenda.																												
1.09	The capital expenditure totals essentially provide the base financial data from which all other indicators follow.																												
	Estimates of Capital Financing Requirement																												
1.10	Estimates of the capital financing requirement for 2018/19 and the following 2 years are shown in Table 2 below:																												

Table 2

ESTIMATES OF CAPITAL FINANCING REQUIREMENT			
	2018/19	2019/20	2020/21
	Estimate	Estimate	Estimate
	£m	£m	£m
Council Fund	207.034	216.186	216.218
Housing Revenue Account	134.600	142.509	142.559
Total	341.634	358.695	358.777

1.11 The capital financing requirement measures the Council's underlying need to finance capital expenditure by borrowing or other long-term liability arrangements.

In accordance with best professional practice, the Council does not associate debt with particular items or type of expenditure. The authority has an integrated treasury management strategy and has adopted the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. The Council has, at any point in time, a number of cash flows both positive and negative, and manages its treasury position in terms of its debt and investments in accordance with its approved Treasury Management Policy and Strategy.

In day to day cash management, no distinction can be made between revenue cash and capital cash. External debt arises as a consequence of all the financial transactions of the Council and not simply those arising from capital spending. In contrast, the capital financing requirement reflects the Council's underlying need to finance capital expenditure by borrowing or other long-term liability arrangements.

1.12 CIPFA's Prudential Code for Capital Finance in Local Authorities includes the following; gross debt and the capital financing requirement, as a key indicator of prudence.

'In order to ensure that over the medium term debt will only be for a capital purpose, the local authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional financing requirement for the current and next two financial years'.

The purpose of the indicator is to ensure authorities are only borrowing in the medium to long term for capital purposes.

1.13 The Corporate Finance Manager reports no difficulty in meeting this requirement for the future period to which the prudential indicators apply. This view takes into account current commitments, existing plans, and all budget proposals.

	Authorised Limit																												
1.14	<p>In respect of its external debt, it is recommended that the Council approves the authorised limits shown in Table 3 below for its total external debt gross of any investment for the next three financial years. These limits separately identify borrowing from other long term liabilities such as finance leases. The Council is asked to approve these limits and to delegate authority to the Corporate Finance Manager, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities, in accordance with option appraisal and best value for money for the authority. Any such changes made will be reported to the Council at its meeting following the change.</p> <p>Table 3</p> <table border="1" data-bbox="395 663 1318 1077"> <thead> <tr> <th colspan="4" data-bbox="395 663 1318 734">AUTHORISED LIMIT</th> </tr> <tr> <th data-bbox="395 734 839 779"></th> <th data-bbox="839 734 999 779">2018/19</th> <th data-bbox="999 734 1158 779">2019/20</th> <th data-bbox="1158 734 1318 779">2020/21</th> </tr> <tr> <th data-bbox="395 779 839 824"></th> <th data-bbox="839 779 999 824">Estimate</th> <th data-bbox="999 779 1158 824">Estimate</th> <th data-bbox="1158 779 1318 824">Estimate</th> </tr> <tr> <th data-bbox="395 824 839 869"></th> <th data-bbox="839 824 999 869">£m</th> <th data-bbox="999 824 1158 869">£m</th> <th data-bbox="1158 824 1318 869">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="395 869 839 936">All Borrowing</td> <td data-bbox="839 869 999 936">373.000</td> <td data-bbox="999 869 1158 936">376.000</td> <td data-bbox="1158 869 1318 936">374.000</td> </tr> <tr> <td data-bbox="395 936 839 1003">Other Long Term Liabilities</td> <td data-bbox="839 936 999 1003">35.000</td> <td data-bbox="999 936 1158 1003">35.000</td> <td data-bbox="1158 936 1318 1003">35.000</td> </tr> <tr> <td data-bbox="395 1003 839 1077">Total</td> <td data-bbox="839 1003 999 1077">408.000</td> <td data-bbox="999 1003 1158 1077">411.000</td> <td data-bbox="1158 1003 1318 1077">409.000</td> </tr> </tbody> </table> <p>The authorised limits are consistent with the Council’s current commitments, existing plans and the proposals in the capital programme report, and with its approved Treasury Management Strategy 2018/19. They are based on the estimate of most likely, prudent position with, sufficient headroom over and above this to allow for operational management, for example unusual cash movements. Risk analysis and risk management strategies have been taken into account, as have plans for capital expenditure, estimates of the capital financing requirement and estimates of cash flow requirements for all purposes.</p>	AUTHORISED LIMIT					2018/19	2019/20	2020/21		Estimate	Estimate	Estimate		£m	£m	£m	All Borrowing	373.000	376.000	374.000	Other Long Term Liabilities	35.000	35.000	35.000	Total	408.000	411.000	409.000
AUTHORISED LIMIT																													
	2018/19	2019/20	2020/21																										
	Estimate	Estimate	Estimate																										
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Other Long Term Liabilities	35.000	35.000	35.000																										
Total	408.000	411.000	409.000																										
	Operational Boundary																												
1.15	<p>Council is also asked to approve the operational boundary for external debt for the same period, shown in Table 4 overleaf. The proposed operational boundary for external debt is based on the same estimates as the authorised limit but reflects directly the estimate of the most likely, prudent provision, without the additional headroom included in the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate.</p> <p>The operational boundary represents a key management tool for in year monitoring. Within the operational boundary, figures borrowing and other long term liabilities are separately identified. Council is also asked to delegate authority to the Corporate Finance Manager, within the total operational boundary for any individual year, to effect movement between the separately agreed figures for borrowing and other long term liabilities, in a similar fashion to the authorised limit. Any such changes will be</p>																												

reported to Council at its next meeting following the change.

Table 4

OPERATIONAL BOUNDARY			
	2018/19	2019/20	2020/21
	Estimate	Estimate	Estimate
	£m	£m	£m
All Borrowing (Cap/Rev)	353.000	356.000	354.000
Other Long Term Liabilities	20.000	20.000	20.000
Total	373.000	376.000	374.000

- 1.16 It should be noted that actual external debt is not directly comparable to the authorised limit and operational boundary, since actual external debt reflects the position at a point in time.
- Council is asked to note that the authorised limit determined in 2018/19 (see section 1.14 above) will be the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Prudential Indicators for Affordability

Estimates of Financing Costs to Net Revenue Stream

- 1.17 Estimates of the ratio of financing costs to net revenue stream for 2018/19 based on those expenditure assumptions outlined in the Council Fund and Housing Revenue Account (HRA) budget report (both included elsewhere on this agenda), are as included in Table 5 below; these indicators of affordability address the revenue implications of the Council's financial strategy.

Table 5

ESTIMATES OF FINANCING COSTS TO NET REVENUE STREAM			
	2018/19	2019/20	2020/21
	Estimate	Estimate	Estimate
	%	%	%
Council Fund	5.2%	5.4%	5.5%
Housing Revenue Account	25.0%	24.8%	24.5%

- 1.18 The Council Fund net revenue stream is the amount to be met from Welsh Government (WG) grants and local taxpayers, and the HRA equivalent is the amount to be met from WG grants and rent payers. The estimate of financing costs includes the current commitments and the proposals included in the capital programme report.

2.00	RESOURCE IMPLICATIONS
2.01	There are no resource implications as a direct result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No consultation is required or carried out.

4.00	RISK MANAGEMENT
4.01	Decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications which carry a variety of risks. This report assess the affordability, prudence and sustainability of the capital plans to manage those associated risks.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Various Welsh Government papers. Contact Officer: Liz Thomas - Finance Manager, Technical Accountancy Telephone: (01352) 702289 E-mail: liz.thomas@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Asset Management Plan - A plan maintained by an authority of the condition and suitability of its assets, updated regularly and utilised to assess future capital needs.</p> <p>Capital Expenditure - Expenditure on the acquisition of Non-current Assets or expenditure that extends the life or value of an existing asset.</p> <p>Capital Programme - The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipt - Receipts (in excess of £10,000) from the disposal of an asset.</p> <p>Capital Scheme - An individual capital project which is monitored and</p>

managed in isolation. The aggregate of all schemes comprises the **Capital Programme**.

Capital Strategy - A corporate document providing clear strategic guidance about an authority's objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives. May be combined with the **Asset Management Plan (AMP)** to form a single document.

Council Fund - The fund to which all the Council's revenue and capital expenditure is charged.

Disposal - The decommissioning or transfer of an asset to another party.

Financing - The process of allocating resources to meet the cost of capital expenditure, which can be done on a project, asset or whole programme basis. This contrasts with making the invoice payments relating to capital expenditure, which should be managed within the authority's overall treasury management policy.

General Capital Grant - Annual capital grant from Welsh Government which the Council decides how to use the funding.

Housing Revenue Account - The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.

Local Government Borrowing Initiative (LGBI) - Similar to **supported borrowing**. In recent years as Welsh Government funding has been under pressure, schemes that would have been funded by capital grant have been funded by LGBI. Welsh Government provides the revenue support for borrowing costs incurred by the Council in borrowing to fund capital schemes (the difference with supported borrowing being that it's for a specific purpose aligned to Welsh Government priorities). LGBI has recently been used for highways maintenance and is now being used to part fund the Welsh Government element of the 21st century schools programme.

Non-current Asset - A resource controlled (but not necessarily owned) by an authority, from which economic benefits or service potential are expected to flow to the authority for more than 12 months.

Prudential Code - The code of practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority's duty to determine the affordability, prudence and sustainability of its capital investment needs.

Prudential Indicators - Required by the **Prudential Code**, these take the form of limits, estimates or actual figures used to support the local decision making process for capital investment.

Revenue Expenditure - All expenditure incurred by an authority that cannot be classified as capital expenditure.

Revenue Financing - Charges made to the revenue account to finance

capital expenditure. May also be referred to as Capital Expenditure charged to Revenue Account (CERA).

Non-current Asset - A resource controlled (but not necessarily owned) by an authority, from which economic benefits or service potential are expected to flow to the authority for more than 12 months.

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

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

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 February 2018 TO 31 July 2018**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
February					
Education and Youth Overview & Scrutiny Committee	1/02/18	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	1/02/18	Education and Youth	Learner Outcomes Learner Outcomes update	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	1/02/18	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	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

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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)
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
Corporate Resources Overview & Scrutiny Committee	15/02/18	Governance	Digital Strategy To approve the Digital Strategy Action Plan.	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	15/02/18	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	15/02/18	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	15/02/18	Finance	Capital Programme 2018/19 – 20/21 To present the Capital Programme for the period 2018/19 to 20/21	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	Council Fund Revenue Budget 2018/19 – Stage 3 To recommend to Council a method for closing the remaining budget gap and setting a balanced budget for 2018/19.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	20/02/18	Chief Executive's	Treasury Management Strategy 2018/19 To present the draft Treasury Management Strategy 2018/19 for recommendation to the Council.	Strategic	Leader of the Council and Cabinet Member for Finance
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 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	Council Plan 2017/18 Q3 Monitoring Agree the levels of Q3 progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Cabinet Member for Corporate Management and Assets
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

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	Community and Enterprise	Communities First To update on the closure of the Communities First programme and succession arrangements.	Operational	Cabinet Member for Economic Development
Cabinet	20/02/18	Organisational Change	Connah's Quay Swimming Pool and Holywell Leisure Centre Community Asset Transfer To agree grant funding for the year 2018/19.	Operational	Cabinet Member for Education
Cabinet	20/02/18	Community and Enterprise	Discretionary Rate Relief scheme for 2017-18 and 2018-19 To amend the Discretionary Rate Relief Policy Framework for 2017-18 and 2018-19 with the primary aim of awarding additional rate relief to charities and voluntary groups occupying small premises with rateable values of £6,000 or less.	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	20/02/18	Community and Enterprise	Draft Housing Revenue Account (HRA) Budget 2018/19 & Capital Programme 2018/19 To present for consideration the draft Housing Revenue Account (HRA) Budget for 2018/19, and the summary HRA 30 year Business Plan.	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	20/02/18	Chief Executive's	Capital Programme 2018/19 – 2020/21 To propose schemes for inclusion within the Capital Programme over the 3 year period 2018/19 – 2020/21.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	20/02/18	Governance	Digital Strategy To approve the Digital Strategy action plan.	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	20/02/18	Chief Executive's	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').	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20/02/18	Community and Enterprise	Flintshire Supporting People Commissioning Plan To seek approval for the Supporting People Local Commissioning Plan and Supporting People Programme Grant Spend Plan for 2018/19.	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Flintshire County Council	20/02/18	Chief Executive's	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.		

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	<p>Capital Programme 2018/19 – 2020/21 To approve schemes for inclusion within the Capital Programme over the 3 year period 2018/19 – 2020/21</p>		
Flintshire County Council Page 400	20/02/18	Chief Executive's	<p>Council Fund Budget 2018/19 – Third and Closing Stage To review the options for the stage three of the budget setting process, and then to set a balanced budget for 2018/19.</p>		
Flintshire County Council	20/02/18	Community and Enterprise	<p>Draft Housing Revenue Account (HRA) Budget 2018/19 & Capital Programme 2018/19 To present for consideration the draft Housing Revenue Account (HRA) Budget for 2018/19, and the summary HRA 30 year Business Plan.</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	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.		
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 Page 101					
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.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	1/03/18	Chief Executive's	<p>Pay Policy Statement for 2018/19</p> <p>All local authorities are required to publish their Pay Policy Statement by April annually. The Pay Policy Statement presented within this report is the sixth annual Statement published by Flintshire County Council.</p>		
Environment Overview & Scrutiny Committee	13/03/18	Streetscene and Transportation	<p>North East Wales Bus Strategy</p> <p>To seek a recommendation to Cabinet to approve the North East Wales Bus Strategy</p>	Strategic	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	13/03/18	Streetscene and Transportation	<p>Quarter 3 Council Plan 2017/18 Monitoring Report</p> <p>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</p>	Operational	Cabinet Member for Streetscene and Countryside, 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)
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
Environment Overview & Scrutiny Committee	13/03/18	Planning and Environment	Regional Air Quality report To provide an overview of the North Wales Air Quality assessment, and advise Members of the local systems and processes Flintshire County Council has in place for monitoring air quality.	Strategic	Cabinet Member for Planning and Public Protection
Environment Overview & Scrutiny Committee	13/03/18	Planning and Environment	Greenfield Valley Museum Heritage Park visit and presentation To receive an update on the developments at Greenfield Valley Heritage	Operational	
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

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	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	Quarter 3 Council Plan 2017/18 Monitoring Report 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	Operational	Cabinet Member for Economic Development, 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	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

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	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	Quarter 3 Council Plan 2017/18 Monitoring Report 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	Operational	Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	15/03/18	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	15/03/18	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	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	Organisational Change	Quarter 3 Council Plan 2017/18 Monitoring Report 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	Operational	Cabinet Member for Education, Cabinet Member for Corporate Management and Assets
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

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20/03/18	Chief Executive's	<p>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).</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20/03/18	Community and Enterprise	<p>Markets Review To update on the markets review process and to recommend options for the future of the markets in Flintshire</p>	Operational	Cabinet Member for Economic Development
Cabinet	20/03/18	Community and Enterprise	<p>North Wales Regeneration Strategy and the Targeted Regeneration Investment programme To approve the draft North Wales Regeneration Strategy and the proposed North Wales collaborative approach to the Targeted Regeneration Investment programme</p>	Strategic	Cabinet Member for Economic Development

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20/03/18	Planning and Environment	Urban Tree and Woodland Plan That Members agree the vision, objectives and actions set out in the Urban Tree and Woodland Plan.	Strategic	Cabinet Member for Streetscene and Countryside
Cabinet	20/03/18	Education and Youth	School Admission Arrangements 2019 To advise Cabinet of the outcome of the statutory consultation exercise on the admission arrangements for 2019 and to recommend approval.	Operational	Cabinet Member for Education
Cabinet	20/03/18	Community and Enterprise	Welfare Rights To provide an update on collaboration service delivery and performance.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	20/03/18	Social Services	A place to call home Cabinet to agree response to the work of the Older People's Commissioner for Wales in regard to Flintshire's performance with respect to the care home review	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)
Cabinet	20/03/18	Community and Enterprise	<p>Council Tax and Business Rate Statutory Policies 2018-19</p> <p>To approve and endorse policies for the administration of Council Tax and Business Rates, these being:</p> <ul style="list-style-type: none"> - Council Tax Discounts on second and long term empty homes - Council Tax Discretionary Rate Relief - Business Rates Discretionary Rate Relief - Business Rates 'top-up' Discretionary Rate Reliefs to small businesses 	Strategic	Cabinet Member for Corporate Management and Assets
Audit Committee	21/03/18	People and Resources	<p>Q4 Treasury Management Update 2017/18</p> <p>To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of February 2018.</p>	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	Chief Executive's	Code of Corporate Governance Endorse the review of the code of Corporate Governance	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	21/03/18	Chief Executive's	Certification of grants and returns 2016/17 To inform Members of the grant claim certification by Wales Audit Office for the year ended 31st March 2017.	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	21/03/18	Chief Executive's	Wales Audit Office (WAO) Audit Plan 2018 The Wales Audit Office, being the Council's external auditor, has prepared an audit plan for 2018 for the Council and the Clwyd Pension Fund which sets out their proposed audit work for the year along with timescales, costs and the audit teams responsible for carrying out the work.	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)
Social & Health Care Overview & Scrutiny Committee	29/03/18	Social Services	Quarter 3 Council Plan 2017/18 Monitoring Report 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	Operational	Cabinet Member for Social Services
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
<p>Page 4 of 11</p> <p>April</p>					
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	
Education and Youth Overview & Scrutiny Committee	12/04/18	Education and Youth	Quarter 3 Council Plan 2017/18 Monitoring Report 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	Operational	Cabinet Member for Education

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	Youth Council To provide an update on progress in establishing the Youth Council	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	12/04/18	Education and Youth	Integrated Youth Services To provide a detailed update on the overall provision of Integrated Youth Services	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	Finance	'Equitable spending' Approach' To consider how the information (and frequency) of the notice of motion on spend per towns to show the 'equitable spend' approach might be developed	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	19/04/18	People and Resources	Appraisals Progress Report To provide the Committee with an update	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/04/18	Finance	Revenue Budget Monitoring 2017/18 (Month 11) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 11).	Operational	Leader of the Council and Cabinet Member for Finance
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
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

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
May					
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
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
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

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	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
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
Corporate Resources Overview & Scrutiny Committee	17/05/18	Finance	Revenue Budget Monitoring 2017/18 (Month 12) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 12).	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	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
June					
Corporate Resources Overview & Scrutiny Committee	14/06/18	People and Resources	<p>Workforce Information Report – Quarter 4 To consider the Workforce Information Report for Quarter 4 of 2017/18.</p>	Operational	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)
Corporate Resources Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	Betsi Cadwaladr University Health Board To maintain regular meetings and promote partnership working.	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	14/06/18	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

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/06/18	Finance	<p>Revenue Budget Monitoring 2017/18 (OUTTURN) 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
Cabinet	19/06/18	Chief Executive's	<p>Capital Programme 2017/18 (Outturn) To provide Members with the outturn capital programme information for 2017/18.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/06/18	Chief Executive's	<p>Prudential Indicators - Actual 2017/18 To provide Members with 2017/18 (actual) Prudential Indicator figures as required under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).</p>	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)
Organisational Change Overview & Scrutiny Committee	25/06/18	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	27/06/18	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	28/06/18	Education and Youth	Regional School Effectiveness and Improvement Service (GwE) To receive an update on progress with the development of the regional school effectiveness and improvement service, and update on how the new model is being received and embedded.	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	28/06/18	Education and Youth	School Modernisation To update Members on the progress made with School Modernisation	Operational	Cabinet Member for Education

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	28/06/18	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
July					
Corporate Resources Overview & Scrutiny Committee	12/07/18	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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