

# Public Document Pack



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To: Cllr Clive Carver (Chairman)

Councillors: Haydn Bateman, Bob Connah, Paul Cunningham, Patrick Heesom, Andrew Holgate, Dave Hughes, Paul Johnson, Richard Jones, Mike Lowe, Hilary McGuill, Michelle Perfect, Vicky Perfect and Arnold Woolley  
+ 1 Labour vacancy

15 September 2017

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 21st September, 2017 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

## **A G E N D A**

### **1 APOLOGIES**

**Purpose:** To receive any apologies.

### **2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

**Purpose:** To receive any Declarations and advise Members accordingly.

### **3 MINUTES (Pages 5 - 12)**

**Purpose:** To confirm as a correct record the minutes of the meeting on 13 July 2017.

### **4 COMMUNITY SAFETY PARTNERSHIP ANNUAL REPORT (THIS MEETING IS DESIGNATED AS A STATUTORY CRIME & DISORDER SCRUTINY COMMITTEE MEETING) (Pages 13 - 30)**

Report of Chief Executive - Cabinet Member for Planning and Public Protection

**Purpose:** To provide Members with assurance and an overview of the Community Safety Partnership's activities and progress in 2016/17.

5 **ANNUAL IMPROVEMENT REPORT OF THE AUDITOR GENERAL FOR WALES** (Pages 31 - 60)

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

**Purpose:** To be assured by the report of the Wales Audit Office and support the executive response.

6 **WALES AUDIT OFFICE STUDY REPORTS** (Pages 61 - 94)

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

**Purpose:** To be assured by the reports of the Wales Audit Office and support the executive response.

7 **COUNCIL PLAN 2017 - 23** (Pages 95 - 184)

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

**Purpose:** The Committee endorses and supports:  
i) the considerations of Overview and Scrutiny committees to inform the development of the final Council Plan 2017-23  
ii) the overall content of the Council Plan and 'How we measure achievement' document for the 'Serving Council' priority  
ii) the proposed targets for the national performance indicators

8 **PROCUREMENT STRATEGY ACTION PLAN** (Pages 185 - 200)

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

**Purpose:** To consider the Procurement Strategy Action Plan

9 **REVENUE BUDGET MONITORING 2017/18 (MONTH 4) AND CAPITAL PROGRAMME MONITORING (MONTH 4)** (Pages 201 - 264)

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

**Purpose:** The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 4) and the Month 4 (end of July) capital programme information for 2017/18.

10 **WORKFORCE INFORMATION REPORT Q1 2017/18** (Pages 265 - 298)

Report of Senior Manager, Human Resources & Organisational Development  
- Cabinet Member for Corporate Management and Assets

**Purpose:** To consider the Workforce Information Report for Quarter 1 of 2017/18.

11 **FORWARD WORK PROGRAMME** (Pages 299 - 306)

Report of Democratic Services Manager

**Purpose:** To consider the Forward Work Programme of the Corporate Resources

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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## **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** **13 JULY 2017**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 13 July 2017

### **PRESENT: Councillor Clive Carver (Chairman)**

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

**APOLOGY:** Councillor Hilary McGuill

**SUBSTITUTE:** Councillor David Wisinger (for Ron Hampson)

**ALSO PRESENT:** Councillor Bernie Attridge

**CONTRIBUTORS:** Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Councillor Billy Mullin, Cabinet Member for Corporate Management; Chief Executive; Corporate Finance Manager; and Corporate Business & Communications Executive Officer

**IN ATTENDANCE:** Democratic Services Manager and Committee Officer

### 7. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

### 8. **MINUTES**

The minutes of the meeting of 15 June 2017 were submitted.

### **RESOLVED:**

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

### 9. **COUNCIL PLAN 2017-23**

Councillor Aaron Shotton introduced the draft Council Plan 2017-23 which had been reviewed and refreshed to reflect the Council's key priorities for the five year term of the new administration. It was a statutory duty for the Council to adopt the Plan (which replaced the former Improvement Plan) and its importance in identifying priorities and objectives, particularly during times of austerity, was recognised.

In correcting the purpose of the report shown on the agenda, the Chief Executive sought comments to feedback to Cabinet so that each Overview & Scrutiny committee could consider their respective areas. Responses would

be reported back to this Committee and Cabinet in September 2017 to help inform the final Plan prior to seeking Council approval. The previous themes had been consolidated into six priorities for delivery over the next five years, with particular focus on the first year.

The Corporate Business and Communications Executive Officer said that the general structure of the former plan had been retained but that national policy issues may affect the delivery of some outcomes. The table within the Plan indicated the desired impact of each priority and sub-priority which linked to the Council's Medium Term Financial Strategy (MTFS) and commitment to the Wellbeing of Future Generations (Wales) Act 2015. The management of risks was also set out for each section. Details on target performance and milestones would be shared in the second part 'How we measure achievement' document to be shared at a later stage.

Councillor Billy Mullin spoke about the Council's record on performance as recognised by the Wales Audit Office, and the intention to build on those achievements.

Councillor Richard Jones welcomed the ongoing improvements in the structure of the Plan. His concerns were on the content which he said lacked details on how the priorities would be measured for their achievement. He reflected on previous Plans which he felt had focussed on the Deeside area and sought assurance that spend on current priorities would be spread equitably across the county.

The Chief Executive said that some issues were county-wide but gave examples of others specifically targeted according to areas of need or dependent on funding. Such geographical-based schemes and their benefits to wider areas would be referenced in the second part of the document.

Councillor Aaron Shotton explained that reference to Deeside had been due to regional and national focus on the economic importance of the growth of the Deeside Enterprise Zone from which the whole of Flintshire would benefit. He also referred to the extension of the Council house building programme to other parts of the county.

Whilst Councillor Jones acknowledged Deeside as the employment centre of the county with benefits to wider areas, he felt it was important that other communities should receive equal funding, particularly to regenerate town centres.

The importance of tourism was highlighted by Councillor Vicky Perfect to help boost the local economy.

Councillor Arnold Woolley suggested alternatives to the word 'impact' which had been repetitively used in the Plan. He raised queries on the link between social housing and the Single Access Route to Housing (SARTH) and the need to define poverty to target support appropriately. He suggested other priority areas such as the safeguarding of young people against drug abuse;

education training to meet required skills; tackling environmental crime such as dog fouling; and private sector rented housing.

In response, Councillor Aaron Shotton said that more specific reference could be made to tourism which had been recognised under the 'Green Council' priority. He said there were clear benchmarks on poverty and that a balanced view was needed on priority areas as opposed to the Council's daily business. The background to some of the topics suggested formed part of the Welsh Government framework, including other issues such as reviewing Council Tax policy on Houses of Multiple Occupation (HMO). Whilst this stage of the document set out the aims of priorities, the second part on measuring achievement would include the level of detail sought by Members.

The Chief Executive explained that the priorities were based on long-term impacts with supporting strategies which would be considered in the follow-up document by each Overview & Scrutiny committee. Many of the other priority areas suggested were society issues on which the Council could only have a degree of influence.

Whilst supporting the aims of the priorities, Councillor Patrick Heesom felt unable to support the Plan in its current form as it did not demonstrate a mechanism for achieving outcomes.

The Corporate Business and Communications Executive Officer reiterated that the second part of the document would feature measures and milestones on which progress would be scrutinised, however the draft Plan did include details on how achievement would be measured.

In response to Councillor Heesom's concerns on the need for more clarity, the Chief Executive reminded Members that the draft Plan built upon the previous Improvement Plan where long-established mechanisms, supported by strategies, had helped to drive performance.

Councillor Paul Johnson said that the document should include reference to Brexit as a potentially significant risk to outcomes on the local economy over the next five years. The Chief Executive suggested that elements on the local economy in the Plan could be strengthened and he spoke about regional discussions currently taking place.

Following a query by Councillor Holgate on Minimum Revenue Provision (MRP), it was acknowledged that this should be included in the glossary along with any other abbreviations. Members emphasised the need for the document to be meaningful and suggested that links be used to help explain phrases.

Councillor David Wisinger suggested consultation with Public Health Wales on planning applications for attic bedsit conversions to prevent overcrowding and would take this up with Planning. He agreed with the point made about reviewing Council Tax in HMOs.

Councillor Woolley said that the front of the document should refer to work on the priorities being 'in conjunction with statutory or essential partners'. The Chief Executive said that this could be clarified in addition to the handshake symbol.

Councillor Jones reiterated his concerns on the content of the current document and was unable to support the full recommendation on that basis.

The Chief Executive confirmed that Members' comments on the content of the draft Plan would be considered by Cabinet.

**RESOLVED:**

- (a) That the Committee informs the Cabinet that it supports the structure, format and content of the 'public' version of the Council (Improvement) Plan for 2017-23 which will be submitted to Council for approval in due course; and
- (b) That, where Members expressed concerns, these will be considered by the officers.

**10. REVENUE BUDGET MONITORING 2016/17 (OUTTURN) AND CAPITAL PROGRAMME MONITORING (OUTTURN)**

The Corporate Finance Manager presented a report on the revenue budget monitoring 2016/17 (outturn) for the Council Fund and Housing Revenue Account (HRA) and the Capital Programme 2016/17 (outturn), prior to consideration by Cabinet.

Revenue Budget Monitoring

The final position (subject to audit) reported a net in-year operating deficit of £0.846m. The overall outturn included a positive impact from the change in Minimum Revenue Provision (MRP) accounting policy which effectively eliminated the operating deficit with net spend being £2.039m lower than budget. The report superseded the month 12 position previously reported to Cabinet (appended as a link to the documents). A brief overview was given on the main movements for the year with details of significant movements since month 12. An update was also given on contingency reserves and the programme of efficiencies on which an improvement was shown on the previous year. The main changes within earmarked reserves included a significant reduction in the Single Status Reserve due to the continuing draw down of funding to meet approved costs.

On the HRA, the net in-year expenditure was £0.018m lower than budget, with a closing balance of £1.116m representing 3.5% of total expenditure (above the minimum 3% recommended level).

During explanation on the MRP accounting policy change, attention was drawn to the Council report of 6 December 2016.



Councillor Richard Jones questioned the interpretation of wording on the outcome of the position on Revenue Support Grant (RSG) funding. The Chief Executive clarified the strong stance taken by Flintshire as part of collective local government lobbying WG for a fairer funding settlement which had resulted in a more favourable outcome than expected.

In response to a query by Councillor Haydn Bateman, officers explained about the approach to building up Winter Maintenance reserves and the use of Single Status reserves.

Following a request by Councillor Patrick Heesom, the Corporate Finance Manager agreed to provide a breakdown of the proportion of contingency reserves used to meet the impact of community asset transfers.

### Capital Programme

A table showing changes to the programme during 2016/17 indicated a revised budget of £65.968m. Since the last quarter, there was a net increase in the programme total of £5.918m as detailed in sections 1.06-1.08. The total amount to be carried forward into 2017/18 was £3.589m which was a significant reduction on the previous year. An update on the funding of 2016/17 approved schemes reported the availability of £5.066m which was earmarked to fund future capital schemes.

### **RESOLVED:**

- (a) That the Revenue Budget Monitoring (outturn) report for 2016/17 be accepted;
- (b) That the Capital Programme (outturn) report for 2016/17 be accepted; and
- (c) The Committee confirmed that there are no specific issues to be brought to the attention of the Cabinet.

## **11. REVENUE BUDGET MONITORING 2017/18 (INTERIM)**

The Corporate Finance Manager introduced a report on the revenue budget monitoring interim position for 2017/18 prior to consideration by Cabinet. He gave a reminder that during the early part of the year, resources were dedicated to the closure of the accounts for 2016/17 to comply with the statutory deadline. The initial assessment at this early stage was that expenditure was projected to be £0.978m higher than budget, however this did not reflect a complete projected outturn position which would be reported in September. During an update on the monitoring of risks and other emerging risks, reference was made to the additional funding allocations from Welsh Government on social care. No significant variances were reported on the Housing Revenue Account.

The Corporate Finance Manager agreed to share information on the pressures arising from gas engine income requested by Councillor Haydn Bateman.

In response to comments from Councillor Richard Jones, the Chief Executive provided clarification on the Intermediate Care Fund grant and the withdrawal of payment software portal subscriptions.

The Chairman requested more details on the efficiency shortfall in car parking permits at County Hall and was told that figures would be shared. Councillor Jones suggested that town centre traders could also be offered the reduced cost of car parking permits. The Chief Executive said that a controlled system was now in place for parking at County Hall and that arrangements would be subject to further review.

**RESOLVED:**

- (a) That the Revenue Budget Monitoring 2017/18 (interim) report be accepted; and
- (b) The Committee confirmed that there are no specific issues to be brought to the attention of the Cabinet.

**12. MEDIUM TERM FINANCIAL STRATEGY UPDATE**

The Chief Executive and Corporate Finance Manager introduced the report on the revised financial forecast for 2018/19 as part of the refresh of the Medium Term Financial Strategy (MTFS).

A presentation was delivered covering the following areas:

- Financial Forecast 2018/19
- Main Pressures
- Risks and Potential Impacts from 2017/18
- National Position
- National Case Making
- Next Steps

The revised forecast showed a projected gap of £11.7m for 2017/18 prior to any modelling on increased Council Tax levels. The forecast was based on a range of information including national, local and workforce pressures. Whilst some issues could be predicted with certainty, others were outside the control of the Council. The two most significant factors were the local government financial settlement for 2017/18 and Council Tax levels.

Councillor Aaron Shotton highlighted the importance of councils in Wales continuing to collectively lobby the Welsh Government (WG) for fairer funding and for Flintshire to make its case amongst those in a low funded position. Reasonable assumptions had been made on grant funding and

reference was made to the possibility of 'hidden' funding cuts from the UK Government which could affect Wales.

In response to a question from Councillor Richard Jones, the Chief Executive said that work would continue on developing the MTFs, however it was inevitable that the forecasted budget gap could not be met without affecting front-line services. This had been widely acknowledged during the last budget consultation process where Overview & Scrutiny committees had considered options for their respective areas.

**RESOLVED:**

That, having considered the report, the Committee informs the Cabinet that it supports the framework for the revision of the Medium Term Financial Strategy.

**13. IMPROVEMENT PLAN 2016/17 OUTTURN REPORT**

The Chief Executive introduced the update report to consider progress towards the delivery of the impacts set out in the 2016/17 Improvement Plan, focussing on the areas of under-performance relevant to the Committee at year end.

The Corporate Business & Communications Executive Officer reported good progress on actions and performance against targets, with explanation given on the only red area on percentage of employee turnover. The majority of identified risks were moderate or minor, and the only red risk area was on the scale of the financial challenge.

Councillor Richard Jones raised an issue on consistency of outcome ratings when comparing two actions. It was explained that the first action involved the newly introduced Contract Procedure Rules on which community benefits would be achieved over the longer term. Although progress had been made on the Armed Forces Covenant, outcomes had not yet achieved 100% at this stage. Councillor Jones also pointed out that the Public Space Protection Order (PSPO) in Buckley had not been recognised within that Key Performance Indicator. On a request for commentary on the percentage of employee turnover, a brief update was given and would be further explained in the next Workforce Information update. On the percentage of high-risk repeat victims of domestic abuse referred to the Flintshire Multi-Agency Risk Assessment Conference (MARAC), officers would establish whether the target of 28 was set locally or nationally as this was higher than the previous year.

**RESOLVED:**

That the Improvement Plan 2016/17 outturn report be received.

**14. FORWARD WORK PROGRAMME**

The following actions were agreed:

- The Council Plan 2017-23 to be included for September 2017.
- Consultation on the Electoral Reform White Paper (scheduled for September 2017) was due to open at the end of the month.
- The Regional Emergency Planning Manager to be invited in October 2017 to present his annual report.
- A representative from the Fire & Rescue Authority had been invited in November 2017 for the budget consultation item.
- Although unavailable for the meeting in December 2017, the Police & Crime Commissioner would be invited to attend on another date as part of the annual arrangement with the Committee.
- Members of the Committee were encouraged to attend the forthcoming 'Aligning the Levers of Change' workshop.

**RESOLVED:**

- (a) That the Forward Work Programme as submitted, be approved with amendments; and
- (b) That the Democratic Services Manager, in consultation with the Chairman, be authorised to vary the Forward Work Programme between meetings, should this be necessary.

**15. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

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

(The meeting started at 10am and ended at 12.25pm)

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**Chairman**



## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 21 September 2017
<b>Report Subject</b>	Community Safety Partnership Annual Report
<b>Cabinet Member</b>	Cabinet Member for Planning and Public Protection
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

To provide Members with an overview of the Community Safety Partnership's activities and progress. The Committee fulfils the role of the Statutory Crime & Disorder Scrutiny Committee for Flintshire so is the recipient of this report.

### RECOMMENDATIONS

1	To note and support the contents of the report.
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### REPORT DETAILS

<b>1.00</b>	<b>BACKGROUND OF THE FLINTSHIRE COMMUNITY SAFETY PARTNERSHIP</b>
1.01	The Flintshire Community Safety Partnership is required to formally report to this Committee on an annual basis to provide an overview of activities undertaken over the previous twelve months. This ensures that the Partnership meets its obligations under sections 19 and 20 of the Police & Criminal Justice Act 2006.
1.02	Flintshire County Council has a statutory duty under the Crime and Disorder

	Act 1998, and the subsequent amendments by the Police and Justice Act 2006, to work in partnership with the police, health service, probation and fire service as a community safety agenda partnership.
1.03	There has been a partnership in existence in Flintshire since 1999. To support the partnership, the County is served by a small team of local authority and police officers who work on shared priorities including domestic abuse, substance misuse and anti-social behaviour, along with the Neighbourhood Wardens.
1.04	In recent years the drive to rationalise the cost and bureaucracy of partnerships has led to significant changes in the Flintshire Community Safety Partnership's governance structure. In April 2013 the Partnership merged with the Local Service Board (which has since become the Public Service Board). This has had minimal impact on the operational delivery structure; however at a strategic level it has meant a greater consistency of approach. The statutory duties of the Community Safety Partnership continue to be fulfilled.
1.05	Considerable progress has also been made in the way community safety partnerships across the region have worked together. The establishment of the North Wales Safer Communities Board (SCB) in July 2012 has been the most significant development. This Board represents a partnership between all the statutory authorities across the region (as defined by the Crime and Disorder Act 1998), along with the voluntary sector. The overall aim of the Board is to introduce greater consistency in this area of work, whilst allowing opportunities to share expertise and work more effectively and efficiently.
1.06	The Flintshire Community Safety Partnership has set up a more specialist and operational People Are Safe Board to oversee partnership work. The Board has a detailed Plan with priorities and outcomes supported by performance measures with regular reporting.
1.07	The Plan reflects the recommendations contained within the regional Strategic Assessment, and also takes into account the Police and Crime Plan and the work of the Substance Misuse Area Planning Board. The SCB at a regional level concentrates on common regional issues such as counter terrorism, re-offending, and hidden crimes (as identified in the Strategic Assessment). A copy of the latest SCB Plan accompanies this report.
1.08	<p>The Flintshire People are Safe Board has the following priorities outlined below, and reports to both the PSB and SCB at regular intervals.</p> <p><b>1. Prevent Crime and Anti-Social Behaviour</b></p> <ul style="list-style-type: none"> <li>▪ Reduce victim based crime</li> <li>▪ Reduce ASB</li> <li>▪ Increase the reporting of Hate Crime</li> <li>▪ Support vulnerable people to prevent them becoming victims of crime</li> <li>▪ Reduce repeat incidents of victim based crime and ASB for victims and perpetrators</li> <li>▪ Work with MARAC to reduce the levels of repeat high risk victims of Domestic Abuse</li> <li>▪ Deal effectively with high risk cases of Domestic Abuse.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Increase the confidence in reporting Domestic Abuse and Sexual Violence</li> <li>▪ Increase awareness amongst young people of domestic abuse and sexual violence</li> </ul> <p><b>2. Reduce harm and the risk of harm</b></p> <ul style="list-style-type: none"> <li>▪ Reduce substance misuse</li> <li>▪ Reduce drug and alcohol use</li> <li>▪ Community Tension Monitoring</li> </ul> <p><b>3. Deliver an Effective Response</b></p> <ul style="list-style-type: none"> <li>▪ Reduce reoffending</li> <li>▪ Understand and address migration impacts on the community safety agenda.</li> </ul>
1.09	<p>Some of the key activities that have been identified to support these priorities are as follows.</p> <ul style="list-style-type: none"> <li>• Work with the PCC’s ‘victim hub’ to ensure an enhanced service to victims of crime.</li> <li>• Maintain the multi-agency intelligence led approach to tackle ASB through monthly tasking and ad hoc professionals meetings.</li> <li>• Raise awareness of violence against women by supporting the International White Ribbon Campaign on a local and regional level.</li> <li>• Implementation of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) National Training Framework.</li> <li>• Establish a virtual network to disseminate information and advice on substance misuse appropriately.</li> <li>• Look at how OWL can use other forms of social media to reach the wider community.</li> <li>• Implementation of recommendations emerging from the Harm Reduction and Drug Poisoning Review Group.</li> <li>• Implementation of alcohol brief intervention training as per the alcohol demand reduction work stream.</li> <li>• Target repeat offenders (adults) via an Integrated Offender Management (IOM) process. Identifying those who cause the most harm (prolific offenders) and addressing their re-offending behaviour.</li> <li>• Targeting young offenders to reduce offending and re-offending by implementing the Flintshire Youth Justice Service Plan.</li> </ul>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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3.01	None as a result of this report.
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<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None as a result of this report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	North Wales Safer Communities Board Plan, 2017-2021.

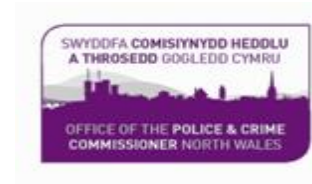
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Sian Jones, Community and Business Protection Manager  <b>Telephone:</b> 01352 702132  <b>E-mail:</b> sian-jones@flintshire.gov.uk</p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b><u>MARAC (Multi Agency Risk Assessment Conference)</u></b></p> <p>A MARAC, or multi-agency risk assessment conference, is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, probation, health, child protection, housing practitioners, Independent Domestic Violence Advisors (IDVAs) and other specialists from the statutory and voluntary sectors.</p> <p>After sharing all relevant information about a victim, representatives discuss options for increasing safety for the victim and turn these options into a co-ordinated action plan. The primary focus of the MARAC is to safeguard the adult victim.</p>
7.02	<p><b><u>National Training Framework</u></b></p> <p>The National Training Framework for violence against women, domestic abuse and sexual violence outlines the Welsh Government's requirements for training on these subjects across the public service and specialist third sector.</p> <p>The Framework is made up of six levels. Officers employed by the 'responsible authorities' (as defined by statute) will be required to undertake training in relation to domestic abuse and sexual violence.</p>
7.03	<p><b><u>Public Services Board (PSB)</u></b></p> <p>The Well-being of Future Generations (Wales) Act 2015 established statutory PSBs, which replaces the voluntary Local Service Boards in each local authority area. The role of the board is to:</p>



	<ul style="list-style-type: none"> <li>• assess the state of economic, social, environmental and cultural well-being in its area</li> <li>• set objectives that are designed to maximise the PSBs contribution to the well-being goals.</li> </ul> <p>Each PSB must prepare and publish a plan setting out its objectives and the steps it will take to meet them. This is called a Local Well-being Plan. It must state:</p> <ul style="list-style-type: none"> <li>• why the PSB feels their objectives will contribute within their local area to achieving the well-being goals</li> <li>• how it has had regard to the assessment of Local Well-being in setting its objectives and steps to take.</li> </ul>
7.04	<p><b><u>Safer Communities Board (SCB)</u></b></p> <p>The aim of the Safer Communities Board (SCB) is to provide strategic direction for the exercise of the Community Safety and Youth Justice functions across the region. The SCB promotes consistency of policy objectives, and the shared use of expertise and resources across the region.</p> <p>The objectives of the SCB include:-</p> <ul style="list-style-type: none"> <li>• Reducing bureaucracy and formality through streamlining strategic and operational functions.</li> <li>• Identifying shared and/or common priorities</li> <li>• Acting as a lobbying group to influence the Welsh Government, Home Office and Local Policing Body.</li> <li>• Establishing a common and consistent framework for strategic, tactical and operational delivery at regional, sub-regional and local levels.</li> <li>• Facilitating and encouraging regional working in the interests of public value.</li> </ul> <p>Providing a more efficient and consistent service in contributing to reducing crime and disorder and improving the criminal justice services in North Wales.</p>

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# North Wales Safer Communities Board (NWSCB) Plan, 2017 - 2021



Gwasanaeth Prawf Cenedlaethol National Probation Service



Gwasanaeth Tân ac Achub Fire and Rescue Service



Bwrdd Iechyd Prifysgol Betsi Cadwaladr University Health Board



## Foreword

The aim of the North Wales Safer Communities Board is to **make North Wales a safe place**.

The role of the Safer Communities Board members is to work in partnership to achieve that aim.

In developing this plan, we have worked alongside the Police and Crime Commissioner to ensure that the Police and Crime Commissioner's strategic outcomes are embedded within the plan.

Our plan has clear priorities which have been informed by a North Wales strategic assessment undertaken in November 2016 and the local community safety partnerships across the 6 counties of North Wales. It is vital that we maintain the links with local communities to enable us to understand and respond differently to crime and anti-social behaviour, which is often not confined to administrative boundaries. By learning from each other's experiences, identifying good practice and understanding what works and doesn't work we are better able to deliver successful outcomes and remove obstacles.



**Cllr Hugh Jones JP**  
**Chair, North Wales Safer Communities Board**

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## What is the North Wales Safer Communities Board?

The North Wales Safer Communities Board was established in July 2012 and our work is already influencing how the region's public organisations strategically tackle crime and disorder.

We are a partnership of senior leaders and elected members from North Wales' public organisations, established to tackle crime and disorder<sup>1</sup>. The following organisations are represented:

- Anglesey County Council
- Betsi Cadwaladr University Health Board
- Community Rehabilitation Company
- Conwy County Borough Council
- Cyngor Gwynedd
- Denbighshire County Council
- Flintshire County Council
- Medrwn Mon (on behalf of Welsh Council for Voluntary Action)
- National Probation Service
- North Wales Fire and Rescue Service
- North Wales Police
- Office of the Police and Crime Commissioner
- Welsh Government
- Wrexham County Borough Council

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<sup>1</sup> As defined by the Crime and Disorder Act 1998

## **Introduction to our North Wales Safer Communities Board Plan**

This North Wales Safer Communities Board Plan outlines how we will focus our work over the next 4 years, and specifically the next 12 months, by working in partnership to prevent and tackle crime and disorder. It sets out how the Board has prioritised its areas of work, and summarises the main outcomes, priorities, and indicators.

This is the delivery document for the Police and Crime Plan and sets out: (1) what the Board will do and; (2) what the Board expects local Community Safety Partnerships (CSPs) to focus on. These are all based on the need identified in the 'strategic assessment', which is the evidence base for the Police and Crime Plan. However it should be noted that the statutory responsibilities to discharge the relevant sections of the Crime and Disorder Act 1998 continue to sit with local CSPs.

### **Our shared values**

1. Working together to keep people safe by enabling the best services we can
2. Working collectively to put our communities first
3. Supporting the most vulnerable in our communities
4. Seeking to minimise the effects of reducing resources on front line services
5. Developing new ways of working in partnership
6. Delivering on our promises

### **The Statutory Framework**

Section 6 of the Crime and Disorder Act 1998 as amended by the Police Reform and Social Responsibility Act 2011, requires responsible authorities to work in partnership to implement strategies that:

- Reduce crime and disorder in the area
- Combat substance misuse in the area; and
- Reduce reoffending

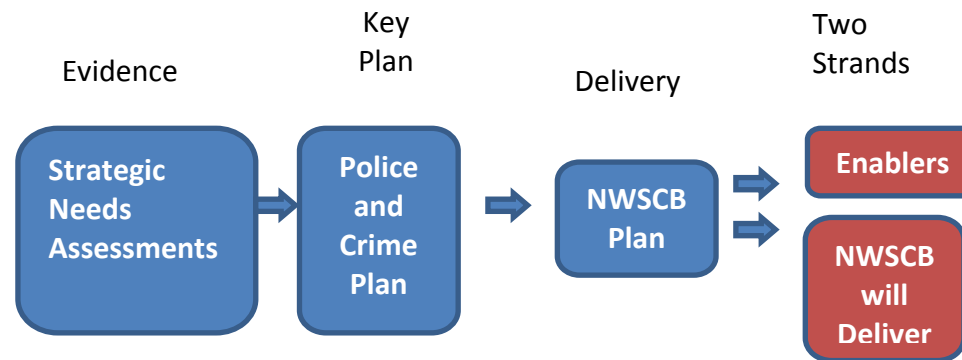
In drawing up those strategies, responsible authorities are required by the 2011 Act to have regard to the police and crime objectives of the Police and Crime Commissioner for North Wales.

The Police and Crime Commissioner's objectives are:

- Domestic abuse
- Modern slavery
- Organised crime
- Sexual abuse (including Child Sexual Exploitation, CSE)
- Delivering safer neighbourhoods

**What does the evidence tell us?**

In working together we use evidence from “strategic needs assessments” to provide a needs basis in order to determine where we should focus our finite resources. The same strategic needs assessments provide the evidential basis for the Police and Crime Plan.





## The Strategic Needs Assessment

A strategic needs assessment was undertaken by North Wales Police in November 2016 and refreshed in April 2017 with the objective of evaluating crime and disorder issues impacting on the communities of North Wales.

A national risk assessment matrix was used to assess areas of crime and disorder and inform priority setting.

The matrix assesses each area by identifying:

- The nature and degree of the harm.
- The Likelihood of the Impact occurring.
- The level of Risk posed after mitigation has been considered (mitigation is the capacity and capability of organisations to manage the issue).

The areas that were identified as high risk priorities for North Wales were:

- Child Sexual Exploitation
- Domestic Abuse
- Modern Day Slavery
- Organised Crime and the supply of illegal drugs

### The North Wales Safer Communities Board focus

Based on the information in the North Wales strategic assessment, the Police and Crime Commissioners Plan and the local Community Safety Partnership knowledge the table below outlines the work that the NW SCB will oversee:

	NWSCB Focus	Actions	Milestones	Success	Lead Officer
<b>1</b>	<b>PCC Objective: Domestic Violence</b>				
<b>1.1</b>	Regionalised DA service established and embedded across North Wales	<ul style="list-style-type: none"> <li>Work with Welsh Government and the North Wales regional DAC Manager to implement the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015</li> </ul>	<ul style="list-style-type: none"> <li>Regional Domestic Abuse service (strategic and operational) in place for April 2018 agreed by all partners.</li> <li>Clarity of local and regional roles agreed and communicated</li> </ul>	<ul style="list-style-type: none"> <li>Increase the confidence of victims to report domestic abuse and sexual violence</li> </ul>	Colin Everett
<b>2</b>	<b>PCC Objective: Modern Slavery</b>				
<b>2.1</b>	Develop our services to better understand and act against Modern Slavery	<ul style="list-style-type: none"> <li>Develop a multi-agency approach to awareness raising, victim care, prevention and investigation</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of referrals are received by the relevant agencies</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of modern slavery</li> <li>Protection of high risk victims of modern slavery</li> </ul>	Annwen Morgan
<b>3</b>	<b>PCC Objective: Organised Crime</b>				
<b>3.1</b>	Technology enabled crime	<ul style="list-style-type: none"> <li>Guidance to safeguard against technology enabled crime is produced</li> </ul>	<ul style="list-style-type: none"> <li>Providing education and information on the prevention of cyber crime</li> <li>NWSCB partners have a safe environment to share information</li> </ul>	<ul style="list-style-type: none"> <li>Protect the most vulnerable from cyber crime</li> <li>An increased awareness of technology enabled crime</li> </ul>	Mark Polin

	NWSCB Focus	Actions	Milestones	Success	Lead Officer
3.2	Drugs and Alcohol	<ul style="list-style-type: none"> <li>Support and hold to account the APB to implement the WG substance misuse strategy</li> </ul>	<ul style="list-style-type: none"> <li>Delivering on the APB's commissioning priorities</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the impact of substance misuse on our communities</li> </ul>	Lee Robinson
3.3	Counter Terrorism	<ul style="list-style-type: none"> <li>Agree guidance on how the Counter Terrorism and Security Act 2015 will be delivered</li> </ul>	<ul style="list-style-type: none"> <li>CONTEST Board and Channel Panels operating effectively</li> <li>An increase in the number of front line staff in NWSCB partners agencies who have been appropriately trained in Prevent</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the risk of a terrorist attack in the region</li> <li>Vulnerable people are safeguarded from the involvement in violent extremism</li> </ul>	Iwan Davies
3.4	Drug supply	<ul style="list-style-type: none"> <li>Tackle the OCGs that supply Class A drugs</li> <li>Develop our understanding of NPS</li> </ul>	<ul style="list-style-type: none"> <li>Set up multi agency OCG panels</li> <li>Share experiences of Wrexham town centre via the town centre action plan.</li> </ul>	<ul style="list-style-type: none"> <li>Better sharing of intelligence re OCGs across NWSCB partners.</li> <li>A reduction in the number of NSP users and a better public understanding of the dangers of NPS.</li> </ul>	Mark Polin  Lee Robinson / Vicky Jones
<b>4</b>	<b>PCC Objective: Sexual Abuse (including Child Sexual Exploitation, CSE)</b>				
4.1	Child Sexual Exploitation	<ul style="list-style-type: none"> <li>Share intelligence amongst partners to understand the risks</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of a prevention strategy monitored through NW Safeguarding Board</li> </ul>	<ul style="list-style-type: none"> <li>Protection of young people from CSE</li> <li>To deter and breakup perpetrator networks</li> </ul>	Mark Polin

	NWSCB Focus	Actions	Milestones	Success	Lead Officer
<b>5</b>	<b>PCC Objective: Delivering Safer Neighbourhoods</b>				
<b>5.1</b>	Community Tension Monitoring	<ul style="list-style-type: none"> <li>Embed effective partnership community tension monitoring processes</li> </ul>	<ul style="list-style-type: none"> <li>Local partnerships agree arrangements for community tension monitoring</li> <li>Local Authorities maintain a strategic overview of potential community tensions to inform local decision making</li> </ul>	<ul style="list-style-type: none"> <li>Community tensions are identified and addressed at an early stage</li> </ul>	Annwen Morgan
<b>5.2</b>	Hate Crime	<ul style="list-style-type: none"> <li>Embed "Tackling Hate Crimes and Incidents: A framework for action"<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>Front line services increase their understanding of Hate crime and support an increase in reporting</li> </ul>	<ul style="list-style-type: none"> <li>An increase in Hate Crime reporting</li> <li>Victims of Hate Crime receive appropriate support</li> </ul>	Annwen Morgan
<b>5.3</b>	Supporting families and children at risk of ACE's	<ul style="list-style-type: none"> <li>Identify and support vulnerable families who exhibit challenging behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Using an ACE informed lens for early intervention and root cause prevention</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in demand on frontline services</li> <li>Reduction in crime and disorder rates</li> </ul>	Lee Robinson
<b>5.4</b>	Reduce Reoffending	<ul style="list-style-type: none"> <li>Minimise gaps in service provision for those at risk of offending</li> </ul>	<ul style="list-style-type: none"> <li>Support the delivery of the All Wales Reducing Reoffending Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in re-offending rates</li> </ul>	Andy Jones
<b>5.5</b>	Youth Justice	<ul style="list-style-type: none"> <li>Improve collaborative working across the region</li> <li>Review the Youth Justice</li> </ul>	<ul style="list-style-type: none"> <li>Adopt regional YJ plan</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in young people entering the criminal justice system</li> </ul>	Colin Everett / Youth Justice Board Chairs

<sup>2</sup> Welsh Government Tackling Hate Crimes and Incidents: A Framework for Action [2014]

	NWSCB Focus	Actions	Milestones	Success	Lead Officer
		structures in light of reduced funding		<ul style="list-style-type: none"> <li>Prevent those in the criminal system from custodial sentencing</li> <li>For young offenders to have fulfilling life plans which help them avoid re-offending in the future</li> </ul>	
5.6	Migration changes	<ul style="list-style-type: none"> <li>The migration toolkit identifies migration patterns and the implications for community safety</li> </ul>	<ul style="list-style-type: none"> <li>Relevant information is shared in a timely and appropriate way</li> </ul>	<ul style="list-style-type: none"> <li>The impacts of demographic change on the community safety agenda are understood and addressed</li> </ul>	Annwen Morgan
6	<b>Governance of the NWSCB</b>				
6.1	Ensure our work is evidence based	<ul style="list-style-type: none"> <li>Enhance the research and analysis processes across partners.</li> </ul>	<ul style="list-style-type: none"> <li>The NW SCB and each CSP will sign off a data sharing protocol</li> <li>Consolidate Needs Assessments to support resource allocation and collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>Information is shared in a timely and appropriate way</li> <li>A proposal and timetable for consolidating the needs assessments in 2018 is drafted.</li> </ul>	Mark Polin
6.2	Commissioning Review	<ul style="list-style-type: none"> <li>Review of Commissioning of OPPC and APB</li> </ul>	<ul style="list-style-type: none"> <li>More efficient and more focussed regional, sub regional and local community safety activity</li> </ul>	<ul style="list-style-type: none"> <li>Best use is made of resources and expertise</li> </ul>	Lee Robinson

	NWSCB Focus	Actions	Milestones	Success	Lead Officer
6.3	Reporting mechanism	<ul style="list-style-type: none"> <li>▪ NW SCB hold local CSPs, the Channel Panel and Modern Slavery delivery group to account</li> </ul>	<ul style="list-style-type: none"> <li>▪ Share good practice and expertise to improve performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduction in levels of crime and disorder</li> </ul>	Cllr Hugh Jones
6.4	External audit	<ul style="list-style-type: none"> <li>▪ Implement the relevant findings from the WAO review of community safety</li> <li>▪ Participate in the Welsh Government review of community safety</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure that the NWSCB reflects good practice</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partners participate in the NWSCB appropriately</li> </ul>	Cllr Hugh Jones

#### The 4 North Wales local Community Safety Partnership's (CSPs) focus

This document outlines the plans to ensure we are working together to **make North Wales a safe place**.

The document should also act as a framework for the individual CSPs across North Wales to develop a local delivery plan that meets the objectives of the PCC, supports the evidence in the North Wales Police strategic assessment and meets the needs of the CSP at a local level.



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 21 September 2017
<b>Report Subject</b>	Annual Improvement Report of the Auditor General for Wales
<b>Report Author</b>	Chief Executive

### EXECUTIVE SUMMARY

This Annual Improvement Report (AIR) summarises the audit and regulatory work undertaken at the Council by the Wales Audit Office since the last report was published in July 2016.

Overall the Auditor General for Wales has reached a positive conclusion. *“The Council is meeting its statutory requirements in relation to continuous improvement”*.

No formal recommendations have been made during the year.

There are four new voluntary proposals for improvement.

An executive response to the reviews is set out.

### RECOMMENDATIONS

1.	To be assured by the Auditor General for Wales’ Annual Improvement Plan for 2016/17 and support the executive response to the Annual Improvement Report.
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### REPORT DETAILS

<b>1.00</b>	<b>The Annual Improvement Report</b>
1.01	The Auditor General under the Local Government (Wales) Measure 2009 (Measure) undertakes and publishes an annual improvement report for all Welsh Councils, Fire and Rescue Authorities and National Park Authorities.

1.02	This is the seventh Annual Improvement Report for Flintshire. However, the format is different from previous years in that it is a summary of the audit, regulatory and inspection work carried out in 2016/17.
1.03	Overall the Auditor General has concluded that: <i>“The Council is meeting its statutory requirements in relation to continuous improvement”</i> .
1.04	The Auditor General has not made any statutory recommendations with which the Council must comply. There are 4 new voluntary proposals for improvement.
1.05	The Council’s response to the four proposals for improvement is attached as Appendix 2.

<b>2.0</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Corporate Resources Overview and Scrutiny Committee and Audit Committee will be considering this report as part of their Forward Work programme.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Findings from the Wales Audit Office are risk managed as part of regular monitoring.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<b>Appendix 1:</b> Annual Improvement Report September 2017  <b>Appendix 2:</b> Flintshire’s executive response

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Officer:</b> Karen Armstrong, Corporate Business and Communications Executive Officer <b>Telephone:</b> 01352 702740 <b>E-mail:</b> <a href="mailto:karen.armstrong@flintshire.gov.uk">karen.armstrong@flintshire.gov.uk</a>



7.00	GLOSSARY OF TERMS
7.01	<p><b>Annual Improvement Report:</b> The Annual Improvement Report is publicised by the Wales Audit Office (WAO) on behalf of the Auditor General for Wales. It brings together, with the input of other inspectorates such as Estyn and the Care and Social Services Inspectorate for Wales (CSSIW), a summary of the regulatory work of the past year.</p>
7.02	<p><b>Corporate Assessment:</b> In 2013/14 the Wales Audit Office (WAO) began a new four year cycle of Corporate Assessments of improvement authorities in Wales. An in-depth Corporate Assessment reports on the Council's track record of performance and outcomes as well as the key arrangements necessary to underpin improvements in services and functions. Flintshire's first Corporate Assessment was conducted in late 2014 and the report on its outcomes was included in the Annual Improvement Report published in March 2015.</p>
7.03	<p><b>Improvement Plan:</b> the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.</p>
7.04	<p><b>Wales Audit Office:</b> works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.</p>

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WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru  
Auditor General for Wales

# Annual Improvement Report: 2016-17 – Flintshire County Council

Audit year: 2016-17

Date issued: September 2017

Document reference: 425A2017

The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office Board, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

The Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

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

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

This Annual Improvement Report has been prepared on behalf of the Auditor General for Wales by Paul Goodlad and Jeremy Evans under the direction of Huw Rees.

# Contents

## Summary report

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# Summary report

## 2016-17 performance audit work

- 1 In determining the breadth of work undertaken during the year, we considered the extent of accumulated audit and inspection knowledge as well as other available sources of information including Flintshire County Council's (the Council) own mechanisms for review and evaluation. For 2016-17, we undertook improvement assessment work at all councils under three themes: governance, use of resources, and improvement planning and reporting. At some councils, we supplemented this work with local risk-based audits, identified in the Audit Plan for 2016-17.
- 2 The work carried out since the last Annual Improvement Report (AIR), including that of the relevant regulators, is set out in [Exhibit 1](#).

## The Council is meeting its statutory requirements in relation to continuous improvement

- 3 Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2017-18.

## Recommendations and proposals for improvement

- 4 Given the wide range of services provided by the Council and the challenges it is facing, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
  - make proposals for improvement – if proposals are made to the Council, we would expect it to do something about them and we will follow up what happens;
  - make formal recommendations for improvement – if a formal recommendation is made, the Council must prepare a response to that recommendation within 30 working days;
  - conduct a special inspection, and publish a report and make recommendations; and
  - recommend to ministers of the Welsh Government that they intervene in some way.

- 5 During the course of the year, the Auditor General did not make any formal recommendations. However, a number of proposals for improvement have been made and these are repeated in this report. We will monitor progress against them and relevant recommendations made in our national reports ([Appendix 3](#)) as part of our improvement assessment work.

## Audit, regulatory and inspection work reported during 2016-17

### Exhibit 1: audit, regulatory and inspection work reported during 2016-17

Description of the work carried out since the last AIR, including that of the relevant regulators, where relevant.

Issue date	Brief description	Conclusions	Proposals for improvement
<b>Governance</b>			
May 2017	<p><b>Good governance when determining service changes</b></p> <p>Review of the Council's governance arrangements for determining service changes.</p>	<p>The Council's governance arrangements for determining significant service change are generally effective with some opportunities to further strengthen its approach.</p> <p>We came to this conclusion because:</p> <ul style="list-style-type: none"> <li>• the Council has a clear vision and strategic approach for determining service change;</li> <li>• governance and accountability arrangements for service change decision-making processes are clear, comprehensive and well-understood;</li> <li>• options appraisals relating to service change are robust, transparent and wide-ranging;</li> <li>• the Council has effective arrangements to engage with, and inform, stakeholders about</li> </ul>	<p>The Council's governance arrangements could be strengthened by:</p> <p>P1 Clearly defining the role of Scrutiny Committees in reviewing the impact of individual service changes, and by encouraging committees to reflect this role in their Forward Work Plans</p> <p>P2 Ensuring that Equality Impact Assessments associated with service change are of a consistently high quality.</p>



Issue date	Brief description	Conclusions	Proposals for improvement
		<p>service change proposals, their potential implications and the processes involved in reaching a decision;</p> <ul style="list-style-type: none"> <li>• corporate arrangements for monitoring the impact of service change are generally clear, but there is scope to clarify the role of scrutiny; and</li> <li>• the Council continues to review and refine its governance and decision-making arrangements and responds positively to external audit feedback.</li> </ul>	<p>P3 Ensuring that internal reviews of its governance arrangements – such as the Annual Governance Statement – explicitly consider governance in relation to decisions about service change.</p>
<b>Use of resources</b>			
November 2016	<p><b>Annual audit letter 2015-16</b></p> <p>Letter summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice. The Annual Audit Letter is in <a href="#">Appendix 2</a> of this report.</p>	<p>The Council complied with its responsibilities relating to financial reporting and use of resources</p> <ul style="list-style-type: none"> <li>• the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources; and</li> <li>• work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2015-16 accounts or key financial systems.</li> </ul>	None

Issue date	Brief description	Conclusions	Proposals for improvement
January 2017	<p><b>Savings planning</b> Review of the Council's financial savings arrangements, including how well it is delivering the required savings and whether it has robust approaches to plan, manage and deliver budget savings, at a pace that supports financial resilience.</p>	<p>The Council has a sound financial planning framework and it continues to strengthen its financial planning to better support future financial resilience.</p> <p>We came to this conclusion because:</p> <p>Savings achievement 2015-16</p> <ul style="list-style-type: none"> <li>the Council has reported achievement of 83% of its planned 2015-16 savings in year and can demonstrate that individual savings have been delivered.</li> </ul> <p>Financial planning arrangements</p> <ul style="list-style-type: none"> <li>the Council has an effective corporate framework for financial planning and plans to lengthen the term of the MTFS to five years to address the current lack of indicative plans for future years.</li> </ul> <p>Savings Plan 2016-17</p> <ul style="list-style-type: none"> <li>the Council forecasts that it will achieve 90% of its 2016-17 revised planned savings but some of its savings proposals are not sufficiently well developed when the budget is approved.</li> </ul>	<p>P1 Strengthen financial planning arrangements by ensuring that all savings proposals are sufficiently developed before the start of the financial year in which they are to be implemented.</p>
<b>Local risk-based performance audit</b>			

Issue date	Brief description	Conclusions	Proposals for improvement
August 2017	<p><b>Corporate Assessment Follow-up</b></p> <p>Review of the actions taken by the Council in response to proposals for improvement in the 2015 corporate assessment report</p>	<p>The Council continues to make progress in addressing the 2015 corporate assessment proposals for improvement:</p> <ul style="list-style-type: none"> <li>• the Council is promoting staff ownership of key objectives which will be supported by a new integrated approach to business planning in 2017-18;</li> <li>• corporate strategies are well aligned and the Council has implemented its revised asset management strategy, but progress on the new people and digital strategies has been slower than planned;</li> <li>• the Council is improving its risk management processes but work to align project and savings plan risks to the Council's revised risk matrix has been delayed; and</li> <li>• workforce planning is a key element of the Council's new people strategy and although work is underway to develop workforce plans, it is too early to assess their impact.</li> </ul>	<p>There are no additional proposals for improvement resulting from the follow-up audit. However, we expect the Council to continue making progress against the original proposals.</p>
August 2017	<p><b>Review of the effectiveness of the Council's efficiency savings programme</b></p>	<p>Arrangements for planning and monitoring efficiency savings are effective, but arrangements for evaluating non-financial impact and for sharing post-project learning are under-developed:</p>	<p>There are no additional proposals for improvement resulting from the follow-up audit. However, we expect the Council to continue making</p>

Issue date	Brief description	Conclusions	Proposals for improvement
	An analysis of the Council's arrangements for planning, monitoring, evaluating and reporting outcomes from its efficiency savings programme.	<ul style="list-style-type: none"> <li>• the Council has effective arrangements for planning and monitoring the financial impact of its efficiency savings programme;</li> <li>• Arrangements for evaluating the non-financial impact of efficiency initiatives are not systematic, but are being strengthened; and</li> <li>• Arrangements for capturing and sharing post-project learning are under-developed.</li> </ul>	progress against the original proposals
<b>Improvement planning and reporting</b>			
July 2016	<b>Wales Audit Office annual improvement plan audit</b> Review of the Council's published plans for delivering on improvement objectives.	The Council has complied with its statutory improvement planning duties.	None
November 2016	<b>Wales Audit Office annual assessment of performance audit</b> Review of the Council's published performance assessment.	The Council has complied with its statutory improvement reporting duties.	None
<b>Reviews by inspection and regulation bodies</b>			

Issue date	Brief description	Conclusions	Proposals for improvement
No reviews by inspection and regulation bodies have taken place during the time period covered by this report.			

# Appendix 1

## Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake a forward-looking annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. Improvement authorities (defined as local councils, national parks, and fire and rescue authorities) have a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'.

The annual improvement assessment considers the likelihood that an authority will comply with its duty to make arrangements to secure continuous improvement. The assessment is also the main piece of work that enables the Auditor General to fulfil his duties. Staff of the Wales Audit Office, on behalf of the Auditor General, produce the annual improvement report. The report discharges the Auditor General's duties under section 24 of the Measure, by summarising his audit and assessment work in a published annual improvement report for each authority. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether (as a result of his improvement plan audit under section 17) he believes that the authority has discharged its improvement planning duties under section 15.

The Auditor General may also, in some circumstances, carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

# Appendix 2

## Annual Audit Letter

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Councillor Aaron Shotton – Leader  
Colin Everett – Chief Executive  
Flintshire County Council  
County Hall  
Mold  
Flintshire  
CH7 6NB

**Reference:** 644A2016

**Date issued:** 29 November 2016

Dear Aaron and Colin

### Annual Audit Letter – Flintshire County Council 2015-16

This letter summarises the key messages arising from my statutory responsibilities under the Public Audit (Wales) Act 2004 and my reporting responsibilities under the Code of Audit Practice.

#### The Council complied with its responsibilities relating to financial reporting and use of resources

It is the Council's responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;

- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This Code is based on International Financial Reporting Standards.

I issued an unqualified audit opinion on the financial statements confirming they present a true and fair view of the Council's financial position and transactions on 29 September 2016. My report is contained within the Statement of Accounts. The key matters arising from the accounts audit were:

- It was pleasing to note that the Council had been proactive in addressing the issues identified during the 2014-15 audit. The improvements were overseen by a newly established Accounts Governance Group. We would encourage this Group to continue to support the Finance team in future challenges such as changes in accounting for Highway Network assets and the requirement for financial statements to be produced earlier in future years.
- The valuation method adopted in revaluing the Council's housing stock was flawed and resulted in restatement.
- The Council needs to accelerate its investigations into the potential liabilities arising from a number of former waste disposal sites to ensure that it can appropriately recognise any financial liabilities as an accounting provision in its financial statements and address any funding issues from a budgetary perspective.

These were reported in detail to members of the Council in my Audit of Financial Statements report on 26 September 2016.

In the near future, we will be holding a joint Post Project Learning exercise with Council finance officers to identify areas where we can both learn from this year, and make improvements for the future. We will hold regular meetings to take any issues forward and to start preparations for future challenges as referred to above.

It is also worth noting, the Council lead on the preparation of the accounts for the North Wales Residual Waste Joint Committee. On 29 September 2016, I confirmed that the information contained in its annual return was in accordance with proper practices.

I issued a certificate confirming that both the audits of the accounts have been completed on 29 September 2016.

### **I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources**

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed under the Local Government (Wales) Measure 2009. The Auditor General will highlight areas where the effectiveness of these arrangements has yet to be demonstrated or where improvements could be made when he publishes his Annual Improvement Report.



We will also shortly be issuing a report on the council's financial resilience which will consider whether the council's financial savings planning arrangements support financial resilience.

**My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2015-16 accounts or key financial systems.**

My ongoing work on the certification of grants claims and returns has not identified any significant issues to date in relation to the accounts or the Council's key financial systems. A more detailed report on my grant certification work will follow in the spring 2017 once this year's programme of certification work is complete.

The financial audit fee for 2015-16 is currently expected to be in line with the agreed fee set out in the Annual Audit Plan.

Yours sincerely



**John Herniman**  
**Engagement Director**  
**For and on behalf of the Auditor General for Wales**

# Appendix 3

## National report recommendations 2016-17

### Exhibit 2: national report recommendations 2016-17

Summary text for Appendix 2 'Summary of proposals for improvement relevant to local government, included in national reports published by the Wales Audit Office, since publication of the last AIR'

Date of report	Title of review	Recommendation
August 2016	<b><u>Financial Resilience of Local Authorities in Wales 2015-16</u></b>	<p>In our report of 2014-15 (<b>The Financial Resilience of Councils in Wales</b>, April 2015) we made a number of recommendations for local authorities. Many of these recommendations remained relevant and required further work from authorities to address them during 2016-17. In addition, we also made the following recommendations based on our more recent review:</p> <p>R1 Local authorities should strengthen their financial-planning arrangements by:</p> <ul style="list-style-type: none"><li>• developing more explicit links between the Medium Term Financial Plan (MTFP) and its corporate priorities and service plans;</li><li>• aligning other key strategies such as workforce and asset management plans with the MTFP;</li></ul>

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> <li>• developing comprehensive multi-year fully costed savings plans which underpin and cover the period of the MTFP, not just the forthcoming annual budget;</li> <li>• categorising savings proposals so that the shift from traditional-type savings to transformational savings can be monitored over the period of the MTFP; and</li> <li>• ensuring timescales for the delivery of specific savings proposals are realistic and accountability for delivery is properly assigned.</li> </ul> <p>R2 Local authorities should develop corporate income generation and charging policies.</p> <p>R3 Local authorities should ensure that they have a comprehensive reserves strategy, which outlines the specific purpose of accumulated useable reserves and the impact and use of these in the MTFP.</p> <p>R4 Local authorities should develop key performance indicators to monitor the MTFP.</p> <p>R5 Local authorities should ensure that savings plans are sufficiently detailed to ensure that members are clear as to what the plans are intended to deliver and that the delivery of those plans can be scrutinised appropriately throughout the year.</p>

Date of report	Title of review	Recommendation
		R6 Local authorities should ensure that corporate capacity and capability are at a level that can effectively support the delivery of savings plans in the MTFP at the pace required.
October 2016	<b><u>Community Safety in Wales</u></b>	<p>The seven recommendations within this report required individual and collective action from a range of stakeholders – the Welsh Government, Home Office Wales Team, police and crime commissioners, public service board members and local authorities:</p> <p>R1 Improve strategic planning to better coordinate activity for community safety by replacing the existing planning framework with a national strategy supported by regional and local plans that are focused on delivering the agreed national community-safety priorities.</p> <p>R2 Improve strategic partnership working by formally creating effective community-safety boards that replace existing community-safety structures that formalise and draw together the work of the Welsh Government, police forces, local authorities, health boards, fire and rescue authorities, WACSO and other key stakeholders.</p> <p>R3 Improve planning through the creation of comprehensive action plans that cover the work of all partners and clearly identify the regional and local contribution in meeting the national priorities for community safety.</p>

Date of report	Title of review	Recommendation
		<p>R4 Review current grant-funding arrangements and move to pooled budgets with longer-term funding commitments to support delivery bodies to improve project and workforce planning that focuses on delivering the priorities of the national community-safety strategy.</p> <p>R5 Ensure effective management of performance of community safety by:</p> <ul style="list-style-type: none"> <li>• setting appropriate measures at each level to enable members, officers and the public to judge progress in delivering actions for community-safety services;</li> <li>• ensuring performance information covers the work of all relevant agencies; and</li> <li>• establishing measures to judge inputs, outputs and impact to be able to understand the effect of investment decisions and support oversight and scrutiny.</li> </ul> <p>R6 Revise the systems for managing community-safety risks and introduce monitoring and review arrangements that focus on assuring the public that money spent on community safety is resulting in better outcomes for people in Wales.</p> <p>R7 Improve engagement and communication with citizens through public service boards in:</p> <ul style="list-style-type: none"> <li>• developing plans and priorities for community safety;</li> </ul>

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> <li>• agreeing priorities for action; and</li> <li>• reporting performance and evaluating impact.</li> </ul>
November 2016	<u><b>Charging for Services and Generating Income by Local Authorities</b></u>	<p>This report made eight recommendations, of which six required action from local authorities. Recommendations R4 and R6 required action from the Welsh Government and Welsh Local Government Association:</p> <p>R1 Develop strategic frameworks for introducing and reviewing charges, linking them firmly with the Medium Term Financial Plan and the Corporate Plan.</p> <p>R2 Review the unit and total costs of providing discretionary services to clearly identify any deficits and, where needed, set targets to improve the current operating position.</p> <p>R3 Use the impact assessment checklist whenever changes to charges are considered.</p> <p>R5 Identify opportunities to procure private sector companies to collect charges to improve efficiency and economy in collecting income.</p> <p>R7 Improve management of performance, governance and accountability by:</p> <ul style="list-style-type: none"> <li>• regularly reporting any changes to charges to scrutiny committee(s);</li> </ul>

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> <li>• improving monitoring to better understand the impact of changes to fees and charges on demand, and the achievement of objectives;</li> <li>• benchmarking and comparing performance with others more rigorously; and</li> <li>• providing elected members with more comprehensive information to facilitate robust decision making.</li> </ul> <p>R8 Improve the forecasting of income from charges through the use of scenario planning and sensitivity analysis.</p>
January 2017	<b><u>Local Authority Funding of Third Sector Services</u></b>	<p>This report made three recommendations, of which two required action from local authorities. Recommendation R3 required action from the Welsh Government:</p> <p>R1 To get the best from funding decisions, local authorities and third sector bodies need to ensure they have the right arrangements and systems in place to support their work with the third sector. To assist local authorities and third sector bodies in developing their working practices, we recommend that local authority and third sector officers use the <b><u>Checklist for local authorities effectively engaging and working with the third sector</u></b> to:</p> <ul style="list-style-type: none"> <li>• self-evaluate current third sector engagement, management, performance and practice;</li> </ul>

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> <li>• identify where improvements in joint working is required; and</li> <li>• jointly draft and implement an action plan to address the gaps and weaknesses identified through the self-evaluation.</li> </ul> <p>R2 Poor performance management arrangements are weakening accountability and limiting effective scrutiny of third sector activity and performance. To strengthen oversight of the third sector, we recommend that elected members scrutinise the review checklist completed by officers, and regularly challenge performance by officers and the local authority in addressing gaps and weaknesses.</p>





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are of a consistently high quality	will improve consistency and quality of all impact assessments and their interdependencies.	
P3. Reviewing, and where necessary improving, the effectiveness of its decision-making arrangements explicitly in relation to service change.	<p>Further refining to improve:</p> <ul style="list-style-type: none"> <li>- Consistently high quality business cases</li> <li>- Incorporation of evaluation post implementation within business planning methodology</li> <li>- Evaluation of key changes post implementation considered by Programme Boards, Cabinet and Overview and Scrutiny</li> <li>- Annual review of the quality of the budget-led service change decision-making process</li> </ul>	G

Proposal for Improvement	Response	Progress Status
<b>Council's Effectiveness of the Efficiency Savings Programme</b>		
Introduce a more robust and systematic approach to post-project evaluation, suitable for:		
- evaluating the non-financial impact of efficiency / change initiatives	- Integrated impact assessment tool developed and being used by portfolios	G
	- Tool provides end to end process of defining service change, impact of service change, risks and mitigation plus transition plans and evaluation.	G
	- Gateway approval processes built into Integrated Impact Assessment for all service changes prior to consideration by members.	G
- capturing, sharing and promoting learning and good practice.	<p>Further refining to improve:</p> <ul style="list-style-type: none"> <li>- Consistently high quality business cases</li> <li>- Incorporation of evaluation post implementation within business planning methodology</li> <li>- Evaluation of proposals post implementation considered by Programme Boards and Cabinet</li> <li>- Overall effectiveness of decision-making reviewed by Corporate Resources Overview and Scrutiny Committee.</li> </ul>	A
		A
		A
		A



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 21 September 2017
<b>Report Subject</b>	Wales Audit Office study reports
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Chief Executive

### EXECUTIVE SUMMARY

The Wales Audit Office (WAO) have recently completed a number of reviews:

- i) Corporate Assessment Follow-up; ii) Good Governance when determining service changes; and (iii) Effectiveness of the Council's efficiency savings programme.

The reviews are a fair reflection on the Council's practices and arrangements.

None of the reviews carry any new statutory recommendations.

There are four new proposals for improvement: three in the "Good Governance when determining service changes" and; one in the "review of Effectiveness of the Council's efficiency savings programme".

The Council has made an Executive response to each of the reviews.

### RECOMMENDATIONS

1	To be assured by the review reports of the Wales Audit Office and support the Council's executive response.
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## REPORT DETAILS

1.00	EXPLAINING THE WALES AUDIT OFFICE REVIEWS
1.01	<p>During 2016-17 the Wales Audit Office undertook work on three different topics and presented their findings to the Council. The Good Governance review was held across all 22 councils. The other two reviews were local to Flintshire and either complemented or followed up previous reviews.</p>
1.02	<p>The Corporate Assessment follow-up reviewed progress against the seven Proposals for Improvement issued in the 2015 Corporate Assessment report. It focused on actions which were incomplete at an earlier follow-up in 2016. These latter actions included the Council's approach to Business planning, progress with Corporate strategies (People, ICT and Asset management strategies), consistency of risk management approaches and workforce planning.</p> <p>The overall conclusion was:  <i>"The Council continues to make progress in addressing the 2015 corporate assessment proposals for improvement."</i></p> <p>No further proposals for improvement were included. The final report is attached at Appendix 1, along with the Council's response at Appendix 4.</p>
1.03	<p>The Good Governance review focused on governance arrangements where there have been significant service changes. The overall conclusion was:  <i>"The Council's governance arrangements for determining significant service change are generally effective, with some opportunities to further strengthen its approach."</i></p> <p>WAO identified three proposals for improvement:</p> <p>The Council's governance arrangements could be strengthened by:</p> <p>P1. Clearly defining the arrangements for scrutinising the impact of individual service changes.  P2. Ensuring that Equality Impact Assessments (EIA) that are produced are of a consistently high quality.  P3. Reviewing, and where necessary improving, the effectiveness of its decision-making arrangements explicitly in relation to service change.</p> <p>The final report is attached at Appendix 2, along with the Council's response at Appendix 4.</p>
1.04	<p>The review of the Council's effectiveness of the efficiency savings programme complements an earlier Financial Resilience review. The overall conclusion was:  <i>"Arrangements for planning and monitoring efficiency savings are effective, but arrangements for evaluating non-financial impact and for sharing post-project learning are under-developed."</i></p> <p>WAO identified one proposal for improvement:</p> <p><i>"Introduce a more robust and systematic approach to post-project</i></p>

	<p><i>evaluation, suitable for:</i></p> <ul style="list-style-type: none"> <li>• <i>evaluating the non-financial impact of efficiency / change initiatives;</i></li> <li>• <i>capturing, sharing and promoting learning and good practice.”</i></li> </ul> <p>The final report along with the Council's response is attached at Appendix 3 along with the Council's response at Appendix 4.</p>
1.05	Proposals for improvement, where agreed with the Wales Audit Office reviews, are actioned and monitored.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications regarding this report; as the reports are a view of the Council's general governance arrangements, efficiency savings planning and follow-up to a previous WAO corporate review.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Wales Audit Office sought views from Chief Officers and finance colleagues to inform their reviews.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The Council consistently reviews risks in relation to financial planning and the resilience of its plans. The Medium Term Financial Strategy and in-year business plans are monitored monthly.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix 1 – Corporate Assessment follow-up (July 2017)</p> <p>Appendix 2 - <a href="#">Good Governance when determining significant service changes (June 2017)</a></p> <p>Appendix 3 – Review of the effectiveness of the Council's efficiency savings programme ( August 2017)</p> <p>Appendix 4 – Council Executive response.</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><a href="#">Wales Audit Office: Annual Improvement Report incorporating the Corporate Assessment report (March 2015)</a></p> <p><b>Contact Officer:</b> Karen Armstrong, Corporate Business and Communications Executive Officer  <b>Telephone:</b> 01352 702740  <b>E-mail:</b> karen.armstrong@flintshire.gov.uk</p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p>Wales Audit Office (WAO)  Works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.</p>





WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru  
Auditor General for Wales

# Corporate Assessment Follow-up – Flintshire County Council

Audit year: 2016/17

Date issued: July 2017

Document reference:

## **Purpose of this document**

This document is a draft supplied in confidence solely for the purpose of verifying the accuracy and completeness of the information contained in it and to obtain views on the conclusions reached.

## **Handling prior to publication**

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

This document is also available in Welsh.

The team who delivered the work comprised Charlotte Owen, Paul Goodlad and Jeremy Evans, under the direction of Huw Rees

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The Council continues to make progress in addressing the 2015 corporate assessment proposals for improvement

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The Council is improving its risk management processes but work to align project and savings plan risks to the Council's revised risk matrix has been delayed x

Workforce planning is a key element of the Council's new people strategy and although work is underway to develop workforce plans, it is too early to assess their impact x

# Summary report

## Summary

- 1 In March 2015, the Auditor General published his Annual Improvement Report (AIR)<sup>1</sup> for Flintshire County Council (the Council). The report, which included findings from the September 2014 Corporate Assessment (CA), concluded that the Council had made significant progress in a number of difficult areas, but needed to strengthen some aspects of its arrangements. Although the Council was reasonably well placed to continue to deliver its priorities in the face of further financial challenges, the report made seven proposals for improvement (PFIs). Action to address four of the seven PFIs was still underway at the start of 2016-17.
- 2 In early 2016 we reviewed the Council's progress against the PFIs and reported our findings in the AIR published in June 2016<sup>2</sup>; Overall, we found the Council:
  - had made good progress in addressing the governance-related PFIs;
  - was strengthening its management of financial resources, but had made less consistent progress revising other resource management strategies; and
  - had made some progress to improve the consistency of its approach to workforce planning, but further work was required to complete the arrangements.
- 3 During early 2017, we revisited the actions which were incomplete at the time of our earlier follow-up. This second follow-up found that the Council continues to make progress in addressing the 2015 corporate assessment proposals for improvement.
- 4 We came to this conclusion because:
  - the Council is promoting staff ownership of key objectives which will be supported by a new integrated approach to business planning in 2017-18;
  - corporate strategies are well aligned and the Council has implemented its revised asset management strategy, but progress on the new people and digital strategies has been slower than planned;
  - the Council is improving its risk management processes, but work to align project and savings plan risks to the Council's revised risk matrix has been delayed; and
  - workforce planning is a key element of the Council's new people strategy and although work is underway to develop workforce plans, it is too early to assess their impact.

<sup>1</sup> [Flintshire County Council – Annual Improvement Report 2014-15](#) Published March 2015 Source: Wales Audit Office

<sup>2</sup> [Flintshire County Council - Annual Improvement Report 2015-16](#) Published June 2016 Source: Wales Audit Office

## Proposals for improvement

The Council has made significant progress against many of the proposals for improvement arising from the 2015 corporate assessment report. However, some actions have only recently been implemented and some are scheduled for completion during 2017. So, it is too soon to assess their overall impact. Our Audit Plan for 2017-18 includes further follow-up work during late 2017-18, to review the impact of recent and imminent changes.

There are no additional proposals for improvement arising from this follow-up audit. However, we expect the Council to continue making progress against the original proposals.

DRAFT

## The Council continues to make progress in addressing the 2015 corporate assessment proposals for improvement

### The Council is promoting staff ownership of key objectives which will be supported by a new integrated approach to business planning in 2017-18

*Summary text 'Description of the Proposal for Improvement included in the original 2015 corporate assessment report'*

#### **Corporate Assessment Proposal for Improvement P1 (from the 2015 CA report)**

The Council should develop and implement a consistent approach to business planning that promotes the ownership by staff of key objectives and targets.

- 5 The Council continues to improve its business planning arrangements and intends to implement a new approach during 2017-18:
  - Each portfolio will produce a comprehensive five-year business plan to support service planning and performance management; and
  - The business plans will incorporate corporate initiatives and strategies and demonstrate fit with the Medium Term Financial Strategy.
- 6 The Council anticipates that the new business plans will support workforce engagement and staff ownership of key objectives by clarifying how corporate objectives relate to individual service areas. A standard business plan format intended to promote consistency across portfolios and plans will be formally reviewed and updated twice a year.
- 7 The Council's integrated performance management system places greater responsibility on chief officers and service managers for data input and promotes ownership of the objectives. The system, and the reports it generates, identifies the officers responsible for meeting objectives and specific targets. As always, the quality of the reports produced is dependent on the data input into the system; the Council reports that data quality is variable, but is improving. The system's automated reporting function provides the Policy and Performance Team with more opportunity to monitor the quality and consistency of data.
- 8 The Council has rolled out an updated staff appraisal model. The model now includes the option of a 'light touch' approach, more appropriate for staff on low-hour contracts, who do not require a full appraisal. Appraisal completion figures for 2016-17 were not available at the time of our review, but the Council expects this dual approach to increase the number of appraisals completed. The full appraisal model encourages staff to consider how their role contributes to the Council's corporate and service-level priorities and objectives. The Council expects this to promote greater awareness and ownership of the priorities and objectives.

- 9 The new business plans are intended to complement this approach by including more explicit links to corporate objectives. The Council has also taken steps to ensure that new corporate strategies, such as the People Strategy 2016-2019, are accessible, to encourage buy-in from staff at all levels of the organisation.
- 10 We will revisit the actions being taken to address this PFI during late 2017-18 to assess whether their intended impact has been achieved.

**Corporate strategies are well aligned and the Council has implemented its revised asset management strategy, but progress on the new people and digital strategies has been slower than planned**

*Summary text 'Description of the Proposal for Improvement included in the original 2015 corporate assessment report'*

**Corporate Assessment Proposal for Improvement P3 (from the 2015 CA report)**

The Council should ensure that, in implementing its revised strategies for People, ICT and Asset Management:

- their financial implications feed into the medium-term financial plan; and
- the links between the strategies are fully considered so that specialist staff are available when required.

- 11 Progress on revising and implementing the people and digital strategies has been slower than planned. The Capital Strategy and Asset Management Plan 2016-2020 (CS&AMP) was approved in February 2016 and implemented during 2016-17. The Council's Capital Programme for the period 2017-18 to 2019-20 follows the framework set out in the capital strategy. The Council has evaluated proposals for capital expenditure against the asset management plan to ensure they support delivery of its priorities.
- 12 Our previous follow-up review acknowledged that an ICT service restructure and reduced capacity in the Human Resources and Organisational Development (HR & OD) team had delayed progress of the new digital and people strategies. The Council originally expected to finalise its digital strategy during summer 2016. However, further delays meant the Council did not approve its Digital Flintshire 2017-2022 strategy until February 2017; and the People Strategy 2016-2019 was approved in November 2016. The Council is now developing action plans to support implementation of both strategies. Until the action plans are completed, the scale of actions and timescales associated with the implementation is unclear.
- 13 The financial implications of the Digital Flintshire strategy are not yet clear. Capital investment in IT equipment, necessary to maintain the current infrastructure's functionality, was approved as part of the Council's Capital Programme. The capital investment required to realise the strategy will become clearer once the Council has determined the extent of its programme of changes. The Council intends to run each potential project through a cost-benefit assessment before

taking a decision to proceed. The Council expects to deliver its People Strategy within current resource levels.

- 14 There are clear links between the Council's key corporate strategies. Both the people and digital strategies provide a clear vision of how the workforce and digital information and technology will contribute towards improvement priorities and strategic plans. Enabler strategies are also better integrated and the Council has taken a collaborative approach to developing the revised people and digital strategies; corporate services staff liaise closely and consult with officers at a portfolio level. The Council also expects supporting action plans to take account of relevant departments' capacity when scheduling projects, with relevant actions embedded within portfolio business plans.
- 15 The Council originally planned to produce a corporate resourcing strategy that would provide an overarching strategic focus on capability, capacity and risks. We agreed that this approach could provide an effective way to link the Council's enabler strategies. However, the Council subsequently decided not to proceed. Instead, the Council's new business plans, which are being introduced during 2017-18, will link to the suite of corporate strategies. The Council expects this approach to provide improved connectivity between its strategies and planning arrangements.
- 16 We will follow up these arrangements during late 2017-18 to assess the extent to which the intended linkages are working in practice.

### The Council is improving its risk management processes but work to align project and savings plan risks to the Council's revised risk matrix has been delayed

*Summary text 'Description of the Proposal for Improvement included in the original 2015 corporate assessment report'*

#### Corporate Assessment Proposal for Improvement P6 (from the 2015 CA report)

The Council should:

- adopt a consistent approach to managing risk, ensuring that all staff involved use a similar approach to record impact, likelihood and mitigating actions; and apply this approach to its future savings plans.

- 17 In May 2016, Internal Audit (IA) provided reasonable assurance<sup>3</sup> of the Council's risk management processes. The IA review focussed on the Council's use of its integrated performance management system to provide a more consistent approach to risk management. During 2016-17, a number of the planned improvements arising from the IA review were completed. Although the Council originally anticipated completing all actions during 2016, some were delayed and

<sup>3</sup> The Council's Internal Auditor defines reasonable assurance as "Key Controls in place but some fine tuning required; key controls generally operating effectively" Source: Internal Audit routine reports to Audit Committee



now have revised completion dates between March and September 2017. The Council's IA team continues to track progress against the action plan.

- 18 The Council reports that the integrated performance management system is supporting a more consistent and sophisticated approach to risk. All operational risks have been added to the system, promoting consistent use of the revised risk matrix. However, less progress has been made in adding project risks to the system due to capacity issues and the need for further work to build and develop the Council's risk framework for projects. The Council now expects to complete this work by the end of March 2017.
- 19 Portfolio business plans have integrated risk management into service planning and monitoring processes. For example, Programme Board meetings routinely discuss both existing and emerging risks. The Council also delivered risk management training during 2016-17 to support a consistent approach to risk escalation across portfolios, and is updating its risk management guidance.
- 20 Savings plans do not currently use the risk matrix. Instead, efficiencies are risk-assessed in terms of their deliverability and acceptability. The Council also assesses the financial robustness of planned efficiencies. This provides further assurance on likely deliverability; better-developed costings increase the likelihood of achieving the planned efficiency. Once planned work to support project-level risks within the integrated performance management system is complete, the Council intends to add new portfolio business plans and efficiencies to the system. The Council expects these changes to align efficiency plans to the risk matrix and integrate risk management with efficiency reporting.
- 21 The Council provided a mid-year update on the strategic risks contained in its 2016-17 Improvement Plan to Audit Committee in January 2017. The Council's report concluded that the Council's approach to management of risk was effective; there was a significant reduction in the proportion of major risks and an increase in the number of risks classified as minor or insignificant.
- 22 We will assess the effectiveness of the updated risk management arrangements during a follow-up review in late 2017-18.

### **Workforce planning is a key element of the Council's new people strategy and although work is underway to develop workforce plans, it is too early to assess their impact**

*Summary text 'Description of the Proposal for Improvement included in the original 2015 corporate assessment report'*

#### **Corporate Assessment Proposal for Improvement P7 (from the 2015 CA report)**

The Council should ensure a consistent approach to workforce planning and use the results to inform future reductions in staff.

- 23 The Council's approach to workforce planning is set out in its new People Strategy 2016-2019. Effective workforce planning is a Council priority and work has recently

begun to implement this part of the strategy; the Human Resources (HR) team are working with managers to develop service level workforce plans. The Council considers that its approach to engaging with senior managers on implementation of the strategy has been effective. An outline template ensures consistency of approach across services and HR have provided service managers with the management information they require to develop the plans. A key planned outcome of the Council's people strategy is a single consolidated workforce plan and supporting action plans. The Council expects this to promote a consistent approach to workforce planning.

- 24 Although it is too early to assess the workforce plans and their impact on future reductions in staff, the People Strategy is clear about their intended purpose. The Council expects its workforce plans to set out and address the gap between current workforce arrangements and those required to deliver future service plans. Workforce plans will inform Council decisions around future workforce numbers and help it to develop job roles and flexible working patterns that support future service delivery models. The plans will form an integral part of the Council's business planning approach and portfolio business plans will be required to demonstrate how workforce requirements are being addressed.
- 25 We will review the effectiveness of the actions taken to improve the consistency of workforce planning arrangements during a follow-up review in late 2017-18.



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# Review of the Effectiveness of the Council's Efficiency Savings Programme – **Flintshire County Council**

Audit year: 2016/17

Date issued: August 2017

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

This document is also available in Welsh.

The team who delivered the work comprised Charlotte Owen, Paul Goodlad and Jeremy Evans, under the direction of Huw Rees.

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# Summary report

## Summary

- 1 Flintshire County Council (the Council) has reported significant efficiency savings over the last 10 years; its Medium Term Financial Strategy notes how the need to achieve savings has accelerated in response to increasing budget pressures. Since 2008-09, the Council has reported efficiency savings of almost £60 million, including nearly £25 million for 2014-15 and 2015-16 alone – over 40% of the total savings reported since 2008-09.
- 2 In 2016-17, the Wales Audit Office reported on the extent to which the Council's financial and savings planning arrangements supported financial resilience. In this review, we look more closely at the Council's arrangements for planning, monitoring, evaluating and reporting outcomes from its efficiency savings programme. We also assess whether the Council's post-project evaluation effectively identifies and replicates good practice, helping it to avoid repeating potentially costly mistakes.
- 3 Between February and May 2017, we sampled four recently-completed 'change' projects, including projects that benefitted from initial pump-priming, to assess the Council's arrangements. The efficiency projects we sampled were:
  - corporate operating model;
  - changes to the library network;
  - in-house enforcement agent service; and
  - review of fleet arrangements.
- 4 We found that arrangements for planning and monitoring efficiency savings are effective, but arrangements for evaluating non-financial impact and for sharing post-project learning are under-developed.
- 5 We came to this conclusion because:
  - the Council has effective arrangements for planning and monitoring the financial impact of its efficiency savings programme;
  - arrangements for evaluating the non-financial impact of efficiency initiatives are not systematic, but are being strengthened; and
  - arrangements for capturing and sharing good practice are under-developed.



## Proposals for improvement

- 6 It would be unusual if we did not find things that can be improved and, where we do, the Auditor General can take a variety of steps. In this case, we have made a proposal for improvement that we expect the Council to respond to in an appropriate way.

### Exhibit 1: Proposals for improvement

Proposals for improvement	
P1	<p>Introduce a more robust and systematic approach to post-project evaluation, suitable for:</p> <ul style="list-style-type: none"><li>• evaluating the non-financial impact of efficiency/change initiatives; and</li><li>• capturing, sharing and promoting learning and good practice.</li></ul>

# Detailed report

## Arrangements for planning and monitoring efficiency savings are effective, but arrangements for evaluating non-financial impact and for sharing post-project learning are under-developed

### The Council has effective arrangements for planning and monitoring the financial impact of its efficiency savings programme

- 7 Our review found that the Council has effective and transparent planning arrangements. The savings we reviewed were well considered and supported by robust business cases and costings. Expected benefits were clearly set out and approved by Cabinet. External consultants provided independent advice on the corporate operating model and fleet review efficiencies; the Council investigated the arrangements in place at other local authorities when assessing whether to establish an in-house enforcement service.
- 8 We noted in our 2016-17 report on Financial Resilience at Flintshire that the Council continues to refine its approach to stakeholder engagement. The savings proposals reviewed as part of this review were supported by appropriate consultation processes with a range of relevant stakeholders, including residents, staff, trade unions and external regulatory bodies.
- 9 The Council adjusts its efficiency proposals in response to consultation feedback. For example, corporate customer services was moved to a more customer-focused portfolio following feedback on the proposed corporate operating model. Similarly, the Council incorporated public feedback into the design of Deeside Library, and public consultation on rural library closures led to expressions of interest from community groups to take over operation of the libraries.
- 10 The Council's budget monitoring processes enable it to track the savings achieved. Savings are monitored monthly and variances against target are reported in regular budget monitoring updates to Cabinet and Corporate Resources Overview and Scrutiny Committee. Programme Boards monitor each portfolio's progress against savings and budgetary targets. Boards meet regularly and provide senior officers and councillors with the opportunity to review performance against savings targets and to provide challenge.
- 11 Budget monitoring documents confirm that most planned savings were achieved for the sample plans we reviewed. Some savings were lower than planned in the first year due to later-than-anticipated project starts, but were achieved in full, or expected to be, in subsequent years. Up-front investments by the Council have either been recouped already or are expected from the cumulative effect of

recurring savings. Further detail on the financial impact of each of the efficiencies is set out below.

- 12 In 2014-15, the Council included £3.1m of workforce efficiencies in its savings plan. We reviewed the senior management efficiencies related to the new, leaner corporate operating model, which was expected to contribute £460,000 to the planned savings total. Invest to save funding of £440,000 supported the upfront costs of these changes, such as exit costs. The revised Chief Officer structure successfully delivered savings, achieving £605,000 in 2014-15. The Council expects the annual savings against the previous operating model to rise to £668,000 once all Chief Officers reach the top of the new salary scale. The new operating model also led to a review of senior management support staff as part of a wider review of administration staff; this generated further savings of £116,000.
- 13 Despite these achievements, the planned changes alone did not generate savings of £3.1 million. But the target of £3.1 million was met by supplementary savings arising from unfilled vacancies and additional one-off efficiencies within portfolios.
- 14 Council plans to relocate three libraries to a new library hub in Deeside were expected to generate savings on running costs<sup>1</sup> of £30,000 in 2016-17. The Council received Welsh Government capital grant funding to co-locate the hub library within the Deeside leisure centre building. Fit out costs of £40,000 were funded from the existing library service budget in 2015-16. Efficiency savings should exceed this investment in less than two years; a saving of £30,000 was achieved in 2016-17, which the Council expects to rise to £50,000 in 2017-18.
- 15 The Council also funded the co-location of a library within Holywell leisure centre using £120,000 from its Community Asset Transfer Capital Grant Fund to match Welsh Government grant funding. The leisure centre was transferred to a community group by Community Asset Transfer (CAT) and the Council now rents library space from the community group. This arrangement provided a part-year saving of £4,000 in 2016-17, which the Council expects to increase to £16,000 a year from 2017-18 onwards.
- 16 The Council initially expected savings from these particular initiatives of around £142,000 in 2016-17. Delays to some CATs reduced the actual savings to £105,000. The savings shortfall in 2016-17 was covered from reserves<sup>2</sup> and from additional savings generated within the library service.
- 17 In 2015-16, the Council created an in-house enforcement agent team which was expected to generate net income of £100,000 each year. The Council reported savings of £70,000 from this initiative during 2015-16, attributing the shortfall to delays in establishing the new arrangements. In 2016-17, the service was expected to generate a further £60,000 of net income by undertaking enforcement

<sup>1</sup> Running costs include staffing, rates, utilities, cleaning costs etc.

<sup>2</sup> In September 2016, Cabinet approved the use of £200,000 of reserves to offset lost savings caused by a three month delay to the timescales set for the CATs of two leisure centres. £22,000 of this was used to offset library CAT savings.

work for a neighbouring council. Monitoring documents show that after costs of £210,000, the initiative generated net income of £179,000 – some £19,000 more than originally anticipated.

- 18 Following an external review of its fleet services in 2013, the Council began implementing recommendations to change the ownership model and operational management and maintenance arrangements for its vehicle fleet. Planned savings of £350,000 were achieved in 2014-15, with a further £175,000 of savings anticipated during 2015-16. Delays with the procurement process meant that changes were not introduced until October 2016, but the service identified alternative savings to plug the gap. The fleet savings are generated through fixed price contracts for vehicle hire and maintenance. This provides the Council with confidence in the level of annual savings it can expect.

### Arrangements for evaluating the non-financial impact of efficiency initiatives are not systematic, but are being strengthened

- 19 The Council's arrangements for monitoring and evaluating the impact of efficiency initiatives on stakeholders are not consistent. However, the Council is taking action to ensure that non-financial impact is evaluated more systematically. For example, the chief officer team has established a culture of conversational learning, where chief officers routinely discuss hot issues, share information and work collaboratively. The Council intends to formally review the corporate operating model with the new Administration, to ensure that it remains valid.
- 20 The Council continues to monitor and support community-run libraries. However, it expects to better understand the impact of recent changes when the first annual community benefit report is produced by the community groups involved, later in 2017-18. Existing evidence<sup>3</sup> suggests that the changes have had a minimal impact on the number of library users. Anecdotal evidence also suggests that the changes have attracted some new library users. For example, the co-located library in Deeside appears to be attracting visits from leisure centre users who did not previously use their local library. The Council intends to carry out a user impact survey during 2017 to formally evaluate the impact of the changes on stakeholders. The next annual assessment against Welsh Public Library Standards will demonstrate the impact of the changes on library performance. The Council also intends to formally review the CAT savings, including library-related transfers, at the end of 2017-18 when the current business plans end.

<sup>3</sup> Visitor numbers to enclosed areas of Deeside library are approximately 9% lower than combined visits to the three relocated libraries in the prior year. Although visits to the open area of the library are not recorded, the Council conservatively estimates the total number of visits to both the open and enclosed areas of the library as 5% higher than before. Source: Flintshire County Council

- 21 The Council measures the success of its enforcement service by monitoring collection rates for council tax and business rates. In 2015-16, following the introduction of an in-house service, collection rates increased to 98%. This was the highest collection rate in Wales that year and the highest rate ever achieved at the Council. The Council believes that the in-house service also provides it with greater control of the revenues recovery process, such as the ability to take a proportionate response to sensitive cases.
- 22 A fleet project board manages the contracts and oversees progress in relation to this efficiency. Services' fleet requirements are regularly reviewed to ensure their needs are met and that there is no detrimental effect on services or the public from the changes to fleet hire and maintenance arrangements.

## Arrangements for capturing and sharing post-project learning are under-developed

- 23 Our discussions with officers confirm that informal reflection and evaluation takes place during and after efficiency-related changes are made. For example, the corporate operating model, with its portfolio approach to grouping services under a single chief officer, supports shared learning across service areas. There are also opportunities for managers to share learning and good practice at the Council's regular Change Exchange and Academi<sup>4</sup> meetings. However, post-project learning does not routinely happen and the arrangements for capturing and sharing the learning are not always robust.
- 24 The evidence we gathered about the way prior learning informs future efficiency projects has generally been anecdotal. For example, officers told us that:
- implementation of the corporate operating model has supported development opportunities and raised corporate awareness of lean management thinking. This, in turn, led to a corporate administrative staff review and encouraged chief officers to adopt a lean approach when applying workforce efficiencies within their portfolios;
  - officers we spoke to acknowledged the importance of stakeholder engagement to the success of a project and confirmed their intention to continue refining the engagement process when planning future efficiencies;
  - changes to the library network have provided the Council with valuable experience of alternative delivery models. The success of co-locating libraries within leisure centres has demonstrated the potential synergies

<sup>4</sup> The Change Exchange is an informal senior officer forum for sharing local, regional and national updates and case studies which have the potential to impact the way the Council works.

The Academi is a senior management developmental network that provides opportunities for senior officers to assist, analyse and challenge key projects. It enables collective working on major strategies and internal practice sharing.

between related services - an approach the Council intends to revisit in future business plans; and

- delays to planned CATs timescales have prompted the Council to create a specific reserve to mitigate against future transfer slippages.

25 It is encouraging to see examples of the Council using post-project learning to influence future initiatives. Nevertheless, an over-reliance on informal arrangements is unlikely to maximise knowledge transfer - particularly between portfolios. A systematic process of evaluating efficiencies and of sharing good practice is more likely to help the Council replicate its successes and avoid repeating any mistakes.



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P2. Ensuring that Equality Impact Assessments (EIS) that are produced are of a consistently high quality	Integrated Impact Assessment tool and Gateway approval processes specifically including Equality Impact Assessments will improve consistency and quality of all impact assessments and their interdependencies.	A
P3. Reviewing, and where necessary improving, the effectiveness of its decision-making arrangements explicitly in relation to service change.	<p>Further refining to improve:</p> <ul style="list-style-type: none"> <li>- Consistently high quality business cases</li> <li>- Incorporation of evaluation post implementation within business planning methodology</li> <li>- Evaluation of key changes post implementation considered by Programme Boards, Cabinet and Overview and Scrutiny</li> <li>- Annual review of the quality of the budget-led service change decision-making process</li> </ul>	G

**Wales Audit Office**  
**Corporate Assessment Follow-up**  
**July 2017**  
**Executive Response**

The Auditor General for Wales undertook a second follow-up of the Council's Corporate Assessment completed in 2015. This review focused on Business planning, Corporate strategies, risk management and workforce planning.

The report is positive with no further proposals for improvement.

There are no new statutory recommendations.

Listed below are the original Proposals for Improvement of the Corporate Assessment along with our response and current status of progress.

<b>Proposal for Improvement (P1-7) Including overall lead<sup>1</sup>.</b>	<b>Action Update</b>	<b>RAG Status</b>
<p><b>P1</b> The Council should develop and implement a (more) consistent approach to <b>business planning</b> that promotes the ownership by staff of key objectives and targets.</p> <p>Lead: Chief Executive</p>	<p>P1.1 Mapping of current service planning and strategies etc. to show strength and gaps (complete). Further analysis to show intentions to strengthen arrangements (complete) with a full set of operational plans being in place (for mid-2017/18)</p> <p>P1.2 Plans using the new performance management solution (CAMMS) to be piloted (09.15) with full roll out (04.18)</p> <p>P1.3 Personal appraisal model is being extended to build in service/ team service plan objectives (from 04.16). Evaluation and implementation of the new appraisal model (ongoing)</p>	<p style="text-align: center;"><b>G</b></p> <p style="text-align: center;"><b>G</b></p> <p style="text-align: center;"><b>G</b></p>
<p><b>P2</b> The Council should improve the <b>quality of its reports</b> to committees and Cabinet to ensure that:</p> <ul style="list-style-type: none"> <li>• where necessary, reports enable councillors to refer easily to relevant policies and previous decisions and discussions</li> <li>• key messages and</li> </ul>	<p>P2.1 A review of report format, style and quality of presentation (complete). Improved format used for Cabinet and Overview and Scrutiny reports (complete). The improved format includes use of executive summaries and fuller exploration of risk in assessing options for decisions. Fuller use of hyperlinks are made avoiding publishing extensive appendices where this can be avoided.</p>	<p style="text-align: center;"><b>G</b></p>

<p>recommendations are clear and succinct; and</p> <ul style="list-style-type: none"> <li>reports to scrutiny committees include recommendations or options that committees might endorse.</li> </ul> <p>Lead: Chief Officer (Governance)</p>	<p>P2.2 Updated report writing guidelines have been produced and issued. Refresher report writing training is being organised (complete)</p> <p>P2.3 Quality assurance systems for report approval have been implemented (complete and being monitored)</p>	<p><b>G</b></p> <p><b>G</b></p>
<p><b>P3</b></p> <p>The Council should ensure that, in implementing its revised <b>strategies</b> for People, ICT, Finance and Asset Management:</p> <ul style="list-style-type: none"> <li>their financial implications feed into the medium-term financial plan; and</li> <li>the links between the strategies are fully considered so that specialist staff are available when required.</li> </ul> <p>Lead: Chief Executive</p>	<p>As P1 above noting:-</p> <p>P3.1 A single corporate resourcing plan is being developed (by summer 2016) as part of the suite of key corporate documents. This plan will prioritise the allocation of corporate resources for change projects (replaced by changes to corporate business planning arrangements and review of core strategies).</p> <p>P3.2 Set of 7 Programme Boards (for officer portfolios where significant change needs to be led, co-ordinated and managed) all now meeting and settled with good evidence of impact. (complete).</p> <p>P3.3 A comprehensive and more usable Medium Term Financial Strategy in a new graphic format has been published for 2015 and 2016 in 2 parts. (complete) This is being updated for 2017.</p>	<p><b>G</b></p> <p><b>G</b></p> <p><b>G</b></p>
<p><b>P4</b></p> <p>Group Leaders should strongly encourage members to take advantage of the <b>Member Development Scheme</b>.</p> <p>Lead: Chief Officer (Governance)</p>	<p>P4.1 A review of the member development programme is ongoing with the aim of having a broader offer for members in partnership with the Welsh Local Government Association. (ongoing)</p> <p>P4.2 Group Leaders have been requested to take-up training opportunities amongst their respective groups (ongoing)</p>	<p><b>G</b></p> <p><b>A</b></p>
<p><b>P5</b></p> <p>The Council should take the opportunity of its review of scrutiny structures to ensure that <b>Overview and Scrutiny committees</b> can add real value to Council decision-making by aligning agendas more explicitly to Council priorities and risks.</p> <p>Lead: Chief Officer (Governance)</p>	<p>P5.1 A Task and Finish Group set up by the Constitution Committee has reviewed the number and terms of reference of Overview and Scrutiny Committees. The Group reported to the Annual General Meeting of the Council and the new Overview and Scrutiny Committees are in place (complete).</p> <p>P5.2 Forward work programmes are being developed to include major and higher risk annual budget proposals which require monitoring and assessment of impact, major service reviews included in the budget, and periodic review of the achievement of improvement priorities. Report formats are being reviewed as P2 above to make</p>	<p><b>G</b></p> <p><b>G</b></p>

	<p>reports more purposeful (ongoing)</p> <p>P5.3 More purposeful Forward Work Programmes; reports with 4 typologies (information, assurance, policy development or options consultation) and improved report format; clearer protocol on pre-decision scrutiny for policy development and options consultation type items); purposeful recommendations and more managed chairing and debate of meetings, including precise summing up, geared toward the report purpose; training and information support programme for scrutiny; periodic committee self-assessments with feedback to chair and reporting officers on areas for improvement. A special meeting of the six new chairs was convened to plan immediately post-AGM (05.15). A Member workshop was held to develop Forward Work Programmes (07.15). Ongoing liaison with Overview and Scrutiny Chairs (ongoing)</p>	<b>G</b>
<p><b>P6</b></p> <p>The Council should:</p> <ul style="list-style-type: none"> <li>• adopt a consistent approach to managing <b>risk</b>, ensuring that all staff involved use a similar approach to record impact, likelihood and mitigating actions; and</li> <li>• apply this approach to its future savings plans</li> </ul> <p>Lead: Chief Executive</p>	<p>P6.1 Following an earlier internal review of risk management led by Internal Audit a number of actions are in train to implement the recommendations for the organisation to be more consistent and effective in the identification and reporting of risk at strategic, operational, project and partnership levels. P1 and P3 above will contribute. The most recent Internal Audit review provides a “reasonable” level of assurance (ongoing).</p>	<b>G</b>
<p><b>P7</b></p> <p>The Council should ensure a consistent approach to <b>workforce planning</b> and use the results to inform future reductions in staff</p> <p>Lead: Chief Executive</p>	<p>P7.1 The new appraisal model (as P1.3) has been run for all senior managers and has worked through the rest of the organisation. Intelligence from this renewed appraisal programme will inform the training and development programme, talent recognition, retention and progression. Evaluation of the appraisal model and further development has taken place (ongoing).</p> <p>P7.2 Workforce planning risks have been assessed in each Chief Officer portfolio area as part of the revised People Strategy (ongoing)</p>	<b>G</b>

## Wales Audit Office

### Council's effectiveness of the efficiency savings programme

August 2017

#### Executive Response

The Auditor General for Wales undertook a review of the Council's Governance arrangements specifically about how the Council determines significant service change.

The report is generally positive one new Proposals for Improvement.

There are no new statutory recommendations.

In our response we set out how we will make improvements to ensure full compliance with the spirit and detail of the report.

Listed below is the Proposal for Improvement along with our response and current status of progress.

Proposal for Improvement	Response	Progress Status
Introduce a more robust and systematic approach to post-project evaluation, suitable for:		
- evaluating the non-financial impact of efficiency / change initiatives	- Integrated impact assessment tool developed and being used by portfolios	G
	- Tool provides end to end process of defining service change, impact of service change, risks and mitigation plus transition plans and evaluation.	G
	- Gateway approval processes built into Integrated Impact Assessment for all service changes prior to consideration by members.	G
- capturing, sharing and promoting learning and good practice.	Further refining to improve:	
	- Consistently high quality business cases	A
	- Incorporation of evaluation post implementation within business planning methodology	A
	- Evaluation of proposals post implementation considered by Programme Boards and Cabinet	A
	- Overall effectiveness of decision-making reviewed by Corporate Resources Overview and Scrutiny Committee.	A



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 21 <sup>st</sup> September, 2017
<b>Report Subject</b>	Council Plan 2017 - 23
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council Plan for 2017-23 (formerly the Improvement Plan) for 2017-23 has been reviewed and updated to reflect the key priorities of the Council for the 5 year term under the newly elected administration.

The super-structure of the Plan remains the same as previous plans. The Plan now has six priorities with sub-priorities. The six priorities take a long term view of our aims for the next five years.

The Council Plan is published in a similar format to previous years: highlighting objectives and actions and referencing national issues which could impact upon achievement of the priorities. The Plan fits alongside the Medium Term Financial Strategy for 2017-2020.

The Council Plan is in two parts. Part 1 is the statement of our aims and intentions. Part 2 describes the targets and milestones by which the achievements will be measured (This will follow when complete)

### RECOMMENDATIONS

1	That the Committee consider the structure, format and content of the "public" version of the Council (Improvement) Plan 2017-23 and feed back to Cabinet prior to adoption by the County Council for final publication.
2	That the Committee consider the targets and milestones in the Measures and Milestones document (appendix 2) the Council (Improvement) Plan 2017-23 and provide feedback to Cabinet prior to adoption by the County Council for final publication.

## REPORT DETAILS

<b>1.00</b>	<b>Council Plan 2017-23</b>
1.01	It is a statutory requirement of the Local Government (Wales) Measure 2009 (the Measure) to set objectives and to publish a form of Council Plan, and for the full County Council to adopt the Plan.
1.02	The title of 'Improvement' Plan has been changed to 'Council' Plan as a more fitting term.
1.03	<p>Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For the 2013-14 Plan the Council thoroughly reviewed the priorities. The Council re-set its aims with clearer outcome-based measures. This approach continued through to 2016-17. The objectives have again been reviewed given that it is a newly elected Council and the Well-being for Future Generations (Wales) Act 2015 is in being.</p> <p>This review has resulted in a revised set of six priorities supported by a structure of sub-priorities as endorsed by Cabinet:-</p> <p><b>Priority: Supportive Council</b></p> <p>Sub-Priorities:</p> <ul style="list-style-type: none"><li>Appropriate and Affordable Homes</li><li>Modern, Efficient and Adapted Homes</li><li>Protecting people from Poverty</li><li>Independent Living</li><li>Integrated Community Social &amp; Health Services</li><li>Safeguarding</li></ul> <p><b>Priority: Ambitious Council</b></p> <p>Sub-Priority:</p> <ul style="list-style-type: none"><li>Business Sector Growth and Regeneration</li></ul> <p><b>Priority: Learning Council</b></p> <p>Sub-Priority:</p> <ul style="list-style-type: none"><li>High Performing Education</li></ul> <p><b>Priority: Green Council</b></p> <p>Sub-Priorities:</p> <ul style="list-style-type: none"><li>Sustainable Development &amp; Environmental Management</li><li>Safe and Sustainable Travel Services</li></ul> <p><b>Priority: Connected Council</b></p> <p>Sub-Priority:</p> <ul style="list-style-type: none"><li>Resilient Communities</li></ul>



	<p><b>Priority: Serving Council</b></p> <p>Sub-Priority: Effective Resource Management</p>
1.04	<p>The Plan format remains largely unchanged, as it has been well received and commented upon favourably. The main change has been the amalgamation of priorities from eight to six. National policy issues have been updated and listed within each sub-priority. These are issues over which we have little control and which may restrict enable or successful and or timely delivery of our priorities. The Plan is linked to the Medium Term Financial Strategy for 2017-2020.</p>
1.05	<p>For 2017-18 a review of the current priorities and sub-priorities has been undertaken with the aim of setting: -</p> <ul style="list-style-type: none"> <li>• priorities that continue for sustained attention e.g. “New social and affordable homes”;</li> <li>• priorities which could be broadened e.g. “Regional Economic Growth Deal”;</li> <li>• priorities which could be merged e.g. “Housing” and Living Well”</li> <li>• emerging priorities e.g. Food poverty, Early Help Hub and Youth Council establishment.</li> </ul> <p>Sub-priorities have also been set to take into account Cabinet and Overview and Scrutiny priorities, priorities of partners, public views, service demands, and national legislation and policy.</p>
1.06	<p>For each sub-priority for 2017-18 there has been a review based on:-</p> <ul style="list-style-type: none"> <li>• the reasoning for the priority status;</li> <li>• what we will do and how we will measure achievement; and</li> <li>• the risks that will need to be managed.</li> </ul>
1.07	<p>The Council Plan in totality is presented as two documents; firstly the public version of our statements of intent and, secondly, the targets and milestones on which achievement will be measured (Appendix 2).</p> <p>These targets and milestones in the “How we Measure” document are being considered by the Overview and Scrutiny Committees prior to final agreement by Cabinet. This will be the document that is used by Cabinet and Overview and Scrutiny Committees to monitor progress during the year.</p>
1.08	<p>The final Council Plan will be available as a web-based document published on the website before the end of September following adoption by the County Council.</p>

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

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

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p>Delivery of the Plan objectives is risk managed within each of the sub priorities of the Council Plan and monitored and reported against quarterly by the Overview and Scrutiny Committees.</p> <p>The risks to the statutory requirements of the Plan include: not publishing the plan within statutory timescales and, not adhering to the prerequisite content.</p> <p>Both these risks are managed through adherence to well established procedures for publishing the Plan and ensuring that the content of the Plan reflects the requirements of the Measure.</p>

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix 1: Council Plan 2017-18.</p> <p>Appendix 2: How achievements will be measured</p>

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

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

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# **Flintshire County Council**

## **Council Plan 2017 to 2023**

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## Welcome to Flintshire County Council's Plan for 2017 to 2023

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

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

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

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

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

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

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

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

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



Colin Everett  
Chief Executive



Aaron Shotton  
Leader of the Council

## Setting Our Priorities and Judging our Performance

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

The sub-priorities shown with a (shaking hands symbol) symbol denote those we share with our partners. These have been selected for special attention where we believe that concentrated effort by the partners working together will make a big difference to the communities of Flintshire. These sub-priorities currently<sup>1</sup> are:

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

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

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

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

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

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

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

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

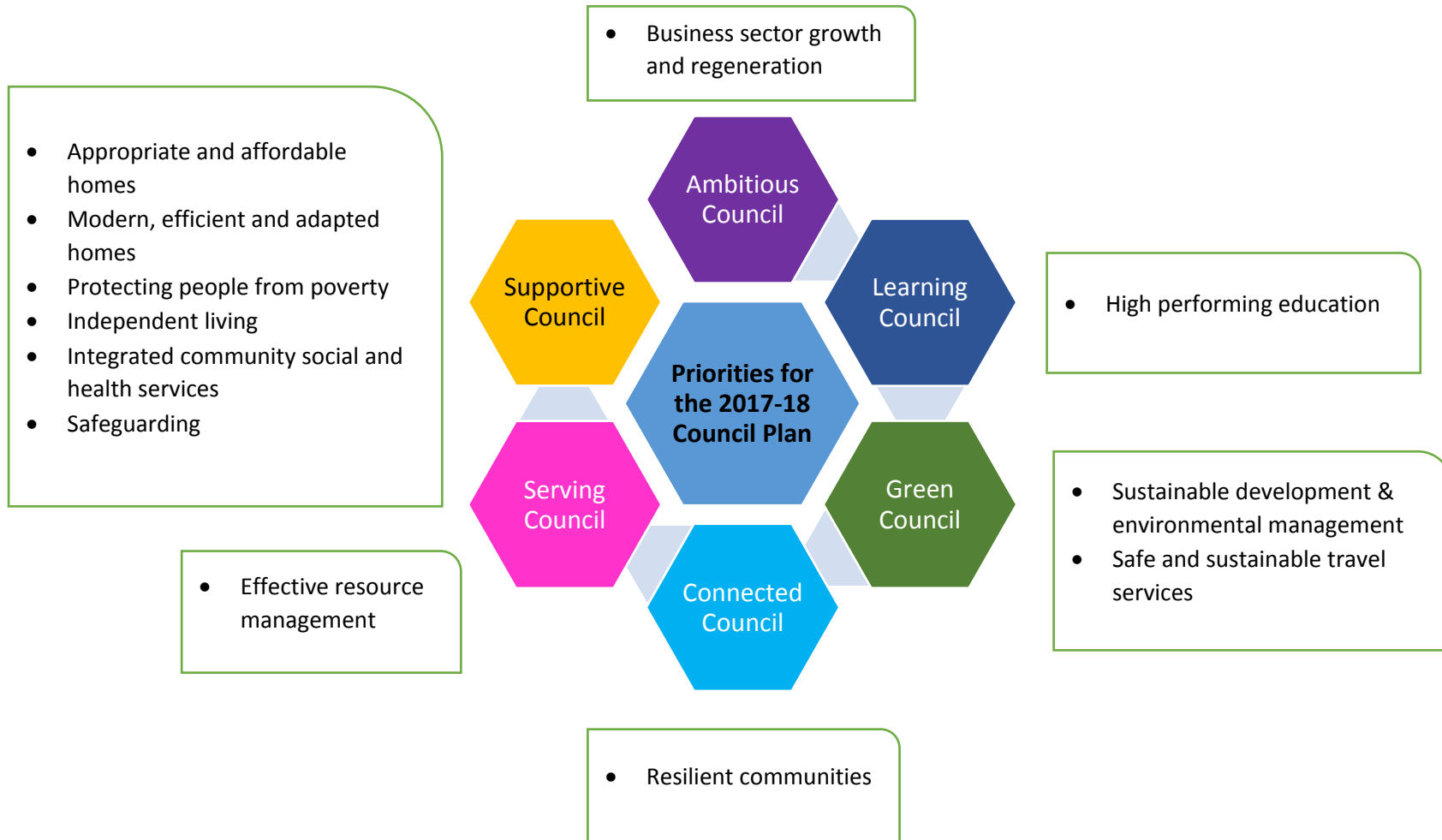
We will let you know how well we have performed against our outcomes in two ways:

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

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





## Following the Plan – An Easy Guide

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

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

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

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

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

This has 3 impacts: -

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

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

- **High Performing Education**

### What's changed for 2017/18?

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

## Regulation, Audit and Inspection

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

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

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

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

## Other Audit / Regulatory Activity

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

## How Consultation Informs our Plan

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

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

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

## Council Plan and 'How we measure achievement'

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

Council Plan Page Numbers	Priority	Sub-Priority	Impact	Corresponding page numbers in 'How we measure achievement'
9 - 10	Supportive Council	Appropriate and Affordable Homes	Ensuring the supply of affordable and quality council housing of all tenures.	2 - 3
11 - 12		Modern, Efficient and Adapted Homes	Ensuring the supply of affordable and quality housing of all tenures	4 - 6
13 - 14		Protecting people from poverty	Protecting people from poverty by maximising their income and employability	7 - 11
15 - 16		Independent Living	Making early interventions to support healthy and independent living Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support	12 - 13
17 - 18		Integrated Community Social & Health Services	Enabling more people to live independently and well at home Giving equal opportunity to all to fulfil their lives Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families	14 - 16
19 - 20		Safeguarding	Protecting people from the risk of any form of abuse Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour	17 - 20
21 - 23	Ambitious Council	Business Sector Growth and Regeneration	Sustaining economic growth through local and regional business development, employment and training sites Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites Creating a supply of diverse and quality training and employment opportunities	21 - 23
24 - 27	Learning Council	High Performing Education	Providing high quality learning opportunities, and learning environments for learners of all ages Supporting children and younger people to achieve their potential Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement	24 - 28
28 - 29	Green Council	Sustainable Development & Environmental Management	Enhancing the natural environment and promoting access to open and green space Reducing energy consumption and using and developing alternative/renewable energy production Maximising the recovery and recycling of waste	29 - 32
30 - 31			Safe and sustainable travel services	Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites
32 - 34	Connected Council	Resilient Communities	Supporting local communities to be resilient and self-supporting Committing to resilient service models to sustain local public services Widening digital access to public services	36 - 40
35 - 37	Serving Council	Effective Resource Management	Continuing to be a high performing and innovative public sector organisation with social values Providing high quality, accessible, responsive and cost effective public services	41 - 45

## Priority: Supportive Council

### Sub-Priority: Appropriate and Affordable Homes

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

**This is a priority this year because we need to:**

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

**National Policy Issues:**

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

**What we will do in 2017/18:**

1. Provide new social and affordable homes.

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

**Risks to manage:**

- Homelessness will remain a growing area of demand due to the current economic climate
- The supply of affordable housing will continue to be insufficient to meet community needs
- Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing
- Land supply for council housing construction
- Capital borrowing limits for council housing.

**What we mean by:**

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

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

**HRA:** Housing Revenue Account

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

DRAFT

## Priority: Supportive Council

### Sub-Priority: Modern, Efficient and Adapted Homes

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

#### **This is a priority this year because we need to:**

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

#### **National Policy Issues:**

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

#### **What we will do in 2017/18:**

1. Improve standards within the private rented sector.

##### ***Achievement will be measured through:***

- Working proactively with landlords and tenants to improve the quality of private rented sector properties
- Ensuring landlords and letting agents comply with the Rent Smart code of practice.

2. Deliver the council's housing growth needs.

##### ***Achievement will be measured through:***

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

3. Meeting the housing needs of vulnerable groups.

##### ***Achievement will be measured through:***

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

#### **Risks to manage:**

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

**What we mean by:**

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

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

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

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

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

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## Priority: Supportive Council

Sub-Priority: Protecting people from poverty (shaking hands symbol)

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

### This is a priority this year because we need to:

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

### National Policy Issues:

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

### What we will do in 2017/18:

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

#### ***Achievement will be measured through:***

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

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

#### ***Achievement will be measured through:***

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

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

#### ***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

- Reducing the overall annual fuel bill for residents
- Providing advice and support to residents to enable them to switch to a lower cost energy tariff
- Increasing the number of private sector and Council homes receiving energy efficiency measures
- Securing Welsh Government ARBED3 Programme Funding by March 2018.

5. Develop a strategy to address food poverty.

***Achievement will be measured through:***

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

6. Assist residents of Flintshire to access affordable credit

***Achievement will be measured through:***

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

**Risks to manage:**

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

**What we mean by:**

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

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

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

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

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

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

## Priority: Supportive Council

### Sub-Priority: Independent Living

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

**This is a priority this year because we need to:**

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

**National Policy Issues:**

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

**What we will do in 2017/18:**

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

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

3. Improve outcomes for looked after children.

***Achievement will be measured through:***

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

**Risks to manage:**

- Delivery of social care is insufficient to meet increasing demand
- Demand outstrips supply for residential and nursing care home bed availability.

**What we mean by:**

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

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

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

## Priority: Supportive Council

### Sub-Priority: Integrated Community Social & Health Services (shaking hands symbol)

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

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

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

#### **This is a priority this year because we need to:**

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

#### **National Policy Issues:**

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

#### **What we will do in 2017/18:**

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

##### ***Achievement will be measured through:***

- Increasing the number of carers identified through the Single Point of Access (SPOA)
- Increasing the number of Carers that feel supported
- Evidencing improved outcomes for carers
- Developing the Carers' Action Plan.

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

##### ***Achievement will be measured through:***

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

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

##### ***Achievement will be measured through:***

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

4. Further develop dementia awareness across the county.

***Achievement will be measured through:***

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

**Risks to manage:**

- Annual allocation of ICF - Short term funding may undermine medium term service delivery.
- Early Help Hub cannot deliver effective outcomes.

**What we mean by:**

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

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

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

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

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

## Priority: Supportive Council

### Sub-Priority: Safeguarding (shaking hands symbol)

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

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

#### **This is a priority this year because we need to:**

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

#### **National Policy Issues:**

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

#### **What we will do in 2017/18:**

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

##### ***Achievement will be measured through:***

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

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

##### ***Achievement will be measured through:***

- Meeting statutory procedural targets for child and adult protection.

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

##### ***Achievement will be measured through:***

- Developing a corporate plan linked to regional work to combat CSE
- Cascading of North Wales Police (NWP) CSE videos to all portfolios.

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

***Achievement will be measured through:***

- Delivering the level 1 training programme for all Council employees
- Implementing training for Council employees to meet the requirements of the Domestic Abuse and Sexual Violence (DASV) National Training Framework
- The number of incidents of Domestic Abuse and Sexual Violence reported.

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

***Achievement will be measured through:***

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

Priorities of the North Wales Safer Communities Board include:

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

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

***Achievement will be measured through:***

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

**Risks to manage:**

- Rate of increase of adult safeguarding referrals will outstrip current resources
- DoLS assessment waiting list increases
- Knowledge and awareness of safeguarding not sufficiently developed in all portfolios
- Failure to implement training may impact on cases not being recognised at an early stage.

**What we mean by:**

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

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

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

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



## Priority: Ambitious Council

### Sub-Priority: Business Sector Growth and Regeneration

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

**This is a priority this year because we need to:**

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

**National Policy Issues:**

- Confirmed support for growth deals following the general election
- Devolution of powers to support economic growth in North Wales: opportunity and possible threat if powers are insufficient and do not match those across the UK
- Infrastructure investment to create the platform for advancing economic growth
- Uncertainty over Welsh Government approach to regeneration
- Recognition of the potential impacts on the local and sub-regional economy of global trading patterns and workforce migration of the Brexit negotiations.

**What we will do in 2017/18:**

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

***Achievement will be measured through:***

- Contributing to the development of a new governance framework for the North Wales Economic Ambition Board
- The success of the region in achieving a Regional Growth Deal Bid for Government Investment in the regional economy
- Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire
- Developing the Local Development Plan (LDP) economic strategy
- Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application.

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

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
- Implementing the Deeside Plan to co-ordinate transport and economic development programmes
- The performance of the local and sub-regional economy with public sector interventions in investment.

**Risks to manage:**

- Infrastructure investment does not keep pace with needs and business is lost to the economy
- Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment
- The stability of the local and sub-regional economies
- The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests.

**What we mean by:**

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

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

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

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

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## Priority: Learning Council

### Sub-Priority: High Performing Education

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

#### **This is a priority this year because we need to:**

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

#### **National Policy Issues:**

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

#### **What we will do in 2017/18:**

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

- Maintaining relative performance in Mathematics, English/Welsh first Language and Core Subject Indicators at Key Stage 2 and Key Stage 3
- Improving outcomes in Foundation Phase
- Improving outcomes in Key Stage 4
- Raising standards achieved by learners who are entitled to free school meals
- Developing strategies to support broader well-being needs of children and young people
- Improving attendance
- Developing an effective local approach to national inclusion reforms
- Implementing proposed reforms for the portfolio Pupil Referral Unit including relocation onto a single site to improve quality provision
- Developing a sustainable strategy for the Flintshire Music Service
- Embedding Welsh in the Education Strategic Plan
- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Further developing the Youth Engagement and Progression work programme for learners in danger of disengaging
- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process.
- Developing and implementing a plan for the next phase of Schools Modernisation, through the 21<sup>st</sup> Century School programme
- Maintaining a schedule of repairs and maintenance of school buildings.

***Achievement will be measured through:***

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

- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process.

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

- Completing key milestones in the Schools Modernisation programme.

- Maintaining a schedule of repairs and maintenance of school buildings

***Achievement will be measured through:***

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

2. Enhance skills to improve employment opportunities by:

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

- Implementation of the Childcare Pilot project plan from October 2017
- The number of registered settings and the numbers of children accessing the offer.

4. Families First Collaborative Programme

***Achievement will be measured through:***

- Implementation of a Collaborative Families First strategy from 2017 – 2020
- The number of people accessing the offer.

**Risks to manage:**

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

**What we mean by:**

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

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

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

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

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

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

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

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## Priority: Green Council

Sub-Priority: Sustainable Development & Environmental Management (shaking hands symbol)

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

This is a priority this year because we need to:

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

### National Issues:

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

### What we will do in 2017/18:

1. Improve, protect and enhance the built environment.

**Achievement will be measured through:**

- Adoption of a Local Heritage Strategy.

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

**Achievement will be measured through:**

- Reviewing the rights of way improvement plan
- Delivering projects set out within the ESD grant application.

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

**Achievement will be measured through:**

- Delivery of the renewable energy plan for the Council's estates and assets which was adopted in 2015
- Increasing usage of environmentally efficient vehicles
- Reducing our carbon footprint across our Council buildings (non housing).



4. Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.  
**Achievement will be measured through:**
  - Improving recycling performance
  - Recycling rates per Household Recycling Centre (HRC)
  - Modernisation of the HRC site network.
  
5. Strengthen regional air quality collaboration to help promote better health and well-being outcomes.  
**Achievement will be measured through:**
  - Developing a regional strategic approach to the collation of air quality data.
  
6. Identification of the Local Development Plan preferred strategy.  
**Achievement will be measured through:**
  - Adoption of the Local Development Plan to support Sustainable Development & Environmental Management.

**Risks to manage:**

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

**What we mean by:**

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

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

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

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

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

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

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

## Priority: Green Council

### Sub-Priority: Safe and sustainable travel services

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

**This is a priority this year because we need to:**

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

**National Policy Issues:**

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

**What we will do in 2017/18:**

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

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

- Development of community based transport schemes within available funding
- Developing and supporting community based transport schemes to complement the core network of bus services.

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

***Achievement will be measured through:***

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

**Risks to manage:**

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

**What we mean by:**

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

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

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

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

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

## Priority: Connected Council

### Sub-Priority: Resilient Communities (shaking hands symbol)

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

#### **This is a priority this year because we need to:**

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

#### **National Policy Issues:**

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

#### **What we will do in 2017/18:**

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

##### ***Achievement will be measured through:***

- Develop a strategy to grow existing social enterprises.

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

##### ***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

4. Ensuring and delivering community benefits.

***Achievement will be measured through:***

- Establishing a Community Benefits Board with an action plan
- Work with the third sector to increase its capacity to successfully bid for and undertake contracts on behalf of the Council
- Monitoring the percentage of community benefit clauses included in new procurement contracts.

5. Enabling the third sector to maximise their contribution.

***Achievement will be measured through:***

- Increasing the number of volunteering placements.

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

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

**Risks to manage:**

- The capacity and appetite of the community and social sectors
- The willingness of the workforce and Trade Unions to embrace change
- Market conditions which the new alternative delivery models face
- Limitations on public funding to subsidise alternative models
- Procurement regulations stifling our ability to develop local community and third sector markets
- Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.

**What we mean by:**

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

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

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

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

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## Priority: Serving Council

### Sub-Priority: Effective Resource Management

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

#### This is a priority this year because we need to:

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

#### National Policy Issues:

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

#### What we will do in 2017/18:

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

##### ***Achievement will be measured through:***

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

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

##### ***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

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

***Achievement will be measured through:***

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

**Risks to manage:**

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



**What we mean by:**

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

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

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

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

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# Statement of Responsibility

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

In the meantime our contacts for any initial observations are:

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DRAFT

# FLINTSHIRE COUNTY COUNCIL

## Council Plan 2017/2023

**How achievement will be measured -  
Supporting milestones and measures**

Priority	Sub-Priority	Impact
Supportive Council	Appropriate & Affordable Homes	Ensuring the supply of affordable and quality housing of all tenures

**What we will do in 2017/18:**

**1. Provide new social and affordable homes.**

**Achievement will be measured through:**

- Delivery of HRA and NEW Homes Business Plans.

**Achievement Milestones for strategy and action plans:**

- Delivering options for new, innovative low rent housing schemes for under 35's by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
<sup>1</sup> The numbers of new Council homes delivered through the SHARP programme	Chief Officer – Community and Enterprise	12	79	206
<sup>2</sup> The numbers of new affordable homes delivered through the SHARP programme		0	62	6
The number of properties managed by NEW Homes		61	144	179

<sup>1</sup> Aspirational targets are based on current business plans which may be subject to change for 2018/19

<sup>2</sup> The aspirational target of 6 for 2018/19 reflects delivery of properties where definitive proposals are in place

N/A is denoted by new measures where baseline data is not available

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

**Achievement Milestones for strategy and action plans:**

- Completing WHQS work schemes in line with the housing asset management strategy by March 2018.

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

**Achievement Milestones for strategy and action plans:**

- Agreed options appraisal identifying a range of measures to address this by March 2018.

Priority	Sub-Priority	Impact
Supportive Council	Modern, Efficient and Adapted Homes	Ensuring the supply of affordable and quality Council housing of all tenures

What we will do in 2017/18:

**1. Improve standards within the private rented sector.**

**Achievement will be measured through:**

- Working proactively with landlords and tenants to improve the quality of private rented sector properties
- Ensuring landlords and letting agents comply with the Rent Smart code of practice.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The percentage of landlords and letting agents compliant with the Rent Smart code of practice	Chief Officer – Planning and Environment	N/A	65%	70%
The number of landlords that have complied with improvement notices		N/A	80%	85%
The number of tenants protected from unsuitable living conditions		N/A	100%	100%

N/A is denoted by new measures where baseline data is not available

**2. Deliver the Council’s housing growth needs.****Achievement will be measured through:**

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

<b>Achievement Measures</b>	<b>Lead Officer</b>	<b>Baseline Data (2016/17)</b>	<b>2017/18 Target</b>	<b>2018/19 Aspirational Target</b>
The number of new affordable homes provided through the planning system	Chief Officer – Community and Enterprise	42	50	50
<sup>3</sup> The number of additional affordable units provided through the SHG Programme		24	193	TBC
PAM/014 The number of new homes created as a result of bringing empty properties back into use		38	38	38

<sup>3</sup> The Social Housing Grant funding for 2018/19 is not known therefore the aspirational target will remain to be confirmed

**3. Meeting the housing needs of vulnerable groups.**

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Confirming and agreeing plans by March 2018 for Holywell Extra Care providing 55 new units
- Develop a plan to address housing needs of adults with learning disabilities and other vulnerable individuals by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/015 Average number of calendar days taken to deliver a DFG	Chief Officer – Community and Enterprise	248	240	230
The number of Flint Extra Care (Llys Raddington) units created		0	70	70
The number of Extra Care units provided across Flintshire	Chief Officer – Social Services	111	180	240

<sup>4</sup> Aspirational target for the number of Flint Extra Care (Llys Raddington) units created is based on current business plans which may be subject to change for 2018/19



Priority	Sub-Priority	Impact
Supportive Council	Protecting People from Poverty	Protecting people from poverty by maximising their income and employability

What we will do in 2017/18:

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

**Achievements will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Develop a plan to assist people with Welfare Reform changes through the effective application of the Council’s Discretionary Housing Payment Policy
- Providing support and guidance, though personal budgeting to help people manage their income, including support to access affordable credit and local Credit Unions.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Number of days to process new housing benefit claims	Chief Officer – Community and Enterprise	20	20	20
Number of days to process change of circumstances for housing benefit		8	8	8
The amount of additional income paid to Flintshire residents as a result of the anti-poverty work undertaken by the Council		£1.5m	£1.5m	£1.5m

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

**Achievements will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Delivering the UC Operational board action plan.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/012 Percentage of households successfully prevented from becoming homeless	Chief Officer – Community and Enterprise	87%	89%	89%
<sup>5</sup> The number of people on UC that have received personal budgeting support		N/A	590	590
The number of people on UC that have received digital support		N/A	640	640

<sup>5</sup> Aspiration targets dependent on continuation of funding and the number of people receiving Universal Credit

N/A is denoted by new measures where baseline data is not available

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

**Achievements will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Developing an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support by March 2018
- Develop a plan for an enhanced careers and guidance service for North Wales to match young people to the labour market by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Number of people completing programmes commissioned by the Council which deliver job and training outcomes	Chief Officer – Community and Enterprise	323	400	500

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

**Achievements will be measured through:**

- Reducing the overall annual fuel bill for residents
- Providing advice and support to residents to enable them to switch to a lower cost energy tariff
- Increasing the number of private sector and Council homes receiving energy efficiency measures
- Securing Welsh Government ARBED3 Programme Funding.

**Achievement Milestones for strategy and action plans:**

- Secure Welsh Government ARBED 3 Programme Funding by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Annual reduction of domestic fuel bills for residents of Flintshire	Chief Officer – Community and Enterprise	£288,000	£140,000	£250,000
The number of residents supported to lower their energy tariff		N/A	150	200
The number of people receiving the warm home discount		N/A	50	100
The number of people who receive a full healthy homes healthy people/affordable warmth/HHSRS home visit and tailored advice		N/A	500	1000
The number of private sector homes receiving efficiency measures		227	140	200
The number of Council homes receiving efficiency measures		650	300	600

**5. Develop a strategy to address food poverty.**

**Achievements will be measured through:**

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

**Achievement Milestones will be measured through:**

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty by March 2018
- Undertaking feasibility work for the development of a food-based social enterprise by December 2017.

**6. Assist residents of Flintshire to access affordable credit.**

**Achievements will be measured through:**

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

**Achievements Milestones will be measured through:**

- Develop service level agreements with local Credit Unions to enable residents to access banking services and affordable credit by March 2018.

Priority	Sub-Priority	Impact
Supportive Council	Independent Living	<ul style="list-style-type: none"> <li>• Making early interventions to support healthy and independent living</li> <li>• Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support</li> </ul>

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

**Achievements will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market by March 2019
- Develop a plan to help support care home providers to ensure service sustainability by October 2017
- Working with Betsi Cadwaladr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision by, September 2018
- Delivering a strategy for independent sector domiciliary care agencies to support service sustainability by October 2017.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The number of care homes who have implemented the new Progress for Providers Programme	Chief Officer – Social Services	N/A	20	25
The percentage of care homes registered on the programme that have achieved the bronze standard for Progress for Providers		N/A	50%	75%
The percentage of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers		N/A	25%	35%
Sustaining existing care homes within Flintshire		N/A	100%	100%
The percentage occupancy within Flintshire care homes		N/A	95%	95%

N/A is denoted by new measures where baseline data is not available

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

**Achievements will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Implementation of a joint CRT with BCUHB which is able to offer advice and support through the SPOA by December 2017.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/024 Percentage of adults satisfied with their care and support	Chief Officer – Social Services	82%	85%	87%
The number of extra hours provided for advice and support through the Single Point of Access		40	47	57
The Percentage of employees trained in Person Centred Care in line with the Social Services and Well-being Act (Wales) 2014		80%	100%	100%

**3. Improve outcomes for looked after children.**

**Achievements will be measured through:**

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

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/028 Percentage of child assessments completed in time	Chief Officer - Social Services	84%	84%	87%
PAM/029 Percentage of children in care who had to move 2 or more times		13%	10%	7%
Percentage of children assessed by CAMHS within 28 days by BCUHB		N/A	95%	97%

N/A is denoted by new measures where baseline data is not available

Priority	Sub-Priority	Impact
Supportive Council	Integrated community social and health services	<ul style="list-style-type: none"> <li>Enabling more people to live independently and well at home</li> <li>Giving equal opportunity to all to fulfil their lives</li> <li>Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families</li> </ul>

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

**Achievements will be measured through:**

- Increasing the number of carers identified through the Single Point of Access (SPOA)
- Increasing the number of carers that feel supported
- Evidencing improved outcomes for carers
- Developing the Carers’ Action Plan.

**Achievement Milestones for strategy and action plans:**

Evidencing improved outcomes for carers by enabling them to continue with their caring role by March 2018  
 Development of the regional Carer’s Action Plan by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Number of adult carers identified.	Chief Officer – Social Services	867	900	1000
PAM/026 Percentage of carers that feel supported		67%	75%	80%



**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.**

**Achievements will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital by March 2020.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/025 Percentage of people kept in hospital while waiting for social care per 1,000 population aged 75+	Chief Officer – Social Services	1.78%	1.78%	1.78%

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

**Achievements will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Establishment of the Early Help Hub to provide effective and timely support to families by October 2017.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of child protection referrals that result in “no further action”.	Chief Officer – Social Services	37.6%	35%	30%

**4. Further develop dementia awareness across the county.**

**Achievements will be measured through:**

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

<b>Achievement Measures</b>	<b>Lead Officer</b>	<b>Baseline Data (2016/17)</b>	<b>2017/18 Target</b>	<b>2018/19 Aspirational Target</b>
The number of dementia cafes in Flintshire	Chief Officer – Social Services	3	6	6
The number of dementia friendly communities in Flintshire		2	3	4

Priority	Sub-Priority	Impact
Supportive Council	Safeguarding	<ul style="list-style-type: none"> <li>Protecting people from the risk of any form of abuse</li> <li>Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour</li> </ul>

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

**Achievements will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Embedding processes and best practice across the Council by March 2018
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage by September 2017
- Implement safeguarding policy across all Council Services by September 2017
- Ensure all contracts include appropriate obligations to promote safeguarding best practice by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Increased referral rates from services other than Social Services.	Chief Officer – Social Services	3	30	30
The number of officers who have completed the specialist ‘AFTA Thought’ safeguarding awareness training.		0	350	700

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

**Achievements will be measured through**

- Meeting statutory procedural targets for child and adult protection.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of adult protection enquiries completed within 7 days	Chief Officer – Social Services	74%	78%	80%
Percentage of initial child protection conferences due in the year and held within timescales		74%	95%	95%
Percentage of reviews of children on the child protection register due in the year and held within timescales		98%	98%	98%

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

**Achievements will be measured through:**

- Developing a corporate plan linked to regional work to combat CSE
- Cascading of North Wales Police CSE videos to all portfolios.

**Achievement Milestones for strategy and action plans:**

- Develop a corporate plan linked to regional work to combat CSE by October 2017
- Raising awareness of CSE for senior managers through Change Exchange.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The percentage of portfolio senior management teams that have viewed the North Wales Police CSE information videos	Chief Officer – Social Services	N/A	100%	100%

Further measures will be adopted for 2018/19 with partner agencies following development of a plan to combat CSE by October 2017.

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

**Achievements will be measured through:**

- Delivery of the level 1 training programme for all Council employees
- Implementing training for Council employees to meet the requirements of the Domestic Abuse and Sexual Violence (DASV) National Training Framework.
- The number of incidents of Domestic Abuse and Sexual Violence reported.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The 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	Chief Officer – Planning and Environment	N/A	25%	50%
<sup>6</sup> Number of reported incidents of Domestic Abuse and Sexual Violence		1502	N/A	N/A
Number of Domestic Abuse incidents reported to North Wales Police		1101	N/A	N/A
Number of incidents of Sexual Assault reported to North Wales Police		401	N/A	N/A
To support the forthcoming Violence Against Women, Domestic Abuse & Sexual Violence Strategy which is expected to be in place by March 2018 Welsh Government are intending to publish a set of national indicators across all public services.				

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

**Achievements will be measured through:**

- Adopting and achieving of the priorities of the North Wales Safer Communities’ Board Plan through; formulation of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board by March 2018.

**Achievement Milestones for strategy and action plans:**

- Development of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board by March 2018.

<sup>6</sup> Trend analysis will be monitored throughout the year against reported incidents of Domestic Abuse and Sexual Violence

N/A is denoted by new measures where baseline data is not available

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

**Achievements will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Develop a plan to identify and monitor progress of the prevent duties as outlined within the Counter Terrorism and Security Act 2015 by December 2017.

Priority	Sub-Priority	Impact
Ambitious Council	Business Sector Growth and Regeneration	<ul style="list-style-type: none"> <li>• Sustaining economic growth through local and regional business development, employment and training sites</li> <li>• Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites</li> <li>• Creating a supply of diverse and quality training and employment opportunities</li> </ul>

**What we will do in 2017/18:**

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

**Achievements will be measured through:**

- Contributing to the development of a new governance framework for the North Wales Economic Ambition Board
- The success of the region in achieving a Regional Growth Deal Bid for Government Investment in the regional economy
- Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire
- Developing the Local Development Plan (LDP) economic strategy
- Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application.

**Achievement Milestones for strategy and action plans:**

- Contributing to the development of a new governance framework for the North Wales Economic Ambition Board by October 2017
- Securing a Regional Growth Deal Bid for Government Investment in the regional economy by March 2018
- Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire by October 2017
- Developing the Local Development Plan (LDP) economic strategy by October 2017
- Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application by March 2018.

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

**Achievements will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
- Seeking a revised strategic framework from the Northern Gateway developers by March 2018
- Completing phase 1 enabling works by Welsh Government by April 2018
- Securing Welsh Government agreement for phase 2 and / or phase 3 enabling works by December 2018.

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Review of the Council’s economic estate and land by March 2018.

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal by July 2017.

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

- Achievements will be measured through:**
- Developing and agreeing a multi-agency plan
  - Identifying options to develop new land uses in town centres, especially for residential use.
- Achievement Milestones for strategy and action plans:**
- Developing and agreeing a multi-agency plan by March 2018
  - Identifying options to develop new land uses in town centres, especially for residential use by December 2018.

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

- Achievements will be measured through:**
- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
  - Implementing the Deeside Plan to co-ordinate transport and economic development programmes
  - The performance of the local and sub-regional economy with public sector interventions in investment.
- Achievement Milestones for strategy and action plans:**
- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal by July 2018
  - Implementing the Deeside Plan to co-ordinate transport and economic development programmes by December 2017.

Measures are to be adopted by all partner councils as part of the Regional Economic Growth Deal Bid between November and March 2018

Priority	Sub-Priority	Impact
Learning Council	High Performing Education	<ul style="list-style-type: none"> <li>• Providing high quality learning opportunities, and learning environments for learners of all ages</li> <li>• Supporting children and younger people to achieve their potential</li> <li>• Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement</li> </ul>

**What we will do in 2017/18:**

**1. Develop Education and Integrated Youth Services.**

- **Continuing to work with the Regional School Improvement Service (GwE) to: -**
  - Provide support and challenge to all schools to achieve the best possible educational outcomes for all learners;
  - Identify and target support for those schools most in need;
  - Develop the capacity of schools to respond to national initiatives and curriculum reforms;
  - Improve skills in digital literacy, literacy and numeracy
- Maintaining relative performance in Mathematics, English/Welsh first Language and Core Subject Indicators at Key Stage 2 and Key Stage 3
- Improving outcomes in Foundation Phase
- Improving outcomes in Key Stage 4
- Raising standards achieved by learners who are entitled to free school meals
- Developing strategies to support broader well-being needs of children and young people
- Improving attendance
- Developing an effective local approach to national inclusion reforms
- Implementing proposed reforms for the portfolio Pupil Referral Unit including relocation onto a single site to improve quality provision
- Developing a sustainable strategy for the Flintshire Music Service
- Embedding Welsh in the Education Strategic Plan
- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Further developing the Youth Engagement and Progression work programme for learners in danger of disengaging
- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process.
- Developing and implementing a plan for the next phase of Schools Modernisation, through the 21<sup>st</sup> Century School programme
- Maintaining a schedule of repairs and maintenance of school buildings

**Achievement will be measured through:**

- The number of learners achieving or exceeding the expected outcome levels at key assessment points eg age 7,11,14 and 16
- Delivering the portfolio’s Education Improvement & Modernisation Strategy, GwE Business Plan and Welsh in Education Strategic Plan to achieve key milestones
- Delivering and embedding the Families First Programme and Flintshire’s Integrated Youth Services Strategy “Delivering Together”
- Targeting vocational and employability skills
- Enhancing personal support, including coaching, mentoring and help with transition
- Realising the benefits of regional European Social Fund programmes
- Measuring reduction in first time entrance to the youth justice system
- Improving outcomes for targeted groups of vulnerable learners, e.g. Looked After Children and young people exiting the Youth Justice System
- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process.
- Developing and implementing a plan for the next phase of Schools Modernisation, through the 21<sup>st</sup> Century School programme
- Improving the number of hours in education, training or employment that young people in the youth justice system can access; and
- Maintaining a schedule of repairs and maintenance of school buildings.

**Achievement Milestones for strategy and action plans:**

- Delivering the portfolio’s Education Improvement & Modernisation Strategy
- Delivering and embedding the Families First Programme and Flintshire’s Integrated Youth Services Strategy “Delivering Together” by March 2018
- Targeting vocational and employability skills by March 2018
- Enhancing personal support, including coaching, mentoring and help with transition by March 2018
- Realising the benefits of regional European Social Fund programmes by March 2018
- Create a delivery plan for the launch of the young peoples’ council by October 2017
- Completing key milestones in the Schools Modernisation programme by March 2018
- Maintain an annual repairs and maintenance programme of school buildings through the Council’s Capital programme.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/003 Percentage of pupils achieving the expected outcome at the end of the Foundation Phase (FPOI)		86.9%	89.9%	90.8%
Percentage of pupils who receive free school meals, achieving the expected outcome at the end of the Foundation Phase (FPOI)		71.5%	78.7%	67.8%
PAM/004 Percentage of pupils achieving the expected outcome at the end of key stage 2. (CSI)		90.1%	91.3%	93.1%
Percentage of pupils who receive free school meals, achieving the expected outcome at the end of key stage 2. (CSI)		82.3%	74.7%	75.2%

N/A is denoted by new measures where baseline data is not available

Council Plan 2017/23: Appendix 2 – ‘How we Measure’

PAM/005 Percentage of pupils achieving the expected outcome at the end of key stage 3. (CSI)	Chief Officer – Education and Youth	88.4%	90.9%	93.3%
Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 3.		76.2%	80.2%	82.1%
PAM/006 Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths		82.6%	85.1%	86.0%
Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths		33.1%	38.6%	42.5%
PAM/007 Percentage of pupil attendance in primary schools		94.7%	95.3%	95.4%
PAM/008 Percentage of pupil attendance in secondary schools		94.3%	94.9%	95%
PAM/009 Percentage of year 11 leavers not in education, training, or employment.		1.1%	1.1%	1.1%
Percentage reduction in first time entrance to the youth justice system		12%	15%	20%
The percentage of young people under 16 years old in the youth justice system offered education, training or employment.		71%	80%	90%
The percentage of young people aged 16 – 18 in the youth justice system offered 16 hours of education, training or employment		58%	60%	80%
The percentage of year 13 learners who complete level three courses in Maths within Flintshire Schools		27%	29%	30%
The percentage of year 13 learners who complete level three courses in Science within Flintshire Schools		16%	18%	20%
The percentage of attendance across the portfolio PRU		64%	70%	75%
Further measures will be included for 2018/19 following a review of attendance across the portfolio of the Pupil Referral Unit by March 2018				

**2. Enhance skills to improve employment opportunities.**

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Develop a plan to Increase training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes by March 2018
- Develop a plan to strengthening and cultivate attractive routes into education for the workforce by March 2018
- Embedding regional skills strategy for Science, Technology, English and Maths (STEM) by March 2018
- Develop a plan to secure schools’ active participation in events and activities to promote the development of young people’s work-related skills by March 2018.

Page	Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
16	The number of training opportunities created through major capital programmes	Chief Officer – Community and Enterprise	32	9	9
	The number of apprenticeships started during 2017/18 through major capital programmes		15	10	8

### 3. Implementing the Welsh Government pilot of the 30 hour childcare offer.

**Achievement will be measured through:**

- Implementation of the Childcare Pilot project plan
- The number of registered settings and the numbers of children accessing the offer.

**Achievement Milestones for strategy and action plans:**

- Implementation of the Childcare Pilot project plan from October 2017.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The number of registered settings to deliver the Childcare offer	Chief Officer – Education and Youth	N/A	122	128
The number of children accessing the Childcare offer		N/A	748	785

### 4. Families First Collaborative Programme.

**Achievement will be measured through:**

- Implementation of a Collaborative Families First strategy from 2017 - 2020
- Number of people accessing the ‘offer’.

**Achievement Milestones for strategy and action plans:**

- Develop a fully commissioned collaborative Families First Programme for 2017 – 2020 by March 2018
- Implementation of commissioned plan for delivery of the Families First Programme by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The number of people accessing the offer	Chief Officer – Education and Youth	7700	6200	6500

Priority	Sub-Priority	Impact
Green Council	Sustainable Development and Environmental Management	<ul style="list-style-type: none"> <li>Enhancing the natural environment and promoting access to open and green space</li> <li>Reducing energy consumption and using and developing alternative/renewable energy production</li> <li>Maximising the recovery and recycling of waste</li> </ul>

**1. Improve, protect and enhance the built environment.**

**Achievement will be measured through:**

- Adoption of a Local Heritage Strategy.

**Achievement Milestones for strategy and action plans:**

- Adoption of a Local Heritage Strategy by March 2018.

Measures will be included for 2018/19 following adoption of the Local Heritage Strategy by March 2018

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

**Achievement will be measured through:**

- Reviewing rights of way improvement plan
- Delivering projects set out within the ESD grant application.

**Achievement Milestones for strategy and action plans:**

- Reviewing rights of way improvement plan – draft plan available for consultation by February 2018
- Delivering projects set out within the ESD grant application including flood defence, biodiversity duty and green-space enhancement by March 2018.

Measures will be adopted and included for 2018/19 following a review of the rights of way improvement plan and, delivery of projects set out within the ESD grant application by March 2018.

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

**Achievement will be measured through:**

- Delivery of the renewable energy plan for the Council’s estates and assets which was adopted in 2015
- Increasing usage of environmentally efficient vehicles
- Reducing our carbon footprint across our Council buildings (non housing).

**Achievement Milestones for strategy and action plans:**

- Delivery of Phase 2 of the renewable energy action plan (10 year plan adopted in 2015).

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	Chief Officer Street Scene and Transportation	N/A	80%	100%
Number of street furniture and street light units replaced with LED lighting.		N/A	6000	6000
Reduce our carbon footprint across our Council buildings (non housing)		3.69%	4%	4%

N/A is denoted by new measures where baseline data is not available



**4. Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.**

**Achievement will be measured through:**

- Improving recycling performance
- Recycling rates per Household Recycling Centre (HRC)
- Modernisation of the HRC site network.

**Achievement Milestones for strategy and action plans:**

- Delivery of the Modernisation Programme of the HRC network by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/030 Percentage of waste reused, recycled or composted	Chief Officer Street Scene and Transportation	68.13%	68%	68%
Average recycling rate across all HRC sites		77%	80%	90%

**5. Strengthen regional air quality collaboration to help promote better health and well-being outcomes.**

**Achievement will be measured through:**

- Developing a regional strategic approach to the collation of air quality data.

**Achievement Milestones for strategy and action plans:**

- Developing a regional strategic approach to the collation of air quality data by March 2018.

Measures are to be adopted for 2018/19 by all partner councils as part of the development plan for a regional approach to the collation of air quality data March 2018

**6. Identification of the Local Development Plan preferred strategy**

**Achievement will be measured through:**

- Adoption of the Local Development Plan to support Sustainable Development & Environmental Management.

**Achievement Milestones for strategy and action plans:**

- Adoption of the Local Development Strategy to support Sustainable Development and Environmental Management by March 2018.

Measures will be developed for 2018/19 following adoption of the Local Development Strategy by March 2018

Priority	Sub-Priority	Impact
Green Council	Safe and Sustainable Travel Services	<ul style="list-style-type: none"> <li>Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites</li> </ul>

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Submission of funding bids to Welsh Government by January 2018
- Delivering of projects and services that have received successful funding by March 2018
- Development of sub-regional and Metro inter-modal transport projects by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
<sup>7</sup> The number of projects and services delivered through national grant funded schemes	Chief Officer Street Scene and Transportation	N/A	6	TBC

<sup>7</sup> The aspirational target is dependent on the level of national grant funding which is not yet known

N/A is denoted by new measures where baseline data is not available

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Delivery of the highways asset management plan by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/020 Percentage of A roads in overall poor condition	Chief Officer Street Scene and Transportation	1.5%	5%	5%
PAM/021 Percentage of B roads in overall poor condition		1.3%	5%	5%
PAM/022 Percentage of C roads in overall poor condition		5.0%	7%	7%
Percentage of inspections undertaken to ensure reinstatements meet the required standards		14.25%	14%	14%

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

**Achievement will be measured through:**

- Development of community transport schemes within available funding
- Developing and supporting community based transport scheme strategies to compliment the core network of bus services.

**Achievement Milestones for strategy and action plans:**

- Developing and supporting community based transport scheme strategies to complement the core network of bus services.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of community based transport schemes developed against plan	Chief Officer Street Scene and Transportation	1	5	5

N/A is denoted by new measures where baseline data is not available

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Development of a robust procedure for safety compliant checks for transport services by December 2017.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of contracts awarded that are financially compliant	Chief Officer Street Scene and Transportation	N/A	100%	100%
The percentage of safety compliant checks delivered		N/A	100%	100%

Priority	Sub-Priority	Impact
Connected Council	Resilient Communities	<ul style="list-style-type: none"> <li>Supporting local communities to be resilient and self-supporting</li> <li>Committing to resilient service models to sustain local public services</li> <li>Widening digital access to public services</li> </ul>

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

**Achievement will be measured through:**

- Develop a strategy to grow existing social enterprises.

**Achievement Milestones for strategy and action plans:**

- Develop a range of tools such as community shares that enable existing social enterprises to grow and develop by March 2018.

Measures are to be adopted for 2018/19 following development of a strategy to support existing social enterprises by March 2018

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Establishing two new social enterprises of a significant scale operating in Flintshire through the ADM and Community Asset Transfer Programme by December 2017
- Reporting of community benefits delivered by Community Asset Transfers by March 2018
- Establishing programmes for adults with learning disabilities into secure paid employment by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The monetary value of efficiency supported by ADMs	Chief Officer – Organisational Change	N/A	£0.5M	£1M
The number of primary school meals provided each financial year through the ADM Newydd Catering and Cleaning		5350	5403	5511
The number of secondary school meals provided each financial year through the ADM Newydd Catering and Cleaning		5029	5129	5232
Number of leisure centres and libraries sustained through the community benefits society		11	11	11
The number of key community asset transfers sustained by new social enterprises, Connah’s Quay Swimming Pool, Holywell Leisure Centre, Mynydd Isa Community Centre and Library		3	3	3
Community Benefits delivered by ADMs and CATs to be reported on each year.				

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Development of an action plan to improve community access to digital services and to raise skill levels by March 2018
- Review the Charter between Welsh Government and the Council for digital business to maximise the value of WG support to businesses in the County by March 2018.

Measures are to be adopted for 2018/19 following development of the action plan to improve community access to digital services and a review of the Charter between WG and the Council by March 2018

**4. Ensuring and delivering community benefits.**

**Achievement will be measured through:**

- Establishing a Community Benefits Board with an action plan
- Work with the third sector to increase its capacity to successfully bid for and undertake contracts on behalf of the Council.
- Monitoring the percentage of community benefit clauses included in new procurement contracts.

**Achievement Milestones for strategy and action plans:**

- Establishing a Community Benefits Board with an action plan by December 2017
- Creation of guidance/handbook on appropriate Community Benefits to include in contracts based on the nature of the contract and the value by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of community benefit clauses in new procurement contracts above £1M	Chief Officer – Organisational Change	100%	100%	100%
Percentage of community benefit clauses in new procurement contracts under £1M		N/A	100%	100%
Let two contracts that are targeted for third sector/social enterprises; Housing Voids and Household Recycling Centres		0	2	2

N/A is denoted by new measures where baseline data is not available



<b>5. Enabling the third sector to maximise their contribution.</b>				
<b>Achievement will be measured through:</b>				
<ul style="list-style-type: none"> <li>Increasing the number of volunteering placements.</li> </ul>				
<b>Achievement Measures</b>	<b>Lead Officer</b>	<b>Baseline Data (2016/17)</b>	<b>2017/18 Target</b>	<b>2018/19 Aspirational Target</b>
Number of volunteering placements created	Chief Officer – Organisational Change	548	548	548

<b>6. Getting Flintshire active through partnership objectives via the Public Services Board.</b>				
<b>Achievement will be measured through:</b>				
<ul style="list-style-type: none"> <li>Increasing participation in activities that contribute to physical and mental well-being including libraries, theatre and countryside</li> <li>Increasing community assets</li> <li>Identity and equality of participation.</li> </ul>				
<b>Achievement Milestones for strategy and action plans:</b>				
<ul style="list-style-type: none"> <li>Report on the sports and arts development work that has taken place to increase participation by individuals and communities that have lower levels of engagement within sports and arts activity by March 2018.</li> </ul>				
<b>Achievement Measures</b>	<b>Lead Officer</b>	<b>Baseline Data (2016/17)</b>	<b>2017/18 Target</b>	<b>2018/19 Aspirational Target</b>
PAM/016 Number of visits to libraries per 1000 population	Chief Officer – Organisational Change	3935	4014	4094
PAM/017 Number of visits to leisure centres per 1000 population		8740	7296	7296
Number of visits to the theatre		167,000	175,000	180,000
The number of leisure and cultural assets that are cooperatively supported by a range of partners ensuring they remain accessible to their local communities		2	11	11

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Revising portfolio policies to reflect the ambitions of the Armed Forces Covenant by March 2018
- Achieving Silver status for our Employee Recognition Scheme by March 2018
- Optimising the value of the regional grant monies to support the Armed Forces Community by March 2018.

Measures are to be adopted for 2018/19 following revised and updated policies to reflect the ambitions of the Armed Forces Covenant by March 2018

Priority	Sub-Priority	Impact
Serving Council	Efficient Resource Management	<ul style="list-style-type: none"> <li>Continuing to be a high performing and innovative public sector organisation with social values</li> <li>Providing high quality, accessible, responsive and cost effective public services</li> </ul>

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Revising our plan to meet the relevant funding gap for 2017-2022 by March 2018
- Matching our priorities with revenue and capital investment by March 2018
- Ensure sustainable business plans for service portfolios by March 2018
- Develop a range of operational financial performance indicators by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
<sup>8</sup> The amount of efficiency targets achieved	Chief Executive	£9,557,000	£8,433,000	TBC
The percentage of planned efficiencies achieved		91%	95%	100%
The percentage variance between the revenue budget out-turn and the budget set		-0.81%	0.49%	0%

<sup>8</sup> The aspirational target will be a minimum of 95% of the agreed figure for 2018/19

N/A is denoted by new measures where baseline data is not available

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

### Achievement will be measured through:

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

### Achievement Milestones for strategy and action plans:

- Development of a single consolidated workforce plan and supporting action plans by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAT/001 The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	Chief Executive	9.82	9	8.5
Percentage of Managers completing stress related programmes		N/A	25%	50%
Percentage of employees completing stress related programmes		N/A	25%	50%
Percentage of apprentices securing employment with Flintshire Council		60%	65%	70%
Percentage of eligible employees receiving an annual appraisal		65%	100%	100%

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

**Achievement will be measured through:**

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

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)	Chief Officer - Governance	N/A	8%	10%
The percentage of Council spend with Welsh businesses		48%	50%	52%
The percentage of Council spend with Flintshire businesses		26%	28%	30%
Percentage of Council spend with businesses within the regional MDA		32%	32%	34%

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Develop a programme to support local businesses by November 2017
- Develop and deliver training and support to improve the inclusion of community benefits in Council contracts by January 2018
- Develop a system to record and monitor Community Benefits centrally by January 2018.

Measures are to be adopted by the Council for 2018/19 following development of the Community Benefits and other support programmes.

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

- Develop a plan to improve the take-up of online service by March 2018
- Development of action plans to deliver the Digital Strategy by March 2018
- Deliver agreed actions from the Digital Strategy for 2017/18.

Page 182	Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
	The number of services available online and via the Flintshire App	Chief Officer – Community and Enterprise	124	149	179
	The number of completed transactions using online services		26,350	31,620	37,950

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

**Achievement will be measured through:**

- Continuation with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services
- Identify and consider options available to fund capital expenditure that minimises ongoing revenue implications of new and existing investments
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money.

**Achievement Milestones for strategy and action plans:**

- Critically challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services by March 2018
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure of new and existing investments by March 2018
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The percentage of major capital projects which are completed on time	Chief Officer – Organisational Change	100%	100%	100%
The percentage of major capital projects which are completed within budget		100%	100%	100%

Measures are to be adopted for 2018/19 following a review of our current estate and options available to fund capital expenditure by March 2018

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 21 <sup>st</sup> September 2017
<b>Report Subject</b>	Procurement Strategy Action Plan
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Officer (Governance)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

In November 2016 Cabinet approved a joint procurement strategy with Denbighshire County Council. It contained the following high level outcomes

1. Flintshire County Council achieves value for money from the goods, services and works it procures
2. Flintshire County Council improves the contribution its procurement activity has on the local economy especially social enterprise

An action plan has been prepared to show how those outcomes will be delivered. The action plan also includes the measures that will be used to track progress.

### RECOMMENDATIONS

1	To recommend the action plan and the measures that will be publicly reported to Cabinet for adoption.
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## REPORT DETAILS

1.00	<b>EXPLAINING THE ACTION PLAN</b>
1.01	<p>The Council spends £150m per year on buying goods and services. The Procurement Strategy, which was approved in November 2016, sets out how the Council intends to use that purchasing power to support its wider policy aims. The strategy includes the following 2 high level outcomes</p> <ol style="list-style-type: none"> <li>1. Flintshire County Council achieves value for money from the goods, services and works it procures</li> <li>2. Flintshire County Council improves the contribution its procurement activity has on the local economy especially social enterprise</li> </ol> <p>These outcomes underpin and support the following key aims in the Council Plan:</p> <p><b>Priority: Connected Council</b>  <b>Sub-Priority: Developing and Inspiring Resilient Communities</b>  <b>Impact: 1) Supporting local communities to be resilient and self-supporting.</b></p> <p>4. Ensuring and delivering community benefits.  <b>Achievement will be measured through:</b></p> <ul style="list-style-type: none"> <li>• Establishing a Community Benefits Board with an action plan</li> <li>• Commissioning of two Council contracts with specific community benefits that provides the third sector with a competitive edge</li> <li>• Monitoring the percentage of community benefit clauses included in new procurement contracts; and</li> </ul> <p><b>Priority: Serving Council</b>  <b>Sub-Priority: Improving Resource Management</b>  <b>Impacts: 1) Continuing to be a high performing and innovative public sector organisation with social values.</b>  <b>2) Providing high quality, accessible, responsive and cost effective public services.</b></p> <p><b>What we will do in 2017/18:</b></p> <p>3. Maximise benefits from spending power through optimised purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.  <b>Achievement will be measured through:</b></p> <ul style="list-style-type: none"> <li>• % of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)</li> <li>• % of Council spend with Welsh businesses</li> <li>• % of Council spend with Flintshire businesses.</li> </ul> <p>4. Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts.</p> <p><b>Achievement will be measured through:</b></p> <ul style="list-style-type: none"> <li>• Development of a programme to support local businesses</li> <li>• Developing and delivering training and support to improve the inclusion of community benefits in Council contracts</li> <li>• Developing a system to record and monitor Community Benefits</li> </ul>

	centrally.
1.02	<p>The Strategy does not expand on how these outcomes are to be achieved, and that further level of detail is provided by the action plan. The Business Plan (attached at Appendix A) lists not only the steps that will be taken to deliver the outcomes but also sets out the measures that will be used to track progress.</p> <p>The planned actions fall into a number of broad categories</p> <ol style="list-style-type: none"> <li>1) work to promote the use community benefits in contracts such as work to make it easier to decide what benefits to seek.</li> <li>2) actions to improve the ability of local businesses and social enterprise to bid for council contracts; and</li> <li>3) process improvements to ensure that the end to end electronic procurement system functions in the optimal way thereby making it easier for both officers and suppliers to use.</li> </ol> <p>Members will be pleased to note that a policy and procedure on the use of community benefit clauses will be brought forward for approval well in advance of the target date of December 2017.</p>
1.03	<p>The action plan is very detailed and includes activities and measures that will be used for performance management. Consequently not all measures are appropriate for public reporting. It is proposed that the following measures are publicly reported:</p> <p><u>Measures</u></p> <ol style="list-style-type: none"> <li>1) Total potential savings through procurement</li> <li>2) % of orders completed wholly electronically</li> <li>3) % of spend with businesses in Mersey Dee Alliance area</li> <li>4) % of contracts below £1m value with community benefit clauses</li> </ol> <p><u>Actions</u></p> <ol style="list-style-type: none"> <li>5) Programme of activity increasing capacity of local businesses and the third sector/social enterprise to bid for council contracts</li> <li>6) Structuring contracts to provide opportunities for local businesses and the third sector/social enterprise</li> <li>7) Improve inclusion of community benefit clauses in contracts</li> <li>8) Increase the number of contracts are jointly procured with DCC</li> </ol>
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The Procurement Service has the necessary level of resource to carry out the actions in the Action Plan.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The views of this committee will be verbally reported to Cabinet.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p>The purpose of the Action Plan is to help define how the Council will achieve its wider policy aims through directing its purchasing power. By carefully structuring contract specifications and invitations to quote/tender it will be possible for the Council to spend its money in a way that supports its community and social enterprise. The use of community benefits in particular will help to reduce social inequality and improve community resilience.</p> <p>Every individual procurement exercise will still need to be compliant with the relevant contract procedure rules and legislation, and all of the aims of the strategy nor proposed actions are compatible with both.</p>

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A – Procurement Business Plan

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><a href="http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?Clid=391&amp;MId=3854&amp;Ver=4&amp;LLL=0">http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?Clid=391&amp;MId=3854&amp;Ver=4&amp;LLL=0</a></p> <p><b>Contact Officer:</b> Gareth Owens, Chief Officer Governance  <b>Telephone:</b> 01352 702344  <b>E-mail:</b> <a href="mailto:Gareth.legal@flintshire.gov.uk">Gareth.legal@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Community Benefit Clauses</b> - Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider impacts and benefits into account other than price.</p> <p><b>Mersey Dee Alliance</b> - The partnership between the public sector in North East Wales and North West England to “work together on common strategic interests to ensure a sustainable future for the area and facilitate a coherent approach to social, economic and environmental issues.” (MDA)</p>

## Outcome 1A Denbighshire: The council achieves value for money from the goods, works and services it procures

Measures	Excellence Target	Intervention Target
% of goods, services and works procured through purchasing arrangements established by the NPS	10%	5%
% of goods, services and works procured through non-NPS framework agreements		
Total potential savings at tender award stage (Contract Estimated budget -v- Contract Award value)*		
Total potential savings at contract end stage (Contract Award value -v- Actual Contract Spend)*		
% of contracts over £25k for goods and services where a Commissioning for has been completed*		
% of contracts over £250k for works where a Commissioning for has been completed*		
% of contracts over £25k for goods and services where a Wellbeing Impact Assessment has been completed*	100%	90%
% of contracts over £250k for works where a Wellbeing Impact Assessment has been completed*	100%	90%
% of contracts over £25k for goods and services where a tenders exercise is undertaken but no award is made*		
% of contracts over £250k for works where a tenders exercise is undertaken but no award is made*		
% of contracts over £25k where the contract award amount is no more that the estimated budget*		
% of contracts over £25k where the final contract cost is no more than the contract award amount*		
% of contracts over £25k where the final contract cost is no more than the contract award amount*		
% of Contracts over £25k with a signed or sealed contract within 6 weeks of the contract award*	95%	90%
% of officer assessing the service provided by the CPS as 'ok' or better	85%	75%
% of officers attending procurement training assessing the training as 'ok' or better	85%	75%

% of Middle Management Team assessing their procurement knowledge as 'ok' or better	85%	75%
% of invoices that have had an upfront purchase order (PO)		
<b>DEVELOP SET OF MEASURES FOR CONTRACT MANAGEMENT</b>		

*\* as measured through procurement projects entered into the Proactis Portal. This may not include all procurement activity, as some projects initiated prior to the new CPR's coming into force on 1 April 2016 may not be in the system.*

## GLOSSARY

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

**Commissioning Form** – document required to be completed by officers undertaking procurement activity which outlines the rationale and approach to the proposed activity.

**Wellbeing Impact Assessment Tool** – web-based tool developed by Denbighshire County Council to provide documented evidence of how the Council has considered its obligations under the Wellbeing of Future Generations Act (Wales) 2015

**CPS – Collaborative Procurement Service** – the central team of procurement officer that support and advise services in relation to procurement activity across both Denbighshire and Flintshire County Councils.

**Proactis** – the council's adopted electronic procurement system, through which all contracts over £10,000 should be recorded and managed.

## Outcome 1B Flintshire: The council achieves value for money from the goods, works and services it procures

Measures	Target
% of goods, services and works procured through purchasing arrangements established by the NPS	10%
% of goods, services and works procured through non-NPS framework agreements	
Total potential savings at tender award stage (Contract Estimated budget -v- Contract Award value)*	
Total potential savings at contract end stage (Contract Award value -v- Actual Contract Spend)*	
% of contracts over £25k for goods and services where a Commissioning for has been completed*	
% of contracts over £250k for works where a Commissioning for has been completed*	
% of contracts over £25k for goods and services where a Wellbeing Impact Assessment has been completed*	
% of contracts over £250k for works where a Wellbeing Impact Assessment has been completed*	
% of contracts over £25k for goods and services where a tenders exercise is undertaken but no award is made*	
% of contracts over £250k for works where a tenders exercise is undertaken but no award is made*	
% of contracts over £25k where the contract award amount is no more that the estimated budget*	
% of contracts over £25k where the final contract cost is no more than the contract award amount*	
% of contracts over £25k where the final contract cost is no more than the contract award amount*	
% of Contracts over £25k with a signed or sealed contract within 6 weeks of the contract award*	
% of officer assessing the service provided by the CPS as 'ok' or better	85%

% of officers attending procurement training assessing the training as 'ok' or better	80%
% of Middle Management Team assessing their procurement knowledge as 'ok' or better	
% of invoices that have had an upfront purchase order (PO)	90%
<b>DEVELOP SET OF MEASURES FOR CONTRACT MANAGEMENT</b>	

*\* as measured through procurement projects entered into the Proactis Portal. This may not include all procurement activity, as some projects initiated prior to the new CPR's coming into force on 1 November 2016 may not be in the system.*



## Outcome 1 : The council achieves value for money from the goods, works and services it procures

Activities	Responsibility	Timescale
Provide E-Procurement System 'Sourcing' (Proactis) Information Sessions for all Departments not yet using the system	Systems Officer	March 2018
Provide updated training on Proactis Portal V6 to Officers currently using V5 (V6 due for release end of Q1)	Systems Officer	July 2017
Provide E-Procurement System 'Contract Management' (Proactis) Training to all Officers managing contracts	Business Partner (Strategic)	Ongoing
Create a E-procurement System 'Quick Guides' to enable officers to become self-sufficient in the using the system	Systems Officer	July 2017
Review Proactis Portal user activity and user permission settings to ensure those officers set up on the system are using it and have access to appropriate modules of the system	Systems Officer	June 2017
Identify Proactis 'Super Users' for each service and provide appropriate level of training and for the super users	Systems Officer	March 2018
Set up Proactis User E-mail Group to communicate system and procedural updates to users	Systems Officer	June 2017
Explore possibility of monthly 'Drop In' Sessions for additional Portal training for officers. Each session focusing on an area which has been highlighted as a problem area for users.	Systems Officer	September 2017
Review and update all Project and Contract Templates in the Proactis Portal and ensure that both DCC & FCC templates are the same	Business Partner (Strategic)	September 2017
Review, update and maintain details of all Frameworks used to ensure correct information is held on the Proactis Portal	Systems Officer	December 2017
Develop a customer feedback system for suppliers who have provided goods, services or works to assess quality of the management of the contract	Systems Officer	March 2018
Map out additional report requirements and develop procurement report templates that could be provided to HoS/Chief Officers, detailing key procurement indicators and some basic analysis that could be provided to services on a regular basis	Systems Officer	March 2018
Explore 'Single Registration' for suppliers so they do not have to register on multiple systems e.g. Proactis, Sell2Wales etc.	Systems Officer	December 2018
Work with service areas to identify training needs, and work with the Strategic Business Partner to develop and implement appropriate training.	Business Partners (Categories)	Ongoing
Develop, publish and implement an annual procurement training programme and associated guidance documents (including continuation of CPR/beginners guide to procurement, and community benefits)	Business Partner (Strategic)	Ongoing

Develop CPS Intranet page and communication with other departments within the Authority.	Systems Officer	September 2017
Work with services to develop a programme of future procurement projects and identify opportunities for collaborative procurement locally, regionally and nationally	Business Partners (Categories)	Ongoing
Work with services to identify where approved lists are still being used, and subsequently develop and deliver appropriate alternative arrangements	Business Partners (Categories)	March 2018

## Outcome 2A Denbighshire: The council improves the contribution its procurement activity has on the local economy

Measures	Excellence Target	Intervention Target
% of council spend with Denbighshire businesses	35%	25%
% of council spend with North Wales businesses		
% of council spend with Welsh business	60%	40%
% of council spend with businesses in the Mersey/Dee Alliance area		
% of suppliers assessing the council as 'ok' or better at contract end in supplier satisfaction surveys*		
% of offers to the market with at least one Denbighshire based business invited to tender at the Low value threshold (£10,001 - £25,000)*		
% of offers to the market with at least one Denbighshire based business invited to tender at the intermediate value threshold (£25,001 – OJEU)*		
% of offers to the market with at least one Denbighshire based business invited to tender at the High value threshold (OJEU)*		
% of offers to the market with at least one Denbighshire based business bidding at the Low value threshold (£10,001 - £25,000)*		
% of offers to the market with at least one Denbighshire based business bidding at the intermediate value threshold (£25,001 – OJEU)*		
% of offers to the market with at least one Denbighshire based business bidding at the High value threshold (OJEU)*		
% of bids received from Denbighshire based business as a proportion of the total bids received at the Low value threshold (£10,001 - £25,000)*		
% of bids received from Denbighshire based business as a proportion of the total bids received at the intermediate value threshold (£25,001 – OJEU)		
% of bids received from Denbighshire based business as a proportion of the total bids received at the High value threshold (OJEU)		
% of successful bids from Denbighshire based business as a proportion of the total number of successful bids at the Low value threshold (£10,001 - £25,000)*		

% of successful bids from Denbighshire based business as a proportion of the total number of successful bids at the intermediate value threshold (£25,001 – OJEU)*		
% of successful bids from Denbighshire based business as a proportion of the total number of successful bids at the High value threshold (OJEU)*		
% of contracts awarded in the financial year over £1,000,000 with Community Benefits included in contract document*	100%	70%
% of contracts awarded in the financial year under £1,000,000 with Community Benefits included in contract document*	10%	0%

\* as measured through procurement projects entered into the Proactis Portal. This may not include all procurement activity, as some projects initiated prior to the new CPR's coming into force on 1 April 2016 may not be in the system.

## Outcome 2B Flintshire: The council improves the contribution its procurement activity has on the local economy

Measures	Target
% of council spend with Flintshire businesses	30%
% of council spend with North Wales businesses	
% of council spend with Welsh business	50%
% of council spend with businesses in the Mersey/Dee Alliance area	
% of suppliers assessing the council as 'ok' or better at contract end in supplier satisfaction surveys*	
% of offers to the market with at least one Flintshire based business invited to tender at the Low value threshold (£10,001 - £25,000)*	
% of offers to the market with at least one Flintshire based business invited to tender at the intermediate value threshold (£25,001 – OJEU)*	
% of offers to the market with at least one Flintshire based business invited to tender at the High value threshold (OJEU)*	
% of offers to the market with at least one Flintshire based business bidding at the Low value threshold (£10,001 - £25,000)*	
% of offers to the market with at least one Flintshire based business bidding at the intermediate value threshold (£25,001 – OJEU)*	
% of offers to the market with at least one Flintshire based business bidding at the High value threshold (OJEU)*	
% of bids received from Flintshire based business as a proportion of the total bids received at the Low value threshold (£10,001 - £25,000)*	
% of bids received from Flintshire based business as a proportion of the total bids received at the intermediate value threshold (£25,001 – OJEU)	
% of bids received from Flintshire based business as a proportion of the total bids received at the High value threshold (OJEU)	
% of successful bids from Flintshire based business as a proportion of the total number of successful bids at the Low value threshold (£10,001 - £25,000)*	

% of successful bids from Flintshire based business as a proportion of the total number of successful bids at the intermediate value threshold (£25,001 – OJEU)*	
% of successful bids from Flintshire based business as a proportion of the total number of successful bids at the High value threshold (OJEU)*	
% of contracts awarded in the financial year over £1,000,000 with Community Benefits included in contract document*	100%
% of contracts awarded in the financial year under £1,000,000 with Community Benefits included in contract document*	100%

*\* as measured through procurement projects entered into the Proactis Portal. This may not include all procurement activity, as some projects initiated prior to the new CPR's coming into force on 1 November 2016 may not be in the system.*

## Outcome 2 : The council achieves value for money from the goods, services and works it procures

Service : Procurement

Activities	Responsibility	Timescale
Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts	Business Partner (Strategic)	March 2018
Work with service areas to ensure consideration is given to how procurement exercises/contracts can be structured to provide opportunities for local suppliers	Business Partners (Categories)	Ongoing
Work with service areas and Economic Development teams to identify existing or potential local suppliers who may benefit from additional support to increase their capacity and competency to respond to Council contracts	Business Partner (Strategic)	Ongoing
Develop and deliver training and support to improve the inclusion of community benefits in Council contracts	Business Partner (Strategic)	December 2017
Develop a system to record and monitor Community Benefits centrally	Systems Officer	December 2017
Develop and deliver a new Print and Design Framework for Denbighshire & Flintshire, working closely with Economic Development teams to ensure local suppliers engage in meet the buyer events and the bidding process	Business Partners (Categories)	September 2017
Work with services to ensure current and potential suppliers are registered on Proactis and Sell2Wales	Business Partners (Categories)	Ongoing
Work with current e-procurement system provider to develop a robust system for both Buyer and Supplier which fulfils legal and audit requirements.	Business Partner (Strategic)	Ongoing
Ensure all our suppliers are of good financial standing by carrying out annual checks on all suppliers with whom DCC are engaged in Contracts with.	Business Partners (Categories)	Ongoing
Maintain the corporate contracts and frameworks register and ensure that published information is current and correct.	Systems Officer	Ongoing

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday, 21 September 2017
<b>Report Subject</b>	Revenue Budget Monitoring 2017/18 (Month 4 ) and Capital Programme Monitoring (Month 4)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 4) Report and the Capital Programme 2017/18 (Month 4) Report.

### RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2017/18 (Month 4) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
2	That the committee considers and comments on the Capital Programme 2017/18 (Month 4) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.

## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2017/18 (MONTH 4) AND CAPITAL PROGRAMME 2017/18 (MONTH 4)</b>
1.01	The Revenue Budget Monitoring 2017/18 (Month 4) report will be presented to Cabinet on Tuesday 26 September 2017. A copy of the report is attached as Appendix A to this report.
1.02	The Capital Programme 2017/18 (Month 4) report will be presented to Cabinet on Tuesday 26 September 2017. A copy of the report is attached as Appendix B to this report.
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in Appendix A; Revenue Budget Monitoring 2017/18 (Month 4) and in Appendix B; Capital Programme 2017/18 (Month 4).
<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None required.
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As set out in Appendix A; Revenue Budget Monitoring 2017/18 (Month 4) and in Appendix B; Capital Programme 2017/18 (Month 4).
<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A; Revenue Budget Monitoring 2017/18 (Month 4). Appendix B; Capital Programme 2017/18 (Month 4).
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None required.  <b>Contact Officer:</b> Sara Dulson, Finance Manager <b>Telephone:</b> 01352 702287 <b>E-mail:</b> sara.dulson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	(1) <b>Revenue:</b> a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.02	(2) <b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.03	(3) <b>Capital Programme:</b> The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.

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## CABINET MEETING

<b>Date of Meeting</b>	Tuesday, 26 September 2017
<b>Report Subject</b>	REVENUE BUDGET MONITORING 2017/18 (MONTH 4)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	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 is the first full monitoring report for the year and presents the position, based on actual income and expenditure, as at Month 4 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained equal.

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

#### Council Fund

- Net in year expenditure forecast to be £1.256m more than budget
- Projected contingency reserve balance as at 31 March 2018 of £3.878m

#### Housing Revenue Account

- Net in-year expenditure forecast to be £0.026m higher than budget
- Projected closing balance as at 31 March 2018 of £1.090m

### RECOMMENDATIONS

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

3	To agree a budget virement within Social Services to realign the budget to meet service needs (paragraph 1.10).
4	To approve an allocation of £0.052m from the contingency reserve to provide financial support to meet in-year budget pressures anticipated for 2017-18 in respect of regional economic development structures and support for events (paragraph 1.29).

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MONTH 4 POSITION</b>				
1.01	<b><u>Council Fund Overall Position</u></b>				
	The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows;				
	<ul style="list-style-type: none"> <li>• Net in year expenditure forecast to be £1.256m</li> <li>• Projected contingency reserve balance of £3.878m</li> </ul>				
1.02	<b><u>Council Fund Latest In-Year Forecast</u></b>				
	The table below shows the projected position by portfolio.				
	<b>TOTAL EXPENDITURE AND INCOME</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>In-Year Over / (Under) spend</b>
		<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
	Social Services	61.471	62.945	63.259	0.314
	Community & Enterprise	12.518	12.540	11.970	(0.570)
	Streetscene & Transportation	27.467	27.480	29.391	1.910
	Planning & Environment	5.043	4.932	5.436	0.503
	Education & Youth	10.966	10.934	10.858	(0.076)
	Schools	88.862	88.862	88.862	0.000
	People & Resources	4.283	4.147	4.604	0.457
	Governance	7.675	7.651	7.896	0.246
	Organisational Change 1	5.801	5.821	5.900	0.079
	Organisational Change 2	2.422	2.288	2.100	(0.189)
	Chief Executive	3.008	2.940	2.824	(0.116)
	Central & Corporate Finance	25.642	24.616	23.312	(1.303)
	<b>Total</b>	<b>255.206</b>	<b>255.156</b>	<b>256.412</b>	<b>1.256</b>

1.03	<p>The reasons for the projected variances are summarised within Appendix 1 with key significant portfolio variances explained in paragraphs 1.04 to 1.08 below. As has been the practice in recent years where a variance has been due to a conscious change to policy or practice, the resulting variance is managed corporately with the relevant portfolio not expected to meet any shortfall.</p>
1.04	<p><u>Streetscene &amp; Transportation</u></p> <p>There is a projected overspend of £1.910m 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 include additional costs of £0.675m following re-procurement for covering various public transport routes and the confirmed reduction of the Single Environment Grant of £0.111m.</p> <p>Further variations relate to various conscious decisions including a delay in the decision to review subsidised bus routes (£0.205m), additional transport costs arising from a school closure (£0.200m), a reduction in car parking income in Flint (£0.050m), and the none achievement of efficiencies for Shared specialist Plant with Neighbouring Authorities (£0.050m) and transferring some service maintenance responsibilities to other organisations (£0.050m).</p> <p>The net position on the projected overspend excluding the above decisions is a net operating deficit of £0.569m.</p> <p>Major variations affecting the above operating deficit include a further decrease of £0.200m in the level of income from Renewable Energy Production over and above the pressure included in the 2017/18 budget (£0.150m for Gas Engines), anticipated increases in Motor insurance premiums (£0.100m) and street lighting (£0.131m) reflecting a 16% increase.</p> <p>Work is ongoing to assess any potential impact on these in year variances on the Medium Term Financial Strategy (MTFS) forecast for 2018/19.</p>
1.05	<p><u>Social Services</u></p> <p>The projected outturn for Out of County placements in Children's Services is currently £0.625m due to the number of Child and Parent placements. This overspend is being partly mitigated by underspends within the Social Services portfolio. The volatility and risk of this service to the in-year and ongoing financial position will need to be closely monitored and any potential impact on 2018/19 considered.</p>
1.06	<p><u>Planning &amp; Environment</u></p> <p>There is a projected in-year Planning Fee Income shortfall of £0.325m. The impact of the Welsh Government requirements for major developers to enter into pre consultation for a period of 28 days prior to submitting an application has delayed the submission of some high value applications which in turn</p>

	will affect the fee income received. This is resulting in lower numbers of applications submitted than previously predicted. This will need to be kept under review in year though it has been highlighted as a potential pressure for 2018/19.																		
1.07	<p><u>Community &amp; Enterprise</u></p> <p>There is currently a projected underspend on the Council Tax Reduction Scheme (CTRS) of £0.407m based on existing demand which will need to be kept under review throughout the year together with a favourable variance on the Council Tax Collection fund of £0.153m.</p>																		
1.08	<p><u>Central &amp; Corporate Finance</u></p> <p>There is a positive variance of £1.303m projected within this area which is mainly due to one off additional funding from the Intermediate Care Fund from Health (£0.500m), the impact of estimated additional funding announced by Welsh Government for Social Services Pressures (£0.595m) and a positive variance on other Social Care pressures as referenced in the budget report for 2017/18 (£0.512m).</p> <p>Other major variances within this area include a positive variance on the pension fund contributions due to a lower than anticipated pressure to fund the in-year increase due to the actuarial review of £0.288m. However, this is offset by a current shortfall in the income target of £0.412m and lower than anticipated levels of car parking income from car parking permits at County Hall of £0.080m.</p>																		
1.09	<p><u>Significant Movements between Original and Revised Budget</u></p> <p>There has been an accounting adjustment to transfer £1.696m from Central &amp; Corporate Finance to Social Services. This is the amount required to meet the 2017/18 independent care fee increase.</p>																		
1.10	<p><u>Proposals for budget realignment – Social Services</u></p> <p>Following a review of services within Social Services for Adults, it is considered appropriate to seek Cabinet approval for realignment of budget between some areas of Older People, which are currently reflecting underspends, and Learning Disabilities which is experiencing some significant demand influenced pressures as shown in the table below.</p> <table border="1"> <thead> <tr> <th>Service area :</th> <th>Increase in budget : £(m)</th> <th>Decrease in budget : £(m)</th> </tr> </thead> <tbody> <tr> <td>Older People - Locality teams (Residential Care)</td> <td></td> <td>(0.200)</td> </tr> <tr> <td>Older People - Locality teams (Domiciliary Care)</td> <td></td> <td>(0.100)</td> </tr> <tr> <td>Disability Services – Resources &amp; Regulated Services</td> <td>0.242</td> <td></td> </tr> <tr> <td>Older People - Resources &amp; Regulated Services (Supporting People)</td> <td>0.058</td> <td></td> </tr> <tr> <td>Total :</td> <td>0.300</td> <td>(0.300)</td> </tr> </tbody> </table>	Service area :	Increase in budget : £(m)	Decrease in budget : £(m)	Older People - Locality teams (Residential Care)		(0.200)	Older People - Locality teams (Domiciliary Care)		(0.100)	Disability Services – Resources & Regulated Services	0.242		Older People - Resources & Regulated Services (Supporting People)	0.058		Total :	0.300	(0.300)
Service area :	Increase in budget : £(m)	Decrease in budget : £(m)																	
Older People - Locality teams (Residential Care)		(0.200)																	
Older People - Locality teams (Domiciliary Care)		(0.100)																	
Disability Services – Resources & Regulated Services	0.242																		
Older People - Resources & Regulated Services (Supporting People)	0.058																		
Total :	0.300	(0.300)																	



1.11	Within Older People, purchased Residential & Nursing Care is currently projected to underspend by £0.349m due to a decrease in service users and additional income from service user properties and free nursing contributions from BCUHB. It is considered that £0.200m from within this underspend can be realigned to address pressures in other areas of Adults Social Services.
1.12	Also within Older People, purchased Domiciliary Care is projected to underspend by £0.206m due to demand influences. It is considered that £0.100m from this underspend can be realigned to address pressures in other areas of Adults Social Services.
1.13	It is recommended that £0.242m of the total be allocated to Domiciliary Day Care and Direct payments Supported Living group of services within Learning Disabilities - Resources & Regulated Service which is currently projecting an overspend of £0.319m.
1.14	The remaining £0.058m is recommended to be allocated to meet a shortfall of Supporting People grant income within Older People – Resources & Regulated Services. There is currently a projected shortfall arising from the Councils overall allocation due to meeting the eligibility criteria.
1.15	<p><b>Tracking of In Year Risks and Emerging Issues</b></p> <p>At the time of setting the Budget for 2017/18 a number of significant risks were identified and an update is provided below:</p>
1.16	<p><u>Single Environment Grant</u></p> <p>As part of the 2017/18 budget, Council undertook a decision to manage the in year risk of any potential reduction in this grant. The actual reduction for 2017/18 has been confirmed as £0.111m (3.83%) which has been incorporated as a projected overspend in the outturn.</p> <p>In Year Risk status: Green                      Longer Term Risk Status: Red</p>
1.17	<p><u>Transportation Costs</u></p> <p>Another identified risk were the costs of procuring the local public and school bus services. It is projected that additional costs of £0.675m will be incurred in 2017/18 as there are unlikely to be any mitigating factors to resolve this in the current financial year.</p> <p>In Year Risk status: Green                      Longer Term Risk Status: Red</p>
1.18	<p><u>Social Care Fees</u></p> <p>Within the 2017/18 budget it was agreed that the level of fee increases to the Independent Sector would be contained within the budget provided and that any remaining amount be set aside as a risk contingency to assist with managing the ongoing budget risks identified above. Negotiations have been concluded and the increase has been able to be met within the available resources.</p>

	In Year Risk Status: Green	Longer Term Risk Status: Red	
1.19	<p><u>Out of County Placements</u></p> <p>The volatility in demand and the impacts on service costs cannot be predicted with any certainty. The main influence on this increase is the Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which has increased the financial pressure on this service area which at M4 is projecting an overspend of £0.625m. Legal and Social Service Managers will be making a compelling case for alternative care arrangements to placements at forthcoming court cases, to reduce the financial impact.</p> <p>In Year Risk Status: Green</p>		Longer Term Risk Status: Red
1.20	<p><b>Other Tracked Risks</b></p> <p>In addition, there are a number of risks being tracked that may be subject to change and these are summarised below:</p> <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 £7.171m (85%) of the efficiencies would be achieved which is 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 2 with the overall impact in relation to any impact for 2018/19 being reviewed as part of the ongoing work on the MTFS.</p> <p>In Year Risk status: Amber</p>		Longer Term Risk Status: Red
1.21	<p><u>Inflation</u></p> <p>The 2017/18 budget includes Non Standard Inflation for Energy, Food and Fuel at 2% however this will need to be kept under review due to the volatility of markets which may be affected by global events and the impact of negotiations relating to Brexit. MTFS projection for Inflation for 2018/19 reflects an increasing pressure.</p> <p>In Year Risk status: Amber</p>		Longer Term Risk Status: Amber
1.22	<p><u>Income</u></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).
1.25	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.
1.26	No allocations have been made so far for non-standard inflation (NSI) in 2017/18. Areas that may be subject to NSI increases will be monitored throughout the year and any emerging pressures will be considered in future reports though at present it is anticipated that the allocation will be spent in full.
1.27	<p><b>Reserves and Balances</b></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>
1.28	Taking into account the current projected overspend at Month 4 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2018 is projected to be £3.878m as detailed in appendix 3.
1.29	There is a request for approval of an allocation of £0.052m from the contingency reserve to provide financial support to meet in-year budget pressures anticipated for 2017-18 in respect of regional economic development structures and support for events as described in paragraphs 1.30 and 1.31.
1.30	The Council is a partner in two regional economic development structures; the North Wales Economic Ambition Board (NWEAB) and the Mersey Dee Alliance (MDA). Through both structures, the Council has been able to play a major role in creating a shared economic policy for the region and there are positive signs that significant Government investment in the area will be forthcoming as a result. The Council pays an annual contribution towards the costs of each of these bodies from the economic development budget but the scale of contribution is expected to increase for 2017/18 to a level beyond the ability of the service to absorb. It is proposed that the economic development service continues to pay £0.030m of the annual costs of supporting the NWEAB and MDA and that the remaining £0.022m is funded from the contingency reserve.
1.31	Historically the Council has supported county wide and town focussed events. Streetscene provides signage and waste management services to events at a cost to the Authority that, with tightening budgets, has become unsustainable. It is recommended that a corporate contribution is made to the service of £0.030m to enable them to support major events in 2017/18.
1.32	<u>Earmarked Reserves</u>

	A summary of earmarked reserves as at 1 April 2017 and an estimate of projected balances as at the end of the financial year will be included in the month 5 report.
1.33	<b>Housing Revenue Account</b>  The 2016/17 Outturn Report to Cabinet on 18 July 2017 showed an un-earmarked closing balance at the end of 2016/17 of £1.116m and a closing balance of earmarked reserves of £0.526m.
1.34	The 2017/18 budget for the HRA is £33.633m which includes a movement of £0.035m from reserves.
1.35	The Month 4 monitoring for the HRA is projecting in year expenditure to be £0.026m lower than budget and a closing un earmarked balance as at 31 March 2018 of £1.090m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None required.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	There are three categories of risks which are covered in the main section of the report from paragraph 1.15 to 1.23.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Council Fund – Budget Variances Appendix 2: Council Fund – Programme of Efficiencies Appendix 3: Council Fund – Movement on Un-earmarked Reserves Appendix 4: Housing Revenue Account Variances

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None required.
<b>Contact Officer:</b> Sara Dulson (Finance Manager)	

	<p><b>Telephone:</b> 01352 702287</p> <p><b>E-mail:</b> <a href="mailto:sara.dulson@flintshire.gov.uk">sara.dulson@flintshire.gov.uk</a></p>
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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Budget:</b> 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	<b>Council Fund:</b> the fund to which all the Council's revenue expenditure is charged.
7.03	<b>Financial Year:</b> the period of twelve months commencing on 1 April.
7.04	<b>Housing Revenue Account:</b> 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	<b>Projected Outturn:</b> projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	<b>Reserves:</b> 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	<b>Revenue:</b> 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	<b>Underspend:</b> 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	<b>Variance:</b> 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	<b>Virement:</b> 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	<b>Medium Term Financial Strategy:</b> a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.
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**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Social Services</b>					
<b>Older People</b>					
Localities	16.727	15.903	(0.823)	Residential and Nursing Care shows a projected underspend of £0.349m, due to a decrease in service users, increase in free nursing income from Betsi Cadwaladr University Health Board (BCUHB) and additional property income. Domiciliary Care reflects a projected underspend of £0.206m based on existing service users. There is an underspend of £0.093m on Intake/First Contact of which £0.064m is due to part year vacancy savings from the Single Point of Access team. Locality Teams reflect an underspend of £0.165m due to short term vacancy savings. Minor variances £0.010m.	The level of projected underspends on some areas of this service have been critically reviewed and it is recommended that £0.300m is realigned to meet service pressures within other areas of the Adults Services budget as detailed within the report.
Reablement Services	0.469	0.376	(0.093)	Additional Continuing Health Care (CHC) funding from BCUHB	Continue to monitor and review

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Community Equipment Contribution	0.503	0.393	(0.110)	Following implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners has resulted in a reduced level of contribution from FCC. From 2018/19 this saving has been earmarked for funding of some of the revenue costs of the new extra care facilities.	Future utilisation of the excess of budget to meet some of the revenue costs of the new extra care facilities.
Resources & Regulated Services	5.920	5.634	(0.286)	The main influences on the projected underspend are short term vacancy savings within provider home care services (£0.131m) and extra care schemes (£0.181m), due to recruitment and retention difficulties in the care sector. This underspend is partly offset by a pressure arising from the cessation of Supporting People grant allocation of £0.058m from the Councils overall allocation due to meeting the eligibility criteria. There is a further projected underspend of £0.034m on Residential Care due mainly to short term vacancy savings, with minor variances making up the balance of £0.002m.	Proposed realignment of £0.058m of budget to partly mitigate some of the pressure arising from the Supporting People grant income no longer being allocated.

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Minor Variances	0.234	0.232	(0.003)		
<b>Disability Services</b>					
Resources & Regulated Services	19.450	20.012	0.563	There are long standing and ongoing demand influenced pressures within the externally provided Supported Living services amounting to a total of £0.482m of the overall projected overspend. The next significant impact relates to Work Opportunities and Day Services which reflects a pressure of £0.169m, which is due partly to the delay in letting a new contract under an alternative delivery model (ADM) for these services. There is a projected underspend of £0.088m on externally purchased care on Physical Disabilities and Sensory Impairment (PDSI).	Proposed realignment of £0.242m of budget to address pressures within the support group of services within Supported Living providing Domiciliary/Day care and direct payments
Disability Services	0.716	0.783	0.067	There is a pressure of £0.123m on the budget for school leavers in transition to adulthood which is offset by a projected underspend of £0.047m against the resource panel allocation for residential and domiciliary care. Minor variances £0.009m.	Continue to monitor and review

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

<b>Service</b>	<b>Revised Budget (£m)</b>	<b>Projected Outturn (£m)</b>	<b>Variance (£m)</b>	<b>Cause of Major Variance</b>	<b>Action Required</b>
Administrative Support	0.168	0.040	(0.128)	The projected underspend is due mainly to short term vacancy savings.	Continue to monitor and review
Transition & Disability Services	0.620	0.568	(0.052)	The projected underspend is due mainly to short term vacancy savings.	Continue to monitor and review
Minor Variances	0.072	0.072	0.000		
<b>Mental Health Services</b>					
Residential Placements	1.127	1.427	0.300	There is a long standing and ongoing pressure due to the numbers of long term residential placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB	Continue to monitor and review
Minor Variances	2.537	2.509	(0.028)		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Children's Services</b>					
Family Placement	2.464	2.604	0.141	There is a long standing and ongoing pressure due to sustained demand influences beyond the level of the allocated budget.	Continue to monitor and review
Family Support	0.356	0.440	0.083	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	4.898	5.084	0.186	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues	Continue to monitor and review
Out of County Placements	3.607	4.232	0.625	This pressure is a continuation of the experience in 2016/17, where there was a significant increase in the number of high cost placements which was partly influenced by interpretations of additional responsibilities under the Social Services and Well-being (Wales) Act 2014.	Continue to monitor and review
Minor Variances	1.330	1.294	(0.036)		

Budget Monitoring Report  
Council Fund Variances

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Development &amp; Resources</b>					
Charging Policy income	(2.641)	(2.756)	(0.115)	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	0.889	0.079	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.	Continue to monitor and review
Good Health	0.896	0.837	(0.059)	The projected underspend is due to a number of short term vacancy savings	Continue to monitor and review
Minor Variances	2.681	2.686	0.005		
<b>Total Social Services</b>	<b>62.945</b>	<b>63.259</b>	<b>0.314</b>		

Budget Monitoring Report  
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Community &amp; Enterprise</b>					
Customer And Housing Services	1.580	1.558	(0.021)	Minor variances.	Continue to monitor and review.
Council Fund Housing	(0.372)	(0.395)	(0.023)	Minor variances.	Continue to monitor and review.
Regeneration	0.412	0.459	0.047	Continuing shortfall of £0.050m in markets due to historical income targets which have increased in line with inflation and where charges have not increased at the same rate. Other minor variances (£0.003m).	Continue to monitor and review.
Revenues & Benefits	10.780	10.207	(0.573)	Underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.407m). Surplus on the Council Tax Collection Fund of (£0.153m). Other minor variances (£0.013m).	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Housing Programmes	0.140	0.141	0.001	Minor variances.	Continue to monitor and review.
<b>Total Community &amp; Enterprise</b>	<b>12.540</b>	<b>11.970</b>	<b>(0.570)</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Streetscene &amp; Transportation</b>					
<b>Ancillary Services &amp; Performance</b>					
Waste Collection	7.099	7.475	0.377	Adverse variance of £0.200m relating to lower than anticipated energy production at the Landfill sites and reduced electricity sales from reducing levels of gas extraction. Environment and Sustainable Development (ESD) grant pressure £0.111m due to the reduction of the grant in 17/18 of 3.7%. Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate £0.050m	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 of 6.9% - £0.199m
Parking & Enforcement	(0.088)	(0.038)	0.050	Shortfall of income from Flint Car Parking £0.050m. Part year pressure against £0.100m target due to the town centre re-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	0.795	0.796	0.000		



**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Highways Network</b>					
Highways Network	7.419	7.623	0.204	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. Street lighting energy prices above the 2% standard with an increase of 16% resulting in a pressure of £0.131m	Keep under review as part of MTFS. Reported in Programme Board Efficiency Tracker. Continue to monitor street lighting energy prices.
<b>Transportation &amp; Logistics</b>					
Logistics & Resource Services	4.488	4.656	0.167	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	Keep under review as part of MTFS
School Transport	4.722	5.107	0.385	Ongoing additional subsidy costs following re-procurement for covering various school transport routes following the previous operator going into liquidation £0.185m. The transport costs of additional pupils from John Summers High School to Connahs Quay £0.200m	No additional funding from WG due to Statutory provision requirements. Ongoing consideration will be required in the MTFS taking account of the cost for future years. Hoping to reduce cost through the Transportation retendering exercise currently ongoing.

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Transportation	1.615	2.310	0.695	Ongoing additional subsidy costs following re-procurement for covering various public transport routes following the previous operator going into liquidation £0.490m. The delay in introducing the Bus Subsidy efficiency in 17/18 £0.205m Bus Subsidy efficiency saving of £0.145m unlikely to be achieved in year. This is to be offset from any additional savings recognised from the School Transports re-procurement exercise if these come to fruition.	Keep under review as part of MTFS. Reported in Programme Board Efficiency Tracker
Other Minor Variances	1.430	1.463	0.033		
<b>Total Streetscene &amp; Transportation</b>	<b>27.480</b>	<b>29.391</b>	<b>1.910</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Planning &amp; Environment</b>					
<b>Business</b>					
Pollution Control	0.479	0.574	0.096	An increase in prosecutions relating to unlicensed and unsafe residential properties has resulted in two temporary Environmental Health Officers being recruited to deal with this increase in demand.	Continue to monitor and review.
Minor Variances	1.087	1.081	(0.006)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
<b>Community</b>					
Pest Control	0.004	0.040	0.035	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.	Fees and charges have been subject to a review and Pest Control rates increased in line with an inflationary increase of 3%. Review the future of this service in Autumn 2017.
Minor Variances	0.898	0.873	(0.025)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible

Budget Monitoring Report  
Council Fund Variances

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Development</b>					
Development Management	(0.386)	(0.073)	0.314	The projected Planning Fee Income shortfall is currently £0.325m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast. The impact of the Welsh Government requirements for major developers to enter into pre consultation for a period of 28 days prior to submitting an application has delayed the submission of some high value applications which in turn will affect the Fee income received. This has resulted in a lesser volume of applications being submitted than previously predicted. The annual income target for Pre Application Fees has already been met by the end of the first quarter which is an indication of developer interest in sites which have not yet materialised into the start of the formal planning process and with it the application fee.	Monitor Planning Application Fee levels and Pre Application Fee levels and amend projection as required
Minor Variances	0.158	0.155	(0.003)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible

Budget Monitoring Report  
Council Fund Variances

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Access</b>					
Greenfield Valley	0.326	0.275	(0.051)	Vacancy savings and reduced zero hours contracts	Service review within Countryside is currently being undertaken
Minor Variances	1.015	1.023	0.008		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
<b>Shared Services</b>					
Minor Variances	0.177	0.177	(0.000)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
<b>Strategy</b>					
Minor Variances	0.834	0.833	(0.001)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Management Strategy	0.340	0.476	0.136	Balance of Business Planning Efficiencies for Staffing	Efficiencies to be identified as part of the Service Review. Some vacancy savings will assist in achieving this on a temporary basis. Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
<b>Total Planning &amp; Environment</b>	<b>4.932</b>	<b>5.436</b>	<b>0.503</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Education &amp; Youth</b>					
Inclusion & Progression	6.778	6.709	(0.069)	The underspend reflects the current level of Out of County placements. It is anticipated that the level of placements will increase during the year.	
Integrated Youth Provision	1.291	1.332	0.041	Minor variances	
School Improvement Systems	1.873	1.835	(0.038)	Minor variances	
Business Change & Support	0.400	0.390	(0.010)	Minor variances	
School Planning & Provision	0.592	0.592	0.000		
<b>Total Education &amp; Youth</b>	<b>10.934</b>	<b>10.858</b>	<b>(0.076)</b>		
<b>Schools</b>	<b>88.862</b>	<b>88.862</b>	<b>0.000</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>People &amp; Resources</b>					
HR & OD	2.029	2.268	0.240	Overspend is due to partial achievement of business planning efficiency and loss of income contribution from Wrexham for Occupational Health Services.	
Corporate Finance	2.118	2.336	0.218	There is a potential in year shortfall on the Finance Modernisation efficiency at this stage of the year of £0.200m. This is due to the roll out of manager self serve and the operating model review taking longer than planned.	
<b>Total People &amp; Resources</b>	<b>4.147</b>	<b>4.604</b>	<b>0.457</b>		

Budget Monitoring Report  
Council Fund Variances

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Governance</b>					
Legal Services	0.688	0.724	0.037	Minor variances.	
Democratic Services	1.924	1.927	0.003	Minor variances.	
Internal Audit	0.443	0.443	0.000	No variance.	
Procurement	0.168	0.284	0.116	Overspend is due to conscious decision to no longer pursue supplier income for registration onto the payment portal.	
ICT	4.428	4.518	0.090	Overspend is mostly due to partial achievement of business planning efficiencies.	Continue to monitor and review. The unachieved efficiencies are expected to be achieved in full next financial year.
<b>Total Governance</b>	<b>7.651</b>	<b>7.896</b>	<b>0.246</b>		



**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Organisational Change 1</b>					
Public Libraries & Arts, Culture & Events	1.583	1.577	(0.006)	Minor variances.	Continue to monitor and review.
Museums	0.067	0.067	(0.000)	Minor variances.	Continue to monitor and review.
County Archives	0.286	0.286	0.000	Minor variances.	Continue to monitor and review.
Leisure	3.860	3.946	0.086	The establishment of Aura Leisure and Libraries is now set for 1st September. This has been delayed by 2 months due to a range of queries in 3 separate responses from the Financial Conduct Authority (FCA) in registering the company. Work with our legal advisors has shown that a number of these were not relevant and that the FCA should not have held up the application for this length of time. These issues are now resolved.	Continue to monitor and review.
Community Assets	0.024	0.024	0.000	Minor variances.	Continue to monitor and review.
<b>Total Organisational Change 1</b>	<b>5.821</b>	<b>5.900</b>	<b>0.079</b>		

Budget Monitoring Report  
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Organisational Change 2</b>					
Administrative Buildings	1.241	1.115	(0.126)	£0.126m estimated efficiencies resulting from the closure of phases 3 and 4 in County Hall.	
Agricultural Estates	(0.189)	(0.142)	0.046	Minor variances	
Property Holdings	0.015	0.021	0.006	Minor variances	
Property Asset And Development	0.446	0.388	(0.057)	£0.057m in year salary savings.	
CPM & Design Services	0.691	0.470	(0.221)	£0.139m projected additional fee income above target. £0.070m in year salary savings. Other minor variances £0.012m.	
Industrial Units	(1.153)	(0.982)	0.171	£0.171m as a result of unachieved rental income. This will be offset against office efficiencies.	
Minor Variances	1.238	1.230	(0.009)		
<b>Total Organisational Change 2</b>	<b>2.288</b>	<b>2.100</b>	<b>(0.189)</b>		
<b>Chief Executive</b>	<b>2.940</b>	<b>2.824</b>	<b>(0.116)</b>	There are one off vacancy savings for £0.059m. Specialists budgets for sustainable development, Your Community/Your Council and Public Relations are expected to underspend by £0.030m. Minor variances £0.026m.	

Budget Monitoring Report  
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance	24.616	23.312	(1.303)	<p>Additional income generating activities, an underachievement of £0.412m, though work is continuing to identify areas of opportunity.</p> <p>Support Service recharge, has resulted in a shortfall of £0.234m due to a reduction in overall operating costs.</p> <p>Car parking permit income shortfall £0.080m.</p> <p>Reduced Audit fees, underspend of (£0.127m)</p> <p>Social Services, one off in year underspend of (£1.607m) held centrally to mitigate any in year overspends - (£0.512m) resulting from remaining pressure budgeted in 17/18 no longer required, (£0.500m) due to as funding was secured from the Regional Integrated Care Fund revenue grant allocation for a one off basis. An additional £0.595m of Welsh Government funding for Social Care recently confirmed.</p>	<p>Work is continuing to identify areas of opportunity to generate income.</p> <p>Keep under review as part of MTFS considerations</p> <p>Keep under review as part of MTFS considerations to assess 18/19 impact</p>

Budget Monitoring Report  
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
				Projected Pension fund variance (£0.288m) due to surplus of budget required for increase in contributions in 2017/18. Minor variances (£0.006m)	Keep under review in year to consider potential for mitigation of 18/19 pressure
<b>Grand Total</b>	<b>255.156</b>	<b>256.412</b>	<b>1.256</b>		

**2017/18 Efficiencies Outturn - Under or Over Achieved**

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over
	2017/18 £(m)	2017/18 £(m)	2017/18 £(m)
<b>People &amp; Resources</b>			
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	0.070	(0.200)
Review of Human Resources & Organisational Design operating model and job roles and various other efficiencies.	0.148	0.052	(0.096)
DBS recharges	0.080	0.047	(0.033)
<b>Total People &amp; Resources</b>	<b>0.498</b>	<b>0.169</b>	<b>(0.329)</b>
<b>Governance</b>			
ICT - Reduction in management, staff and non pay costs.	0.350	0.264	(0.086)
<b>Total Governance</b>	<b>0.350</b>	<b>0.264</b>	<b>(0.086)</b>
<b>Social Services</b>			
Develop a 'progression' model for Supported Living.	0.250	0.041	(0.209)
Develop alternative approaches to in house day services and work opportunity schemes.	0.250	0.140	(0.110)
<b>Total Social Services</b>	<b>0.500</b>	<b>0.181</b>	<b>(0.319)</b>
<b>Organisational Change 1</b>			
Alternative Delivery Models	0.415	0.335	(0.080)
<b>Total Organisational Change 1</b>	<b>0.435</b>	<b>0.355</b>	<b>(0.080)</b>
<b>Streetscene &amp; Transportation</b>			
Develop energy production at landfill.	0.100	0.000	(0.100)
Review subsidised bus routes.	0.350	0.145	(0.205)
<b>Total Streetscene &amp; Transportation</b>	<b>0.450</b>	<b>0.145</b>	<b>(0.305)</b>
<b>Planning &amp; Environment</b>			
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)
<b>Total Planning &amp; Environment</b>	<b>0.205</b>	<b>0.062</b>	<b>(0.143)</b>
<b>Total 2017/18 Budget Efficiencies</b>		<b>%</b>	<b>£</b>
<b>Total Projected 2017/18 Budget Efficiencies Underachieved</b>		<b>100</b>	<b>8.433</b>
<b>Total Projected 2017/18 Budget Efficiencies Achieved</b>		<b>15</b>	<b>1.262</b>
		<b>85</b>	<b>7.171</b>



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 – projected outturn overspend		(1.256)
<b>Total Contingency Reserve as at 31<sup>st</sup> March 2018</b>		<b>3.878</b>





Budget Monitoring Report  
Housing Revenue Account Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account</b>					
Income	(33.598)	(33.558)	0.040	Minor Variance	
Capital Financing - Loan Charges	7.545	7.545	(0.000)	No variance	
Estate Management	1.633	1.656	0.023	Minor Variance	
Landlord Service Costs	1.318	1.314	(0.004)	Minor variance	
Repairs & Maintenance	9.929	9.754	(0.175)	A saving of £0.175m is anticipated on Repairs and Maintenance. £0.107m is savings on staff costs, £0.070m relates to subcontractor spend. The remaining £0.002m is minor variances.	
Management & Support Services	2.272	2.280	0.008	Minor variance	
Capital Expenditure From Revenue (CERA)	10.890	10.990	0.099	The variance of £0.099m is due 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 borrowing costs.	
HRA Projects	0.046	0.046		No variance	
Contribution To / (From) Reserves	(0.035)	(0.026)	0.009	Minor variance	
<b>Total Housing Revenue Account</b>		<b>0.000</b>	<b>0.000</b>		





## CABINET MEETING

<b>Date of Meeting</b>	Tuesday 26 <sup>th</sup> September 2017
<b>Report Subject</b>	Capital Programme Monitoring 2017/18 (Month 4)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report By</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2017/18 since it was set in February 2017 to the end of month 4 (July 2017).

The Capital Programme has seen a net increase of £9.659m during the period. This is comprised of:-

- Carry forward, as approved by Cabinet during 2016/17, of £3.589m;
- Additional ADM works of £1.964m;
- Confirmation of Local Transport Grant Allocation of £1.947m;
- Street Lighting works of £1.400m; and
- Other changes during the period of ££0.759m

Actual expenditure was £14.349m.

Whilst all funding for 2017/18 schemes is in place, there is still a shortfall in the total programme (2017/18 - 2019/20) of £0.566m. The options for funding this were kept flexible. Options included a combination of future capital receipts, alternative grants, prudential borrowing or phasing schemes over several years that would be considered during 2017/18.

**RECOMMENDATIONS**

(1)	Cabinet are requested to approve the overall report.
(2)	Cabinet are requested to approve the carry forward adjustments set out at 1.13.
(3)	Cabinet are requested to approve the additional allocation as set out at 1.15.

**REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE MONTH 4 CAPITAL PROGRAMME MONITORING POSITION- 2017/18</b>																																																																											
	<b>Background</b>																																																																											
1.01	The Council approved a Housing Revenue Account (HRA) capital programme for 2017/18 of £27.744m and a Council Fund (CF) capital programme of £19.435m at its meeting of 14 <sup>th</sup> 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.																																																																											
	<b>Changes since Budget approval</b>																																																																											
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><b>Table 1</b></p> <table border="1"> <thead> <tr> <th><b>REVISED PROGRAMME</b></th> <th><b>Original Budget 2017/18</b></th> <th><b>Carry Forward from 2016/17</b></th> <th><b>Changes - This Period</b></th> <th><b>Revised Budget 2017/18</b></th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Chief Executives</td> <td>0.100</td> <td>0</td> <td>0</td> <td>0.100</td> </tr> <tr> <td>People &amp; Resources</td> <td>0.250</td> <td>0.153</td> <td>0</td> <td>0.403</td> </tr> <tr> <td>Governance</td> <td>0.620</td> <td>0.145</td> <td>0</td> <td>0.765</td> </tr> <tr> <td>Education &amp; Youth</td> <td>7.792</td> <td>0.453</td> <td>0.612</td> <td>8.857</td> </tr> <tr> <td>Social Care</td> <td>2.145</td> <td>0</td> <td>0</td> <td>2.145</td> </tr> <tr> <td>Community &amp; Enterprise</td> <td>5.044</td> <td>0</td> <td>0</td> <td>5.044</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>0</td> <td>1.011</td> <td>0</td> <td>1.058</td> </tr> <tr> <td>Transport &amp; Streetscene</td> <td>2.110</td> <td>0.820</td> <td>3.347</td> <td>6.277</td> </tr> <tr> <td>Organisational Change 1</td> <td>0.524</td> <td>0</td> <td>2.064</td> <td>2.588</td> </tr> <tr> <td>Organisational Change 2</td> <td>0.850</td> <td>1.007</td> <td>0</td> <td>1.857</td> </tr> <tr> <td><b>Council Fund Total</b></td> <td><b>19.435</b></td> <td><b>3.589</b></td> <td><b>6.070</b></td> <td><b>29.094</b></td> </tr> <tr> <td><b>Housing Revenue Account Total</b></td> <td><b>27.744</b></td> <td><b>0.000</b></td> <td><b>0.000</b></td> <td><b>27.744</b></td> </tr> <tr> <td><b>Programme Total</b></td> <td><b>47.179</b></td> <td><b>3.589</b></td> <td><b>6.070</b></td> <td><b>56.838</b></td> </tr> </tbody> </table>	<b>REVISED PROGRAMME</b>	<b>Original Budget 2017/18</b>	<b>Carry Forward from 2016/17</b>	<b>Changes - This Period</b>	<b>Revised Budget 2017/18</b>		£m	£m	£m	£m	Chief Executives	0.100	0	0	0.100	People & Resources	0.250	0.153	0	0.403	Governance	0.620	0.145	0	0.765	Education & Youth	7.792	0.453	0.612	8.857	Social Care	2.145	0	0	2.145	Community & Enterprise	5.044	0	0	5.044	Planning & Environment	0	1.011	0	1.058	Transport & Streetscene	2.110	0.820	3.347	6.277	Organisational Change 1	0.524	0	2.064	2.588	Organisational Change 2	0.850	1.007	0	1.857	<b>Council Fund Total</b>	<b>19.435</b>	<b>3.589</b>	<b>6.070</b>	<b>29.094</b>	<b>Housing Revenue Account Total</b>	<b>27.744</b>	<b>0.000</b>	<b>0.000</b>	<b>27.744</b>	<b>Programme Total</b>	<b>47.179</b>	<b>3.589</b>	<b>6.070</b>	<b>56.838</b>
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1.04	<p><b>Carry Forward from 2016/17</b></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><b>Changes during this period</b></p> <p>Changes during this period have resulted in a net increase in the programme total of £6.070m (CF £6.070m, HRA £0.000m). A summary of the changes, detailing major items, is shown in Table 2 below:-</p> <p><b>Table 2</b></p> <table border="1" data-bbox="373 658 1291 1756"> <thead> <tr> <th colspan="2" data-bbox="373 658 1145 748"><b>CHANGES DURING THIS PERIOD</b></th> <th data-bbox="1153 757 1291 824"><b>£m</b></th> </tr> </thead> <tbody> <tr> <td colspan="2" data-bbox="373 801 1145 835"><b><u>COUNCIL FUND</u></b></td> <td></td> </tr> <tr> <td colspan="2" data-bbox="373 846 1145 880"><b>Increases</b></td> <td></td> </tr> <tr> <td data-bbox="373 891 1145 925">ADM - Additional work approved by Cabinet</td> <td></td> <td data-bbox="1153 891 1291 925">1.964</td> </tr> <tr> <td data-bbox="373 936 1145 969">Local Transport Grant - Confirmation of allocation</td> <td></td> <td data-bbox="1153 936 1291 969">1.947</td> </tr> <tr> <td data-bbox="373 981 1145 1014">Street Lighting - Introduction of Salix Funding</td> <td></td> <td data-bbox="1153 981 1291 1014">1.400</td> </tr> <tr> <td data-bbox="373 1025 1145 1059">Schools modernisation - Connah's Quay HS Re-profiling of budget</td> <td></td> <td data-bbox="1153 1025 1291 1059">0.359</td> </tr> <tr> <td data-bbox="373 1070 1145 1104">Other Aggregate Increases</td> <td></td> <td data-bbox="1153 1070 1291 1104">0.400</td> </tr> <tr> <td colspan="2" data-bbox="373 1115 1145 1149"></td> <td data-bbox="1153 1115 1291 1149">6.070</td> </tr> <tr> <td colspan="2" data-bbox="373 1160 1145 1193"><b>Decreases</b></td> <td></td> </tr> <tr> <td data-bbox="373 1205 1145 1238">Other Aggregate Decreases</td> <td></td> <td data-bbox="1153 1205 1291 1238">0.000</td> </tr> <tr> <td colspan="2" data-bbox="373 1249 1145 1283"></td> <td data-bbox="1153 1249 1291 1283">0.000</td> </tr> <tr> <td colspan="2" data-bbox="373 1294 1145 1328"><b>Total</b></td> <td data-bbox="1153 1294 1291 1328"><b>6.070</b></td> </tr> <tr> <td colspan="2" data-bbox="373 1384 1145 1417"><b><u>HRA</u></b></td> <td></td> </tr> <tr> <td colspan="2" data-bbox="373 1429 1145 1462"><b>Increases</b></td> <td></td> </tr> <tr> <td data-bbox="373 1473 1145 1507">Other Aggregate Increases</td> <td></td> <td data-bbox="1153 1473 1291 1507">0.000</td> </tr> <tr> <td colspan="2" data-bbox="373 1518 1145 1552"></td> <td data-bbox="1153 1518 1291 1552">0.000</td> </tr> <tr> <td colspan="2" data-bbox="373 1563 1145 1597"><b>Decreases</b></td> <td></td> </tr> <tr> <td data-bbox="373 1608 1145 1641">Other Aggregate Decreases</td> <td></td> <td data-bbox="1153 1608 1291 1641">0.000</td> </tr> <tr> <td colspan="2" data-bbox="373 1653 1145 1686"></td> <td data-bbox="1153 1653 1291 1686">0.000</td> </tr> <tr> <td colspan="2" data-bbox="373 1697 1145 1731"><b>Total</b></td> <td data-bbox="1153 1697 1291 1731"><b>0.000</b></td> </tr> </tbody> </table>	<b>CHANGES DURING THIS PERIOD</b>		<b>£m</b>	<b><u>COUNCIL FUND</u></b>			<b>Increases</b>			ADM - Additional work approved by Cabinet		1.964	Local Transport Grant - Confirmation of allocation		1.947	Street Lighting - Introduction of Salix Funding		1.400	Schools modernisation - Connah's Quay HS Re-profiling of budget		0.359	Other Aggregate Increases		0.400			6.070	<b>Decreases</b>			Other Aggregate Decreases		0.000			0.000	<b>Total</b>		<b>6.070</b>	<b><u>HRA</u></b>			<b>Increases</b>			Other Aggregate Increases		0.000			0.000	<b>Decreases</b>			Other Aggregate Decreases		0.000			0.000	<b>Total</b>		<b>0.000</b>
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1.06	<p>At its meeting on 18th July 2017, Cabinet approved additional expenditure on new health &amp; fitness facilities and changing spaces at both Mold Leisure Centre and Jade Jones Pavilion in order to assist Aura Leisure &amp; Libraries ADM in generating additional income. This is to be funded from Prudential Borrowing but offset by a reduction in the funding provided to Aura, resulting in a nil cost to the Council.</p>																																																															

1.07	It is usual in the early part of the financial year to receive notification of funding allocations that were not available at budget setting time. This is the case with both the Local Transport Grant and Salix funding for Street Lighting.																																																																																																																													
1.08	As part of the overall funding for Band A schemes, budgets have been re-profiled to fund expenditure at Connah's Quay High School.																																																																																																																													
1.09	<p><b>Capital Expenditure compared to Budget</b></p> <p>Expenditure as at Month 4, across the whole of the capital programme was £14.349m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 25.25% of the budget has been spent (CF 13.77%, HRA 37.28%). Corresponding figures for Month 4 2016/17 were 30.05% (CF 35.50%, HRA 24.58%).</p>																																																																																																																													
1.10	<p>The table also shows an underspend (pending carry forward and other adjustments) of £2.156m on the Council Fund and an overspend of £3.219m on the HRA.</p> <p><b>Table 3</b></p> <table border="1"> <thead> <tr> <th rowspan="2">EXPENDITURE</th> <th>Revised Budget</th> <th>Cumulative Expenditure Month 4</th> <th>Percentage Spend v Budget</th> <th>Projected Outturn</th> <th>Variance Budget v Outturn (Under)/Over</th> </tr> <tr> <th>£m</th> <th>£m</th> <th>%</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Chief Executives</td> <td>0.100</td> <td>0</td> <td>0.00</td> <td>0.100</td> <td>0</td> </tr> <tr> <td>People &amp; Resources</td> <td>0.403</td> <td>0</td> <td>0.00</td> <td>0.403</td> <td>0</td> </tr> <tr> <td>Governance</td> <td>0.765</td> <td>0</td> <td>0.00</td> <td>0.765</td> <td>0</td> </tr> <tr> <td>Education &amp; Youth</td> <td>8.857</td> <td>1.617</td> <td>18.26</td> <td>8.857</td> <td>0</td> </tr> <tr> <td>Social Care</td> <td>2.145</td> <td>0.048</td> <td>0.00</td> <td>0.444</td> <td>(1.701)</td> </tr> <tr> <td>Community &amp; Enterprise</td> <td>5.044</td> <td>0.957</td> <td>18.97</td> <td>5.044</td> <td>0</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>1.058</td> <td>0.126</td> <td>11.87</td> <td>0.508</td> <td>(0.550)</td> </tr> <tr> <td>Transport &amp; Streetscene</td> <td>6.277</td> <td>0.775</td> <td>12.34</td> <td>6.372</td> <td>0.095</td> </tr> <tr> <td>Organisational Change 1</td> <td>2.588</td> <td>0.175</td> <td>6.77</td> <td>2.588</td> <td>0</td> </tr> <tr> <td>Organisational Change 2</td> <td>1.857</td> <td>0.309</td> <td>16.64</td> <td>1.857</td> <td>0</td> </tr> <tr> <td><b>Council Fund Total</b></td> <td><b>29.094</b></td> <td><b>4.006</b></td> <td><b>13.77</b></td> <td><b>26.938</b></td> <td><b>(2.156)</b></td> </tr> <tr> <td>Disabled Adaptations</td> <td>1.030</td> <td>0.198</td> <td>19.22</td> <td>1.030</td> <td>0</td> </tr> <tr> <td>Energy Schemes</td> <td>0.500</td> <td>0.141</td> <td>28.20</td> <td>0.500</td> <td>0</td> </tr> <tr> <td>Major Works</td> <td>1.472</td> <td>0.968</td> <td>65.76</td> <td>1.972</td> <td>0.500</td> </tr> <tr> <td>Accelerated Programmes</td> <td>0.450</td> <td>0.315</td> <td>70.00</td> <td>0.450</td> <td>0</td> </tr> <tr> <td>WHQS Improvements</td> <td>16.588</td> <td>7.168</td> <td>43.21</td> <td>16.088</td> <td>(0.500)</td> </tr> <tr> <td>SHARP Programme</td> <td>7.704</td> <td>1.553</td> <td>20.16</td> <td>10.923</td> <td>3.219</td> </tr> <tr> <td><b>Housing Revenue Account Total</b></td> <td><b>27.744</b></td> <td><b>10.343</b></td> <td><b>37.28</b></td> <td><b>30.963</b></td> <td><b>3.219</b></td> </tr> <tr> <td><b>Programme Total</b></td> <td><b>56.838</b></td> <td><b>14.349</b></td> <td><b>25.25</b></td> <td><b>57.901</b></td> <td><b>1.063</b></td> </tr> </tbody> </table>	EXPENDITURE	Revised Budget	Cumulative Expenditure Month 4	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over	£m	£m	%	£m	£m	Chief Executives	0.100	0	0.00	0.100	0	People & Resources	0.403	0	0.00	0.403	0	Governance	0.765	0	0.00	0.765	0	Education & Youth	8.857	1.617	18.26	8.857	0	Social Care	2.145	0.048	0.00	0.444	(1.701)	Community & Enterprise	5.044	0.957	18.97	5.044	0	Planning & Environment	1.058	0.126	11.87	0.508	(0.550)	Transport & Streetscene	6.277	0.775	12.34	6.372	0.095	Organisational Change 1	2.588	0.175	6.77	2.588	0	Organisational Change 2	1.857	0.309	16.64	1.857	0	<b>Council Fund Total</b>	<b>29.094</b>	<b>4.006</b>	<b>13.77</b>	<b>26.938</b>	<b>(2.156)</b>	Disabled Adaptations	1.030	0.198	19.22	1.030	0	Energy Schemes	0.500	0.141	28.20	0.500	0	Major Works	1.472	0.968	65.76	1.972	0.500	Accelerated Programmes	0.450	0.315	70.00	0.450	0	WHQS Improvements	16.588	7.168	43.21	16.088	(0.500)	SHARP Programme	7.704	1.553	20.16	10.923	3.219	<b>Housing Revenue Account Total</b>	<b>27.744</b>	<b>10.343</b>	<b>37.28</b>	<b>30.963</b>	<b>3.219</b>	<b>Programme Total</b>	<b>56.838</b>	<b>14.349</b>	<b>25.25</b>	<b>57.901</b>	<b>1.063</b>
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1.11	Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget. In addition, where carry forward into 2018/19 has been identified, this is also included in the narrative.																					
1.12	Although Table 3 appears to show an overspend of £3.219m for the SHARP programme, this is due to the re-profiling of expenditure and Prudential Borrowing from 2016/17 and therefore budget will be introduced to match this expenditure prior to the Month 6 Monitoring Report.																					
1.13	<p><b>Carry Forward into 2018/19</b></p> <p>During the quarter carry forward of £2.330m (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.</p>																					
1.14	<p>Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-</p> <p><b>Table 4</b></p> <table border="1" data-bbox="379 999 1278 1503"> <thead> <tr> <th data-bbox="411 1021 799 1099"><b>CARRY FORWARD INTO 2018/19</b></th> <th data-bbox="906 1021 1066 1099"><b>Month 4 £m</b></th> <th data-bbox="1102 1021 1262 1099"><b>Total £m</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="411 1133 555 1167">Social Care</td> <td data-bbox="986 1133 1066 1167">1.725</td> <td data-bbox="1182 1133 1262 1167">1.725</td> </tr> <tr> <td data-bbox="411 1178 699 1211">Planning &amp; Environment</td> <td data-bbox="986 1178 1066 1211">0.550</td> <td data-bbox="1182 1178 1262 1211">0.550</td> </tr> <tr> <td data-bbox="411 1223 703 1256">Transport &amp; Streetscene</td> <td data-bbox="986 1223 1066 1256">0.055</td> <td data-bbox="1182 1223 1262 1256">0.055</td> </tr> <tr> <td data-bbox="411 1267 587 1301"><b>Council Fund</b></td> <td data-bbox="986 1267 1066 1301"><b>2.330</b></td> <td data-bbox="1182 1267 1262 1301"><b>2.330</b></td> </tr> <tr> <td data-bbox="411 1323 751 1357"><b>Housing Revenue Account</b></td> <td data-bbox="986 1323 1066 1357"><b>0.000</b></td> <td data-bbox="1182 1323 1262 1357"><b>0.000</b></td> </tr> <tr> <td data-bbox="411 1424 507 1458"><b>TOTAL</b></td> <td data-bbox="986 1424 1066 1458"><b>2.330</b></td> <td data-bbox="1182 1424 1262 1458"><b>2.330</b></td> </tr> </tbody> </table>	<b>CARRY FORWARD INTO 2018/19</b>	<b>Month 4 £m</b>	<b>Total £m</b>	Social Care	1.725	1.725	Planning & Environment	0.550	0.550	Transport & Streetscene	0.055	0.055	<b>Council Fund</b>	<b>2.330</b>	<b>2.330</b>	<b>Housing Revenue Account</b>	<b>0.000</b>	<b>0.000</b>	<b>TOTAL</b>	<b>2.330</b>	<b>2.330</b>
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1.15	<p><b>Additional Allocations</b></p> <p>Due to a landslip on the B5101 in Frith, emergency repairs are required to allow the road to re-open. It is requested that £0.150m of the current headroom provision of £0.260m be allocated to fund this.</p>																					
1.16	<p><b>Savings</b></p> <p>No savings have been identified in the programme in this quarter.</p>																					

**Funding of 2017/18 Approved Schemes**

1.17 The position at Outturn is summarised in Table 5 below:-

**Table 5**

<b>FUNDING OF APPROVED SCHEMES</b>		
	<b>£m</b>	<b>£m</b>
<b>Surplus from 2016/17</b>	(4.688)	
<b>Assumed in 2017/18 Budget</b>	3.567	<b>(1.121)</b>
<b>Increases</b>		
Shortfall in Capital Programme	3.187	
		<u>3.187</u>
<b>Decreases</b>		
Actual In year receipts	(1.499)	
Savings		<u>(1.499)</u>
<b>Funding - (Available)/Shortfall</b>		<b>0.566</b>

1.18 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.

In addition, schemes put forward for the years 2017/18 - 2019/20 showed a potential shortfall in funding of £3.187m.

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 14<sup>th</sup> February 2017.

Actual in year receipts as at Month 4 amount to £1.499m.

Whilst all funding for 2017/18 schemes is in place, taken as a whole this indicates that there is still a shortfall in the total programme (2017/18 - 2019/20) of £0.566m. The options for funding this were kept flexible. Options included a combination of future capital receipts, alternative grants, prudential borrowing or phasing schemes over several years that would be considered during 2017/18. This will continue to be closely monitored and updates brought in future monitoring reports.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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.



<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	No consultation is required as a direct result of this report.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
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.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Capital Programme - Changes during 2017/18
5.02	Appendix B: Variances

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Capital Programme monitoring papers 2017/18.  <b>Contact Officer:</b> Andrew Elford Accountant <b>Telephone:</b> 01352 702291 <b>E-Mail:</b> <a href="mailto:andrew.elford@flintshire.gov.uk">andrew.elford@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Budget Re-profiling:</b> 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><b>Capital Expenditure:</b> Expenditure on the acquisition of <b>non-current assets</b> or expenditure which extends the useful life of an existing asset</p> <p><b>Capital Programme:</b> 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><b>Capital Receipts:</b> Receipts (in excess of £10,000) realised from the disposal of assets.</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.

**CERA: Capital Expenditure charged to Revenue Account.** The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.

**Council Fund (CF):** The fund to which all the Council's revenue and capital expenditure is charged.

**Housing Revenue Account (HRA):** The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.

**MRA:** Major Repairs Allowance. A general capital grant from WG for HRA purposes.

**Non-current Asset:** A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.

**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.

## 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
<b>Council Fund :</b>							
<b>Chief Executives</b>							
Clwyd Theatr Cymru	0.100	0	0	0	0	0	0.100
	<b>0.100</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.100</b>
<b>People &amp; Resources</b>							
Headroom	0.250	0.010	0	0	0	0	0.260
Corporate Finance - H & S	0.000	0.143	0	0	0	0	0.143
	<b>0.250</b>	<b>0.153</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.403</b>
<b>Governance</b>							
Information Technology	0.620	0.145	0	0	0	0	0.765
	<b>0.620</b>	<b>0.145</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.765</b>
<b>Education &amp; Youth</b>							
Education - General	0.250	0.032	0	0	0	(0.228)	0.054
Primary Schools	1.173	0.077	0	0	0	(0.573)	0.677
Schools Modernisation	5.952	0.072	0	0	0	0.359	6.383
Secondary Schools	0.417	0.027	0	0	0	0.754	1.198
Special Education	0.000	0.245	0	0	0	0.300	0.545
Minor Works, Furn & Equip	0	0	0	0	0	0	0.000
	<b>7.792</b>	<b>0.453</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.612</b>	<b>8.857</b>
<b>Social Care</b>							
Partnerships & Performance	0	0	0	0	0	0	0
Learning Disability	2.045	0	0	0	0	0	2.045
Children's Services	0.100	0	0	0	0	0	0.100
	<b>2.145</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2.145</b>
<b>Community &amp; Enterprise</b>							
Town Centre Regeneration	0	0	0	0	0	0.120	0.120
Vibrant & Viable Places	0	0	0	0	0	0	0.000
Affordable Housing	3.548	0	0	0	0	0	3.548
Private Sector Renewal/Improv't	1.496	0	0	0	0	(0.120)	1.376
	<b>5.044</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>5.044</b>
<b>Planning &amp; Environment</b>							
Closed Landfill Sites	0	0.250	0	0	0	0	0.250
Engineering	0	0.631	0	0	0	0	0.631
Energy Services	0	0	0	0	0	0.037	0.037
Rights of Way	0	0	0	0	0	0.010	0.010
Planning Grant Schemes	0	0	0	0	0	0	0.000
Ranger Services	0	0	0	0	0	0	0.000
Townscape Heritage Initiatives	0	0	0	0	0	0	0.130
	<b>0.000</b>	<b>1.011</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.047</b>	<b>1.058</b>

## 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
<b>Transport &amp; Streetscene</b>							
Waste Services	0	0	0	0	0	0	0.000
Waste - CCP Grant	1.000	0	0	0	0	0	1.000
Engineering	0	0	0	0	0	0	0.000
Highways	1.110	0.448	0	0	0	1.400	2.958
Local Transport Grant	0	0	0	0	0	1.947	1.947
Solar Farms	0	0.372	0	0	0	0	0.372
	<b>2.110</b>	<b>0.820</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3.347</b>	<b>6.277</b>
<b>Organisational Change 1</b>							
Leisure Centres	0.404	0	0	0	0	1.964	2.368
Recreation - Other	0	0	0	0	0	0	0.000
Play Areas	0	0	0	0	0	0.100	0.100
Libraries	0.120	0	0	0	0	0	0.120
	<b>0.524</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2.064</b>	<b>2.588</b>
<b>Organisational Change 2</b>							
Administrative Buildings	0.600	0.302	0	0	0	0	0.902
Community Asset Transfers	0.250	0.705	0	0	0	0	0.955
	<b>0.850</b>	<b>1.007</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.857</b>
<b>Housing Revenue Account :</b>							
Disabled Adaptations	1.030	0	0	0	0	0	1.030
Energy Schemes	0.500	0	0	0	0	0	0.500
Major Works	1.472	0	0	0	0	0	1.472
Accelerated Programmes	0.450	0	0	0	0	0	0.450
WHQS Improvements	16.588	0	0	0	0	0	16.588
SHARP Programme	7.704	0	0	0	0	0	7.704
	<b>27.744</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>27.744</b>
<b>Totals :</b>							
Council Fund	19.435	3.589	0	0	0	6.070	29.094
Housing Revenue Account	27.744	0	0	0	0	0	27.744
<b>Grand Total</b>	<b>47.179</b>	<b>3.589</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>6.070</b>	<b>56.838</b>

CHIEF EXECUTIVES

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Clywd Theatr Cymru	0.100	0.000	0.100	0.000	0	0			
<b>Total</b>	<b>0.100</b>	<b>0.000</b>	<b>0.100</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

PEOPLE & RESOURCES

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Corporate Finance - Health & Safety	0.143	0	0.143	0.000	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	0.260	0	0.260	0.000	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
<b>Total</b>	<b>0.403</b>	<b>0.000</b>	<b>0.403</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Information Technology	0.765	0.000	0.765	0.000	0	0			
<b>Total</b>	<b>0.765</b>	<b>0.000</b>	<b>0.765</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## EDUCATION &amp; YOUTH

## Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	0.054	0.004	0.054	0	0	0			
Primary Schools	0.677	0.324	0.677	0	0	0			
Schools Modernisation	6.383	0.749	6.383	0	0	0			
Community Youth Clubs	0	0.000	0	0		0			
Secondary Schools	1.198	0.511	1.198	0	0	0			
Special Education	0.545	0.029	0.545	0	0	0			
Minor Works, Furn & Equip	0.000	0.000	0.000	0		0			
<b>Total</b>	<b>8.857</b>	<b>1.617</b>	<b>8.857</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn
---------------------------------------

## SOCIAL CARE

## Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Partnerships & Performance	0	0.023	0.024	0.024		0	Residual expenditure re Intermediate Care Fund	Funding to be introduced from balance of grant monies	
Learning Disability	2.045	0	0.320	(1.725)	(84)	0	<b>Carry Forward</b> - Specific site detail is still being assessed following the feasibility study which will lead to a delay in the construction phase.	Request approval to move funding of <b>£1.725m</b> to 2018/19	
Children's Services	0.100	0.025	0.100	0.000	0	0			
<b>Total</b>	<b>2.145</b>	<b>0.048</b>	<b>0.444</b>	<b>(1.701)</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn



COMMUNITY & ENTERPRISE

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Town Centre Regeneration	0.120	0.091	0.120	0.000	0	0			
Vibrant & Viable Places	0.000	(0.051)	0.000	0.000		0			
Affordable Housing	3.548	0	3.548	0.000	0	0			
Private Sector Renewal/Improvement	1.376	0.917	1.376	0.000	0	0			
<b>Total</b>	<b>5.044</b>	<b>0.957</b>	<b>5.044</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## PLANNING &amp; ENVIRONMENT

## Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0	0.000	(0.250)	(100)	0	Carry Forward - Expenditure on remedial actions to be determined following extensive monitoring and in accordance with NRW regulations	Request approval to move funding of £0.250m to 2018/19	Allocation secured for works on Contaminated Land as per the Landfill Sites Action Plan
Engineering	0.631	0.019	0.331	(0.300)	(48)	0	Carry Forward - Welsh LA's have been requested to prepare 5 year Capital Programmes to fit within the WG pipeline programme of Flood & Coastal Erosion Risk Management (FCERM) works. The submission deadline has been rescheduled to October. This in turn has delayed a number of FCC projects as they are now being considered within a longer timetable. The allocation for Flour Mill of £0.289m is scheduled for completion by 31 March, 2018	Request approval to move funding of £0.300m to 2018/19. This funding will be held pending the confirmation of future WG funding	Continue to develop 5 year Capital Programme. Deliver specific on going projects to completion by the targeted deadline of 31st March, 2018.
Energy Services	0.037	0.034	0.037	0	0	0			
Rights of Way	0.010	0.006	0.010	0	0	0			
Planning Grant Schemes	0	0	0	0		0			
Ranger Services	0	0	0	0		0			
Townscape Heritage Initiatives	0.130	0.066	0.130	0	0	0			
<b>Total</b>	<b>1.058</b>	<b>0.126</b>	<b>0.508</b>	<b>(0.550)</b>	<b>(52)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## TRANSPORT &amp; STREETSCENE

## Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services - Collaborative Change Programme (CCP)	1.000	0.156	1.000	0.000	0	0			
Waste Services - Other	0.000	0.000	0.000	0		0			
Engineering	0.000	0.000	0.000	0.000		0			
Highways	2.958	0.629	3.108	0.150	5	0	Landslide on the main road in Frith. Road is currently closed and emergency works required	Bid for additional resources to be submitted	
Local Transport Grant	1.947	(0.011)	1.947	0.000	0	0			
Solar Farms	0.372	0.000	0.317	(0.055)	(15)		Carry Forward - Retention payment due 2018/19	Request approval to move funding of £0.055m to 2018/19	
<b>Total</b>	<b>6.277</b>	<b>0.775</b>	<b>6.372</b>	<b>0.095</b>	<b>2</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	2.368	0.073	2.368	0.000	0	0			
Recreation - Other	0.000	0.000	0.000	0.000		0			
Play Areas	0.100	0.103	0.100	0.000	0	0		S106 and match funding to be drawn down as schemes develop	
Libraries	0.120	0.000	0.120	0.000	0	0			
<b>Total</b>	<b>2.588</b>	<b>0.175</b>	<b>2.588</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	0.902	0.166	0.902	0.000	0	0			
Community Asset Transfers	0.955	0.143	0.955	0.000	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
<b>Total</b>	<b>1.857</b>	<b>0.309</b>	<b>1.857</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

**HOUSING REVENUE ACCOUNT**  
**Capital Budget Monitoring 2017/18 - Month 4**

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Disabled Adaptations	1.030	0.198	1.030	0.000	0	0			
Energy Services	0.500	0.141	0.500	0.000	0	0			
Major Works	1.472	0.968	1.972	0.500	34	0	Potential overspend on voids to be met elsewhere within the programme		
Accelerated Programmes	0.450	0.315	0.450	0.000	0	0			
WHQS Improvements	16.588	7.168	16.088	(0.500)	(3)		Underspend to fund overspend on voids within Major Works		
SHARP	7.704	1.553	10.923	3.219	42	0	Slippage from Batch 2 (2016/17) resulting in increased expenditure in 2017/18	Further HRA Prudential borrowing will fund the variance. Budget will be introduced to match this expenditure	
<b>Total</b>	<b>27.744</b>	<b>10.342</b>	<b>30.963</b>	<b>3.219</b>	<b>12</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## SUMMARY

## Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Chief Executive's	0.100	0.000	0.100	0	0	0			
People & Resources	0.403	0	0.403	0	0	0			
Governance	0.765	0.000	0.765	0	0	0			
Education & Youth	8.857	1.617	8.857	0	0	0			
Social Care	2.145	0	0.444	(1.701)	(79)	0			
Community & Enterprise	5.044	0.957	5.044	0	0	0			
Planning & Environment	1.058	0.126	0.508	(0.550)	(52)	0			
Transport & Streetscene	6.277	0.775	6.372	0.095	2	0			
Organisational Change 1	2.588	0.175	2.588	0	0	0			
Organisational Change 2	1.857	0.309	1.857	0	0	0			
<b>Sub Total - Council Fund</b>	<b>29.094</b>	<b>4.006</b>	<b>26.938</b>	<b>(2.156)</b>	<b>(7)</b>	<b>0.000</b>			
Housing Revenue Account	27.744	10.342	30.963	3.219	12	0			
<b>Total</b>	<b>56.838</b>	<b>14.349</b>	<b>57.901</b>	<b>1.063</b>	<b>2</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn







## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 21 <sup>st</sup> September 2017
<b>Report Subject</b>	Workforce Information Report – Quarter 1 2017/18
<b>Portfolio Holder</b>	Cabinet Member for Corporate Management
<b>Report Author</b>	Senior Manager, Human Resources and Organisational Development
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

To provide Members with an update for the first quarter for 2017/18. This report provides details of the following:

- Headcount and Full Time Equivalent (FTE)
- Organisational Age Profile
- Employee Turnover and Stability (Including Redundancies and Early Retirements)
- Attendance
- Performance Appraisals and Development
- Resource Management (Agency Workers)
- Equality and Diversity

The format of this report and the accompanying Workforce Information is intended to focus on organisational performance and trends, with the information being presented in a dashboard format. The dashboards are a visual presentation of data, showing the current status and historical trends of the Council's performance against key performance indicators.

The report provides a brief narrative on the overall performance against a number of indicators. A more detailed explanation is provided on an exceptional basis where performance is falling below organisational performance indicators or where there has been a significant movement, either upwards or downwards, in the reported trends. The narrative will include an explanation for the movement in trend and details of any proposed actions to improve or maintain performance.

The performance information for the whole organisation is split to show Schools and Non-Schools data separately. The Schools data is further broken down into Teaching and Non-Teaching.

## RECOMMENDATIONS

1	Members comment on Workforce Information Report for quarter one 2017/18 to 30 June 2017.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE WORKFORCE INFORMATION REPORT</b>
1.01	<b>Headcount and Full Time Equivalent (FTE)</b>  The headcount and FTE figures for quarter one show an overall decrease of 214 FTE across the Council since April, Non-schools show a decrease of 207 FTE, and Schools show an overall decrease of 7 FTE. Within Schools, teaching staff show a decrease of 6 FTE whereas non-teaching staff decreased by 1 FTE. The significant reduction of FTE for quarter one is attributable to the transfer of Facilities Services to NEWydd Catering and Cleaning on 1 May 2017. The headcount for Non-Schools is 3,034 and the headcount for Schools is to 3,277 equating to 6,311. However, the overall Flintshire County Council headcount is 6,274. The anomaly of 37 is in relation to employees who are employed in both Schools and Non-Schools positions.
1.02	<b>Age Profiling</b>  Age profiling the organisation, departments and teams is an important part of understanding the age demographics of our workforce and where we may need to focus attention. Why do we use age profiling? <ul style="list-style-type: none"><li>• to identify work areas with a high average age</li><li>• to help plan for retirements and how we will recruit or retain staff</li><li>• to highlight patterns and trends across our workforce</li><li>• to assist workforce planning.</li></ul> Understanding our age profile supports good workforce planning, enables the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.
1.03	<b>Employee Turnover and Stability (Including Redundancies and Early Retirements)</b>  The turnover percentage for the Council during quarter one is 7.14%. As explained under the Headcount and Full Time Equivalent section, the majority of this is attributable to the transfer of Facilities Services to NEWydd Catering and Cleaning on 1 May 2017.

1.04	<p><b>Attendance</b></p> <p>The FTE days lost for the Council during quarter one is 2.15. This is improvement when compared to the same period in 2016/17 which recorded 2.42 FTE days lost. This is the second consecutive quarter we have seen an improvement in attendance, and builds upon the improved out-turn for 2016/17 which saw Flintshire ranked the 7<sup>th</sup> highest performer when benchmarked against other Welsh Local Authorities during 2016/17 with a total of 9.82 days lost per FTE.</p>
1.05	<p><b>Performance Appraisals and Development</b></p> <p>Performance Appraisals remain a high priority within the Council. Historically, appraisal completion levels have been reported on the basis of information (data) held in iTrent. A fundamental review of the data for each portfolio identified the requirement to establish and apply an agreed set of eligibility criteria so that future reporting is both meaningful and consistent across the Council.</p> <p>The following exemptions for inclusion in this performance indicator were agreed last year, as follows:</p> <ul style="list-style-type: none"> <li>• Schools based employees</li> <li>• Relief/casual workers</li> <li>• Employees on long term sick leave</li> <li>• Employees on maternity leave or undertaking a career break</li> <li>• Employees in their first 6 months of employment (new starters)</li> <li>• Employees working a period of notice (leavers)</li> <li>• Employees whose appraising manager is/has been absent for a prolonged period</li> <li>• Employees of Clwyd Theatre Cymru</li> <li>• Employees engaged on a fixed term contract of less than 12 months duration</li> </ul> <p>The revised annual target for completion of appraisals is 100% of eligible employee, and as at 30 June 2017, the recorded completion rate on iTrent against eligible employees was 66%. The details of those appraisals scheduled to take place over the next few months and those recently completed will be reported later in the year.</p>
1.06	<p><b>Resource Management (Agency Workers)</b></p> <p>The total agency spend for quarter one is £572,000, which exceeds our target of £550,000. The largest agency spend is within Social Services (£208,000), and the second largest spend was within Streetscene and Transportation (£170,000). Social Services and, Streetscene and Transportation are responsible for 66% of the overall agency spend for quarter one.</p> <p>Overall, there were 93 active agency placements on 30 June 2017.</p> <p>At the time of running the report 54 placements exceeded the 12 week Agency Worker Regulations threshold, the majority of placements, 27</p>

	<p>were within Streetscene and Transportation, 15 in Community and Enterprise, 10 in Social Services, 1 in Planning and Environment, and 1 in Education and Youth.</p> <p>The Council's consolidated agency contract arrangements via a Managed Agency Solution (hosted by Matrix) is due for renewal in the coming months. A fundamental review is underway to establish the most effective method of using what has traditionally been a complementary workforce taking into account changes in legislation and working practices to ensure value for money and visibility of alternative, off-contract arrangements.</p>
1.07	<p><b>Equality and Diversity Workforce Monitoring</b></p> <p>Workforce diversity monitoring is an important means of demonstrating, implementing and promoting equality of opportunity.</p> <p>Ongoing promotion and monitoring is carried out to gather information on the diversity of our workforce including potential recruits as well as existing employees. The Council collects diversity information based on current UK equality legislation which aims to prevent discrimination on grounds of age, disability, gender, race, sexual orientation, religion and other protected characteristics. Information gathered can if analysed regularly, help us to identify barriers that prevent access to employment and career development for certain groups of people, and to develop solutions, such as positive action plans or alternative policies and practices.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None arising directly from this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None as the dashboard report appended to this report details existing actual out-turns in the various measures.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None arising directly from this report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix One: Dashboard – Workforce Information Report Q1 2017/18

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Sharon Carney, Senior Manager, Human Resources and Organisational Development.  <b>Telephone:</b> 01352 702139  <b>E-mail:</b> <a href="mailto:sharon_carney@flintshire.gov.uk">sharon_carney@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b><u>Headcount and FTE</u></b>  This will provide information on the current levels of the Council's workforce.</p> <p><b><u>Age Profiling</u></b>  The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.</p> <p><b><u>Employee Turnover and Stability (Including Redundancies and Early Retirements)</u></b>  This information will provide the awareness of trends in turnover rates within the Council for potential measure to be put in place for high turnover rates, if applicable.</p> <p><b><u>Attendance</u></b>  Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance. Stage 1 and Stage 2 capability hearings are the formal stages of the Attendance Management policy where sanctions including dismissal take place.</p> <p><b><u>Performance Appraisals and Development</u></b>  Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.</p> <p><b><u>Resource Management</u></b>  This information will include the usage of agency workers within the Council.</p> <p><b><u>Equality and Diversity Workforce Monitoring</u></b>  Information will be provided to inform what measures, if any, need to be implemented to prevent inequalities within the Council.</p>

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**CORPORATE DASHBOARD  
REPORTS  
(FLINTSHIRE COUNTY COUNCIL)  
2017/18 - QUARTER 1  
(APRIL - JUNE)**

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# 2017/18 DASHBOARD

## FLINTSHIRE COUNTY COUNCIL CUMULATIVE TOTALS

### TOTAL HEADCOUNT

6,274

### TOTAL FTE

4,827

### LEAVERS / TURNOVER

461 / 7.14%

### AGENCY SPEND 2017/18

572,000

### TARGET 2017/18 AT Q1

550,000

### DAYS LOST PER FTE 2017/18

2.15

### TARGET 2017/18 AT Q1

2.25

# QUARTER 1 2017/18 DASHBOARD

## HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

### TOTAL HEADCOUNT

**3,034**

### TOTAL FULL TIME EQUIVALENT

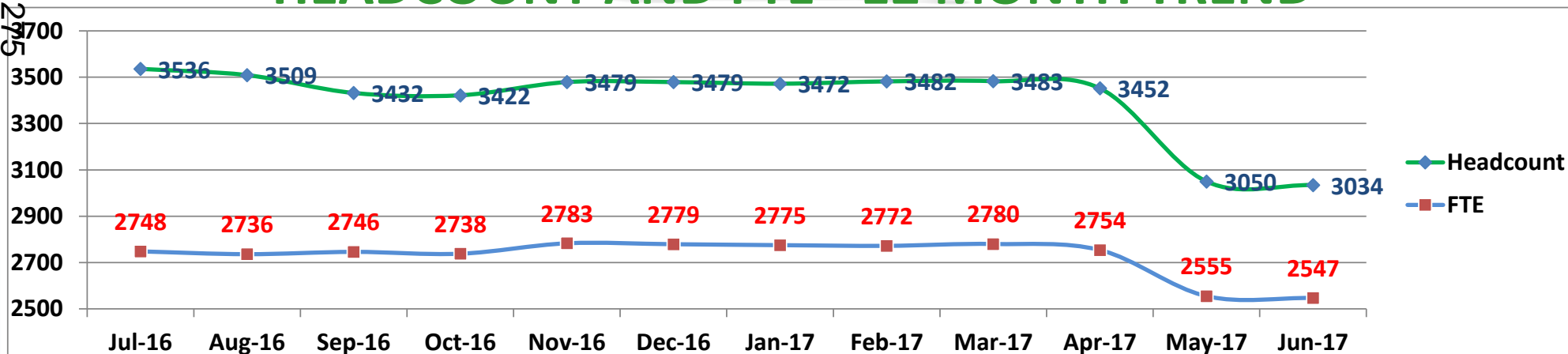
**2,547**

01/04/2017 **3,452**    Decrease of 418 people (-13.77%)    30/06/2017 **3,034**

01/04/2017 **2,754**    Decrease of 207 FTE (-8.13%)    30/06/2017 **2,547**

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### HEADCOUNT AND FTE - 12 MONTH TREND

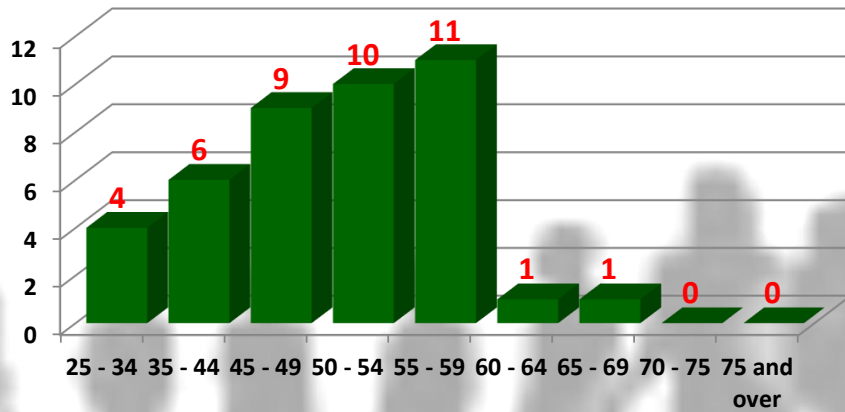


# QUARTER 1 2017-18 DASHBOARD

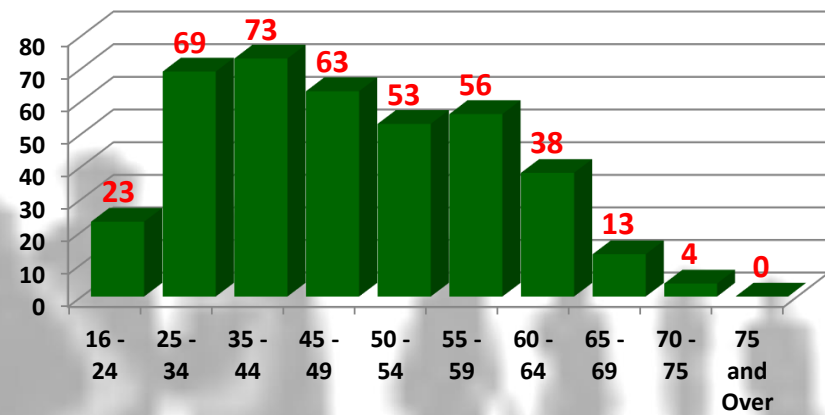
## AGE PROFILE - NON-SCHOOLS

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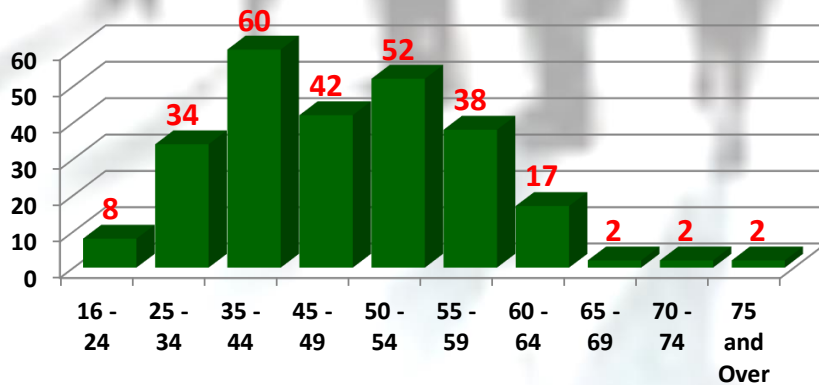
### Chief Executives



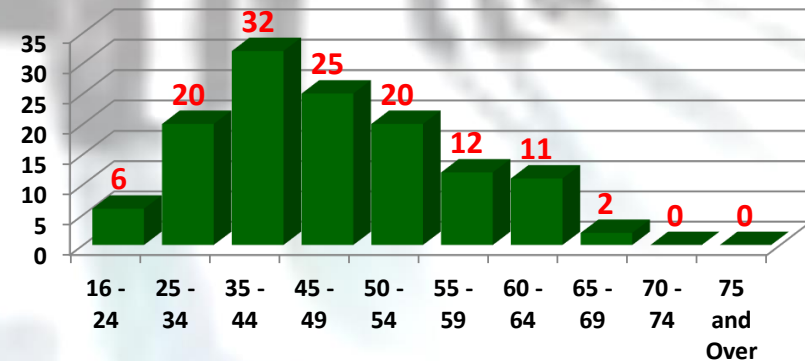
### Community and Enterprise



### Education and Youth



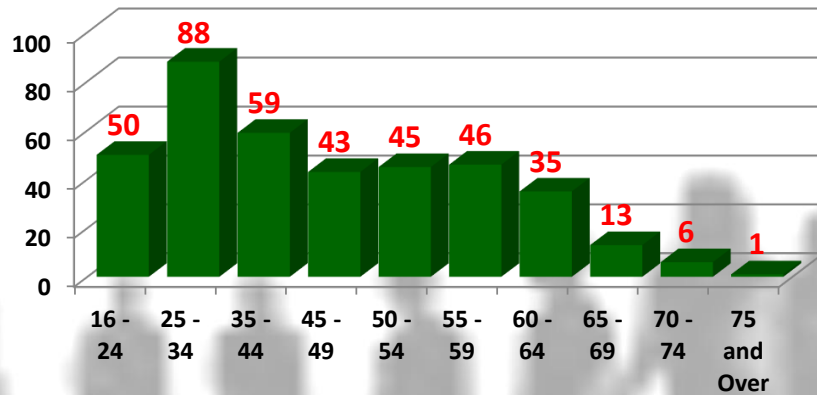
### Governance



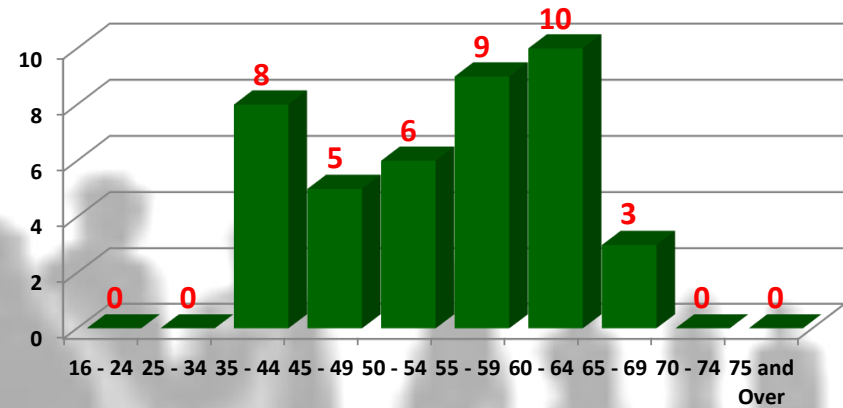
# QUARTER 1 2017-18 DASHBOARD

## AGE PROFILE - NON-SCHOOLS

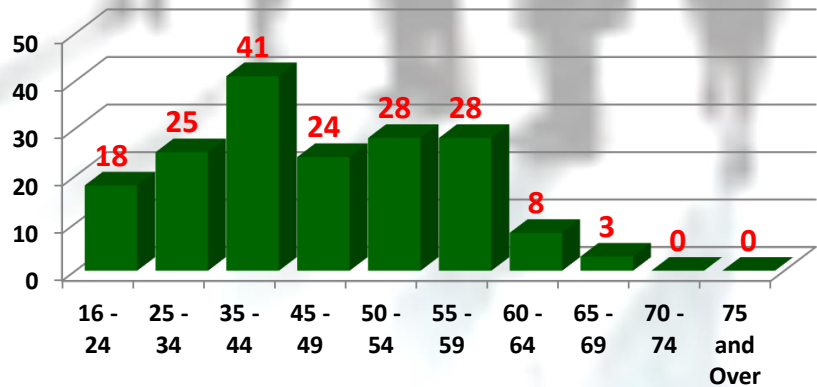
### Organisational Change 1



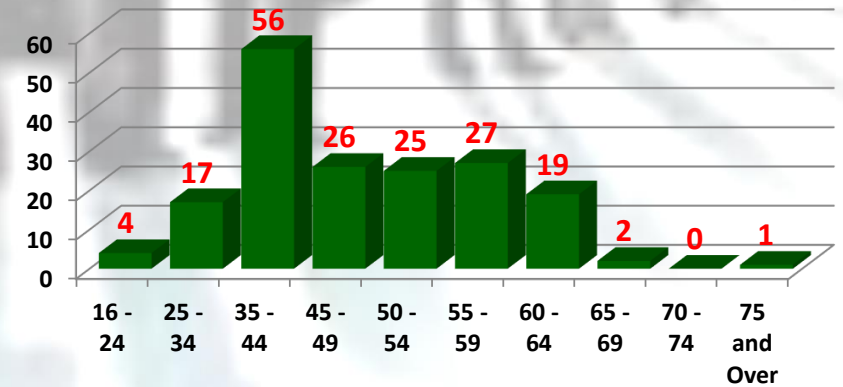
### Organisational Change 2



### People and Resources



### Planning and Environment

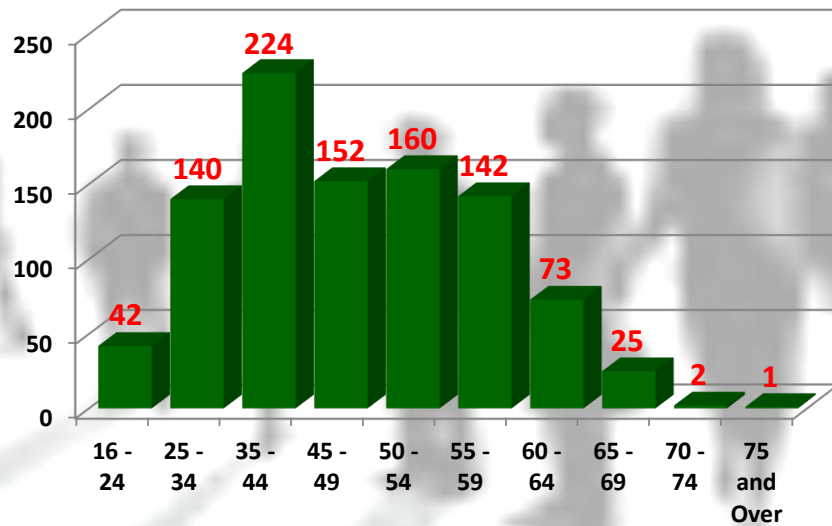


# QUARTER 1 2017-18 DASHBOARD

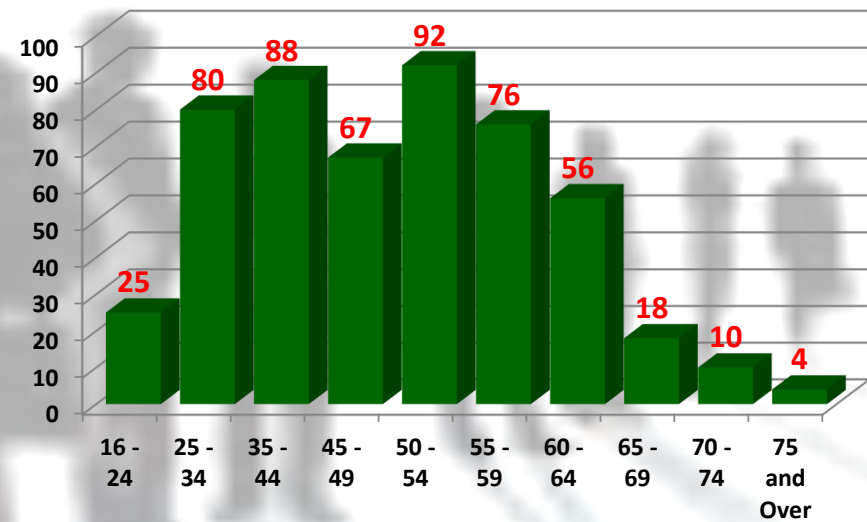
## AGE PROFILE - NON-SCHOOLS

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### Social Services



### Streetscene and Transportation



# QUARTER 1 2017/18 DASHBOARD

## ATTENDANCE - NON-SCHOOLS

### DAYS LOST PER FTE AT 30/06/2017



30/06/2016  
2.81

**2.15**

30/06/2017  
2.15



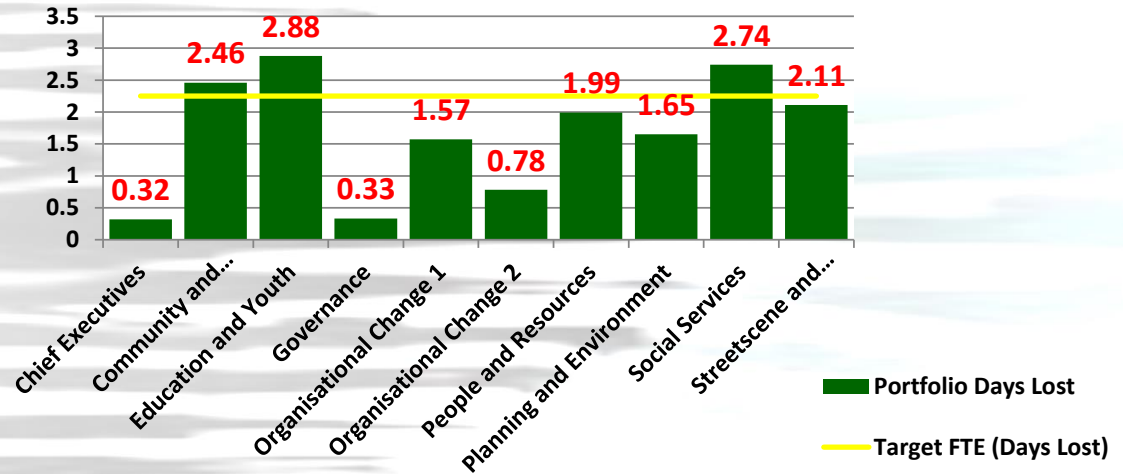
**Improvement of 0.66**

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### TOP 4 REASONS

1. STRESS, DEPRESSION, ANXIETY
2. MUSCULOSKELETAL
3. STOMACH, LIVER, VOMITING
4. INFECTIONS

### FTE DAYS LOST BY PORTFOLIO



# QUARTER 1 2017/18 DASHBOARD

## TURNOVER AND STABILITY - NON SCHOOLS

### LEAVERS - Q1

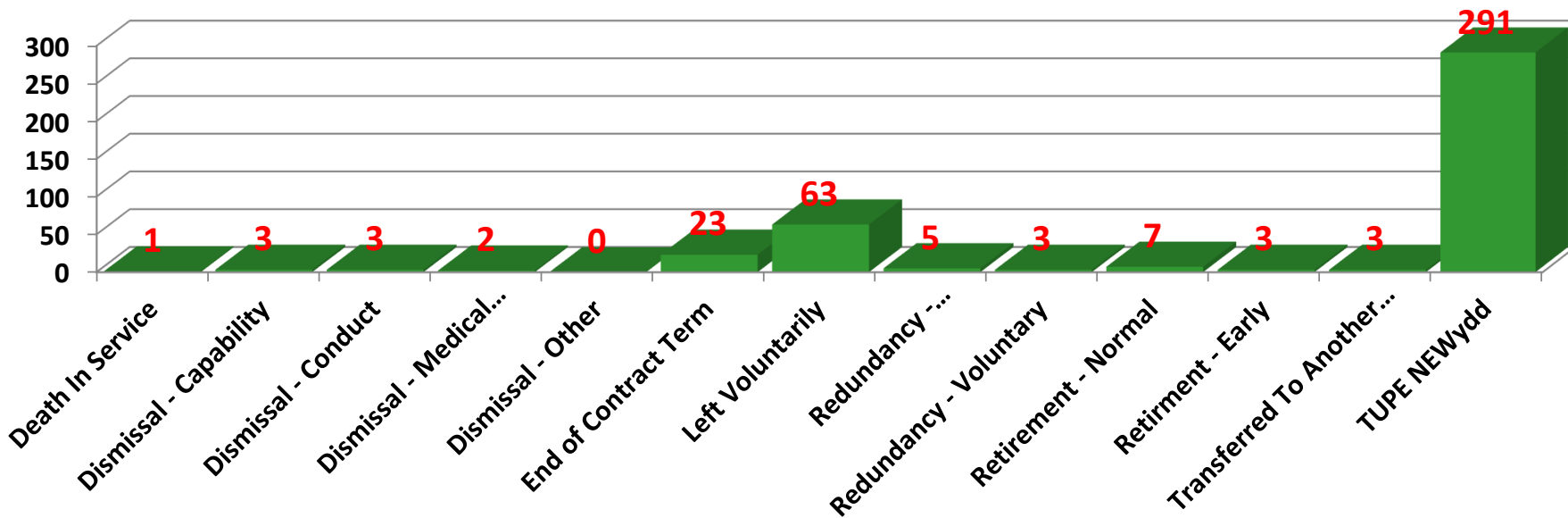
**407**

### LEAVERS - 2017/18

**407**

### LEAVER REASON - Q1

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# QUARTER 1 2017/18 DASHBOARD

## EQUALITY AND DIVERSITY - NON-SCHOOLS

### GENDER BREAKDOWN

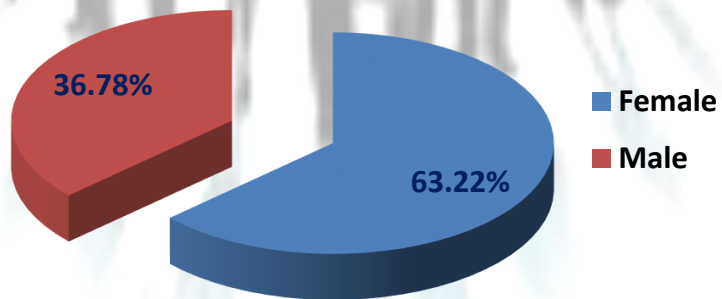
**MALE**

**1,116**  
(36.78%)

**FEMALE**

**1,918**  
(63.22%)

### GENDER BREAKDOWN (%)



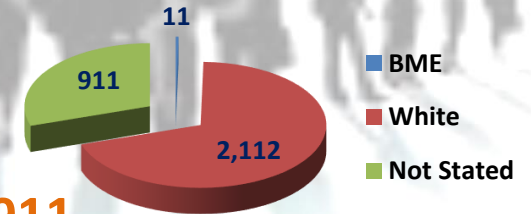
### ETHNICITY

**BME - 11**

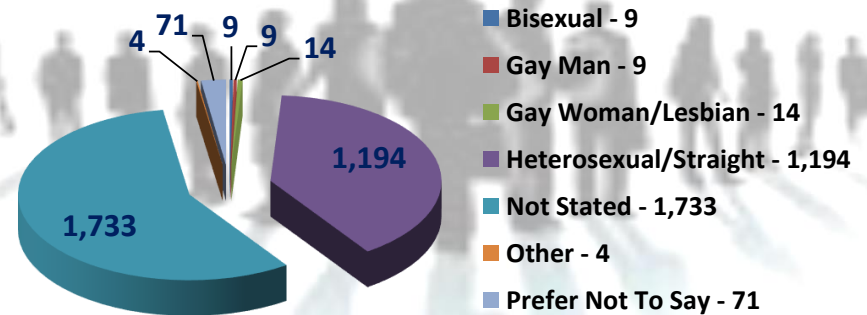
**WHITE - 2,112**

**NOT STATED - 911**

#### ETHNICITY BREAKDOWN



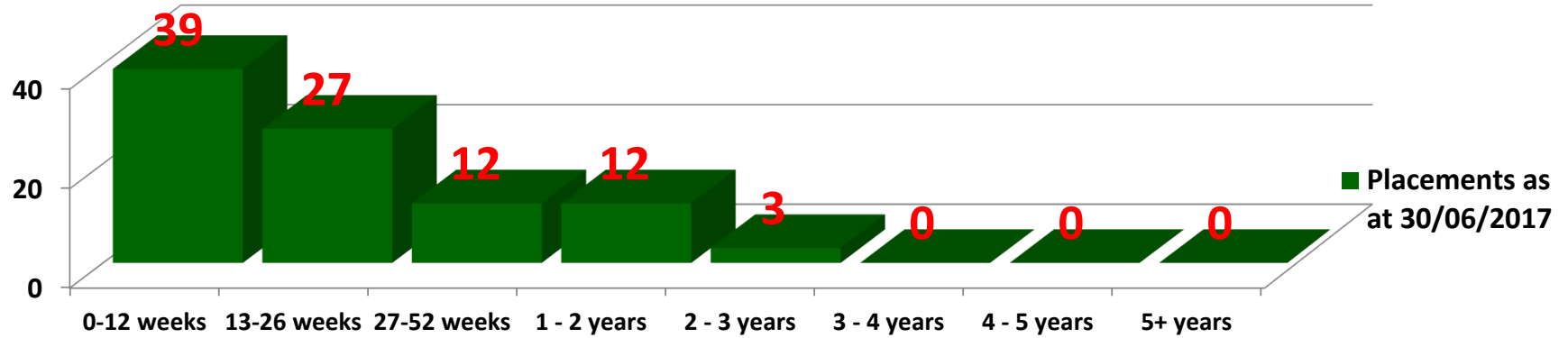
### SEXUAL ORIENTATION



# QUARTER 1 2017/18 DASHBOARD

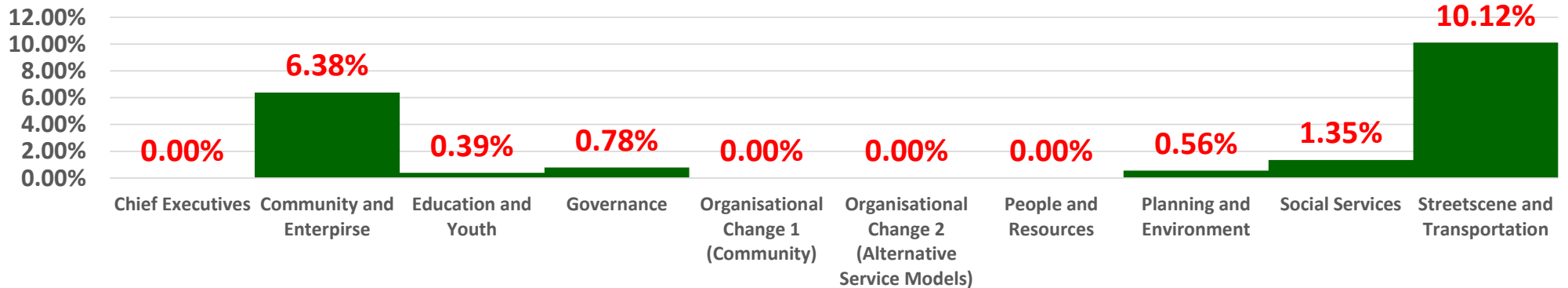
## RESOURCE MANAGEMENT - AGENCY

### Agency Tenure Management Q1



Page 282

### Agency/Headcount Percentage by Portfolio Q1



# QUARTER 1 2017/18 DASHBOARD

## HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

### TOTAL HEADCOUNT

**3,277**

### TOTAL FULL TIME EQUIVALENT

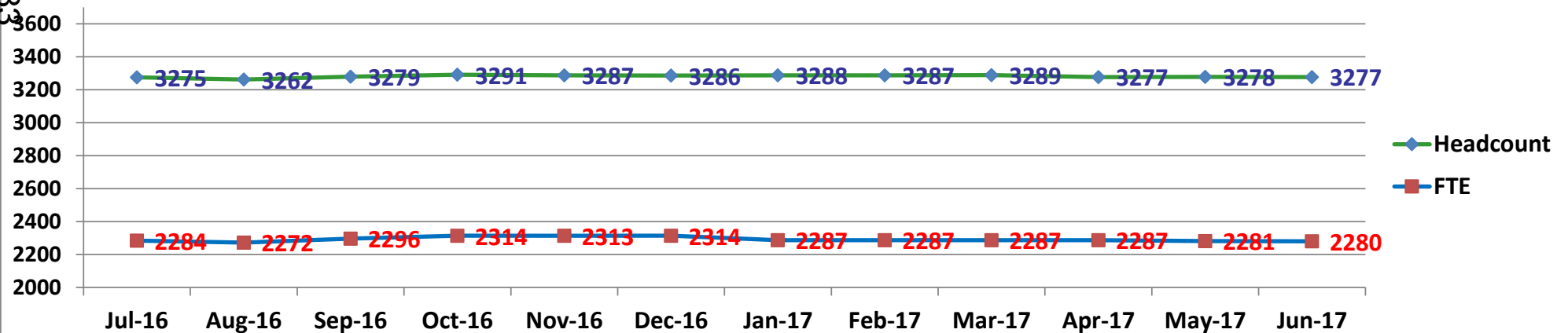
**2,280**

01/04/2017 3,291  
 Decrease of 14 people (-0.43%)  
 30/06/2017 3,277

01/04/2017 2,287  
 Decrease of 7 FTE (-0.31%)  
 30/06/2017 2,280

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### HEADCOUNT AND FTE - 12 MONTH TREND



# QUARTER 1 2017/17 DASHBOARD

## HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS (TEACHING)

### TOTAL HEADCOUNT

**1,385**

### TOTAL FULL TIME EQUIVALENT

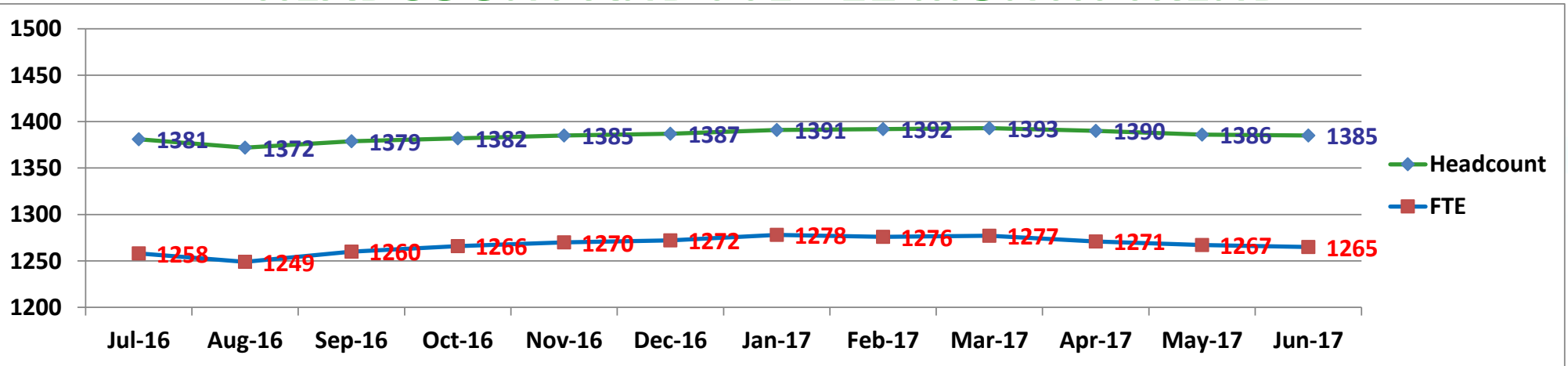
**1,265**

01/04/2017 **1,390**    Decrease of 5 people (-0.36%)    30/06/2017 **1,385**

01/04/2016 **1,271**    Decrease of 6 FTE (-0.47%)    30/06/2017 **1,265**

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### HEADCOUNT AND FTE - 12 MONTH TREND



# QUARTER 1 2017/18 DASHBOARD

## HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS (NON-TEACHING)

### TOTAL HEADCOUNT

**1,892**

### TOTAL FULL TIME EQUIVALENT

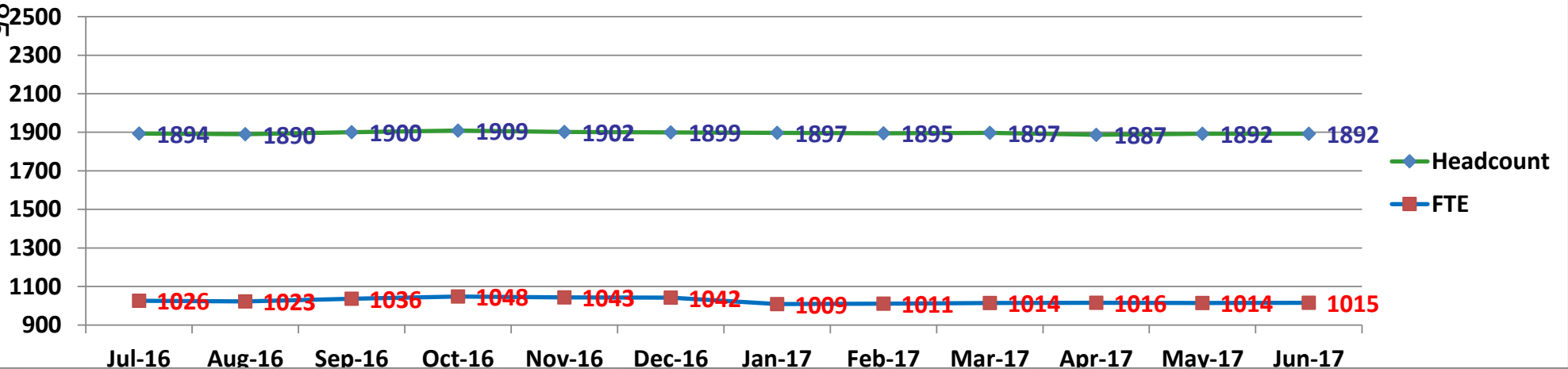
**1,015**

01/04/2017 **1,901**    Decrease of 9 people (-0.48%)    30/06/2017 **1,892**

01/04/2017 **1,016**    Decrease of 1 FTE (0.10%)    30/06/2017 **1,015**

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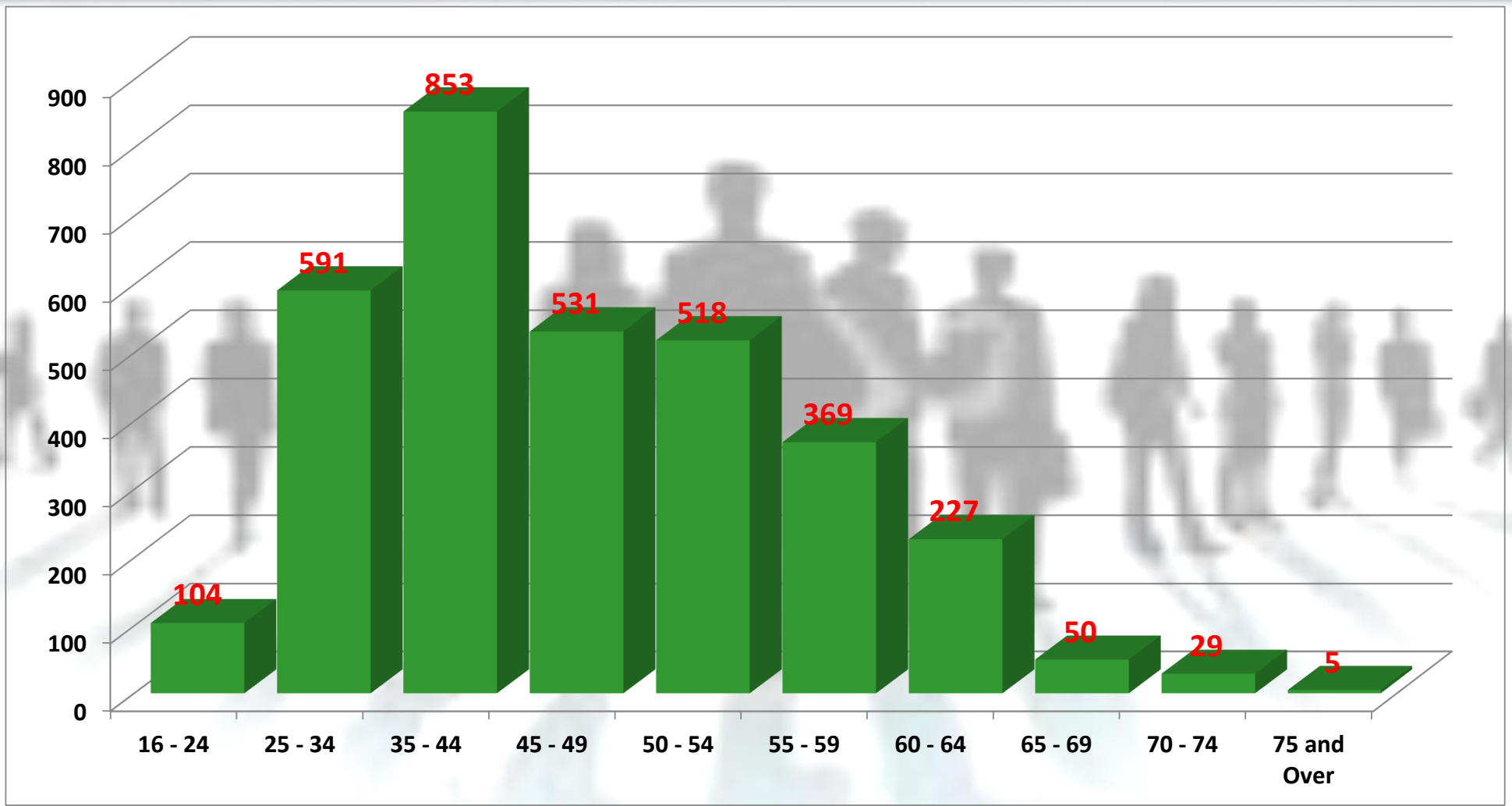
### HEADCOUNT AND FTE - 12 MONTH TREND



# QUARTER 1 2017/18 DASHBOARD

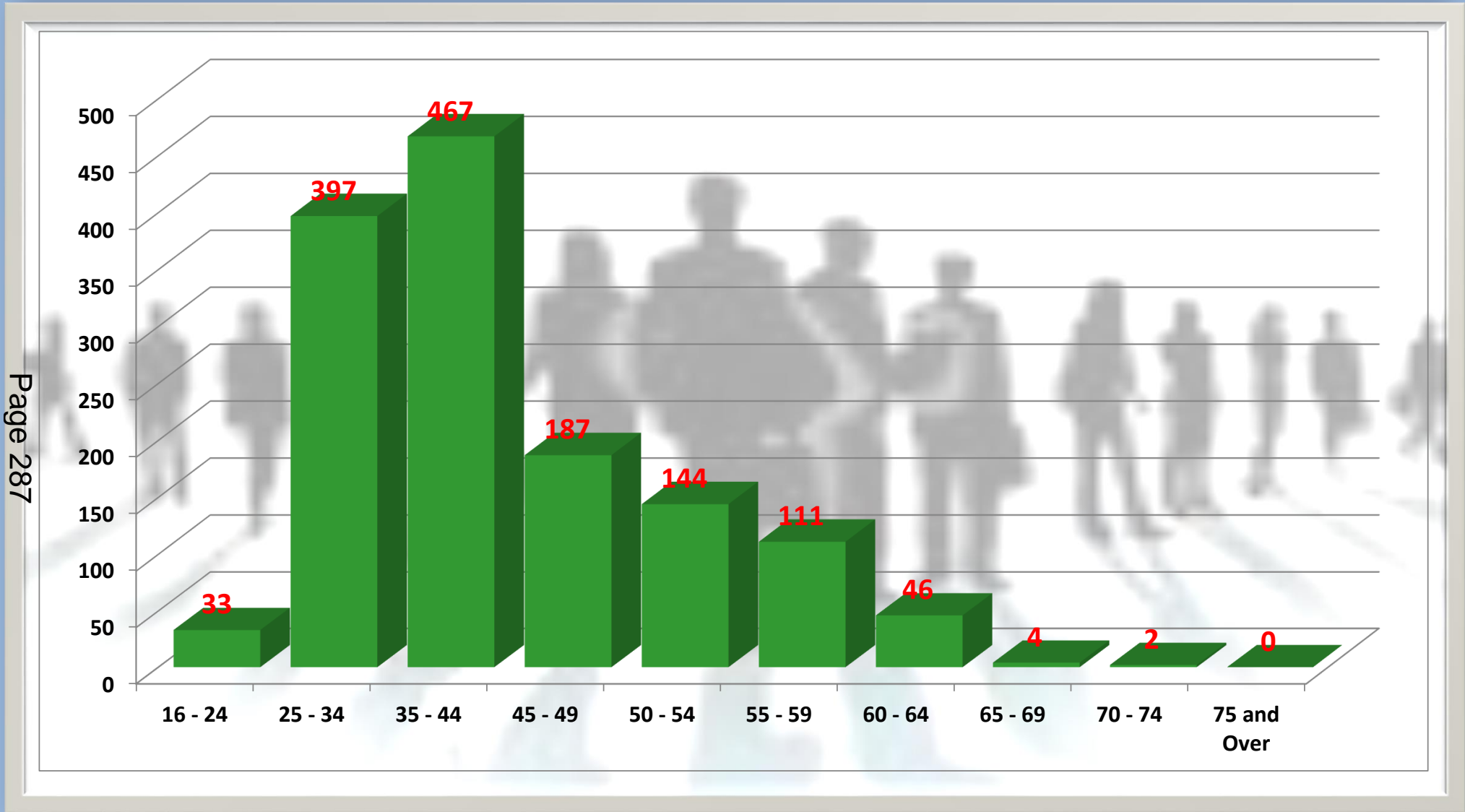
## AGE PROFILE - SCHOOLS

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# QUARTER 1 2017/18 DASHBOARD

## AGE PROFILE - SCHOOLS (TEACHING)

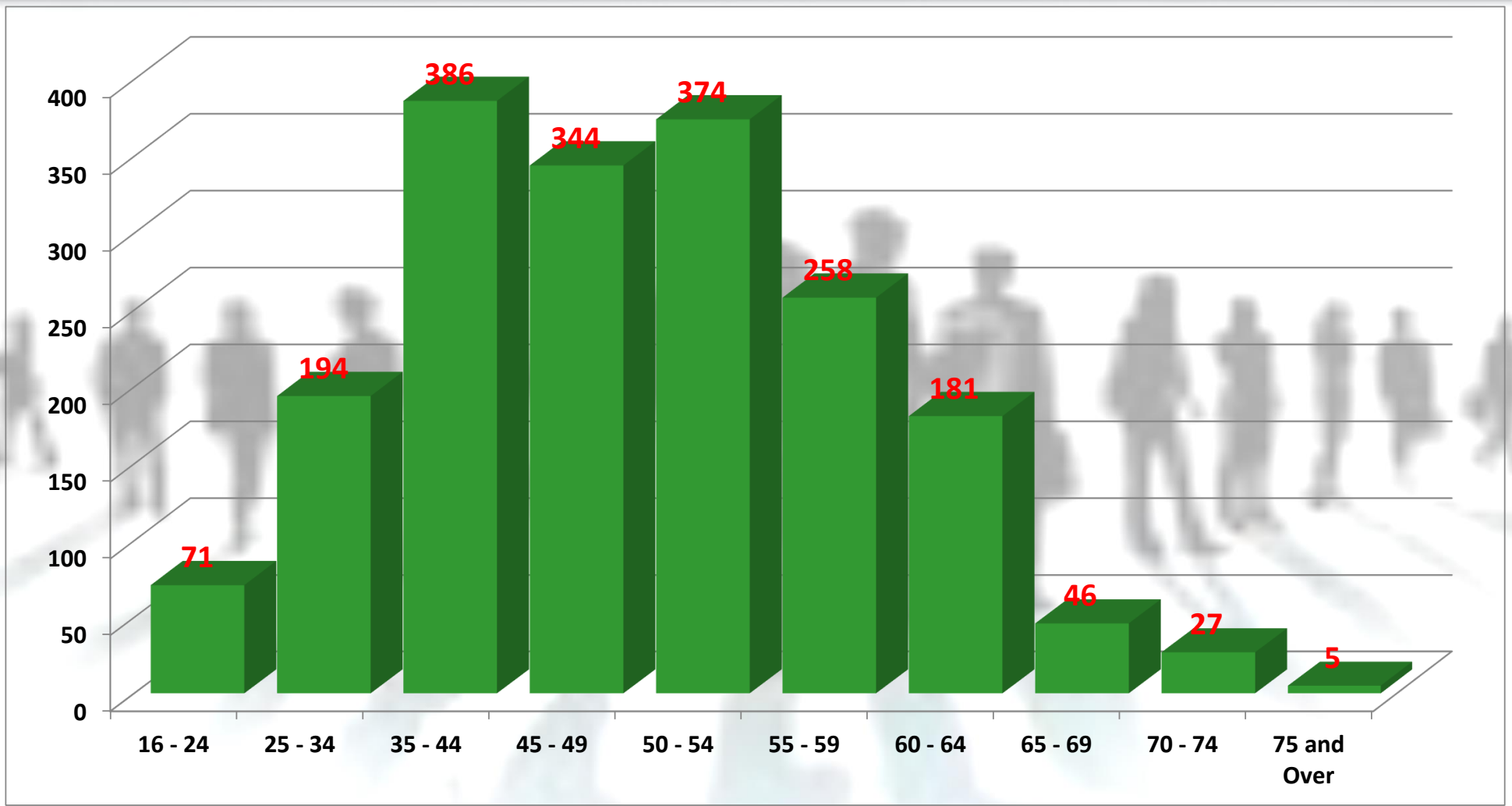


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# QUARTER 1 2017/18 DASHBOARD

## AGE PROFILE - SCHOOLS (NON-TEACHING)

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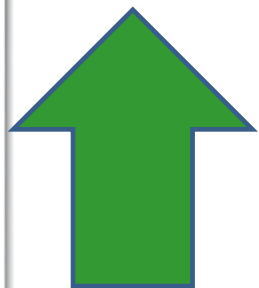




# QUARTER 1 2017/18 DASHBOARD

## ATTENDANCE - SCHOOLS

### DAYS LOST PER FTE AT 30/06/17



30/06/2016  
1.93

**1.57**

30/06/2017  
1.57



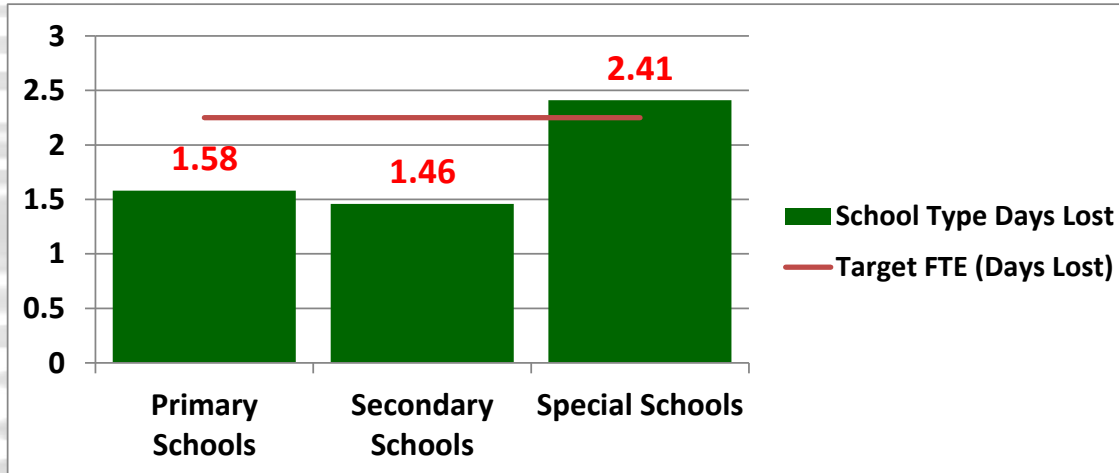
**Improvement of 0.36**

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### TOP 4 REASONS

1. STRESS, DEPRESSION, ANXIETY
2. INFECTIONS
3. MUSCOSKELETAL
4. STOMACH, LIVER, VOMITING

### FTE DAYS LOST BY SCHOOL TYPE



# QUARTER 1 2017/18 DASHBOARD

## ATTENDANCE - SCHOOLS (TEACHING)

### DAYS LOST PER FTE AT 30/06/17



30/06/2016  
1.71

**1.12**

30/06/2017  
1.12



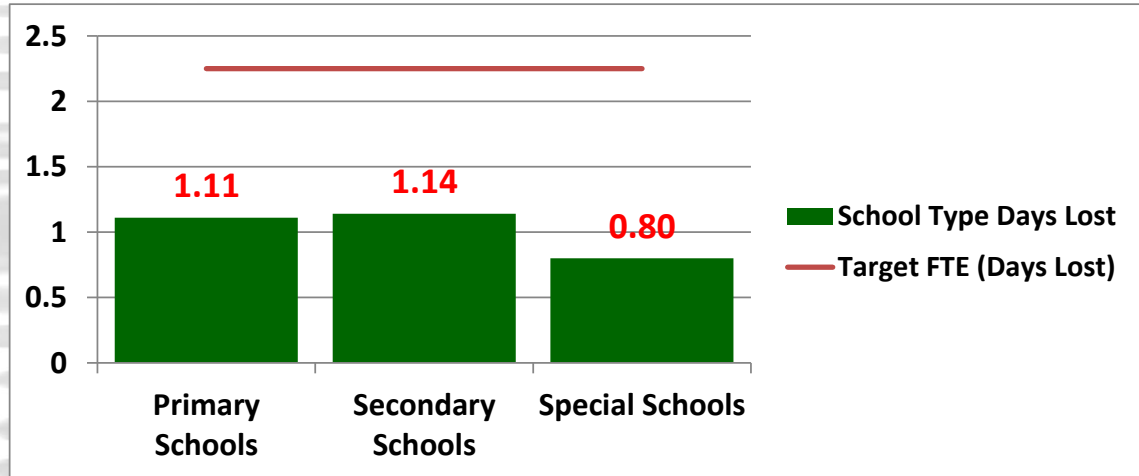
**Improvement 0.59**

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### TOP 4 REASONS

1. STRESS, DEPRESSION, ANXIETY
2. INFECTIONS
3. MUSCULOSKELETAL
4. STOMACH, LIVER, VOMITING

### FTE DAYS LOST BY SCHOOL TYPE



# QUARTER 1 2017/18 DASHBOARD

## ATTENDANCE - SCHOOLS (NON-TEACHING)

### DAYS LOST PER FTE AT 30/06/17



30/06/2016  
2.22

**2.14**

30/06/2017  
2.14



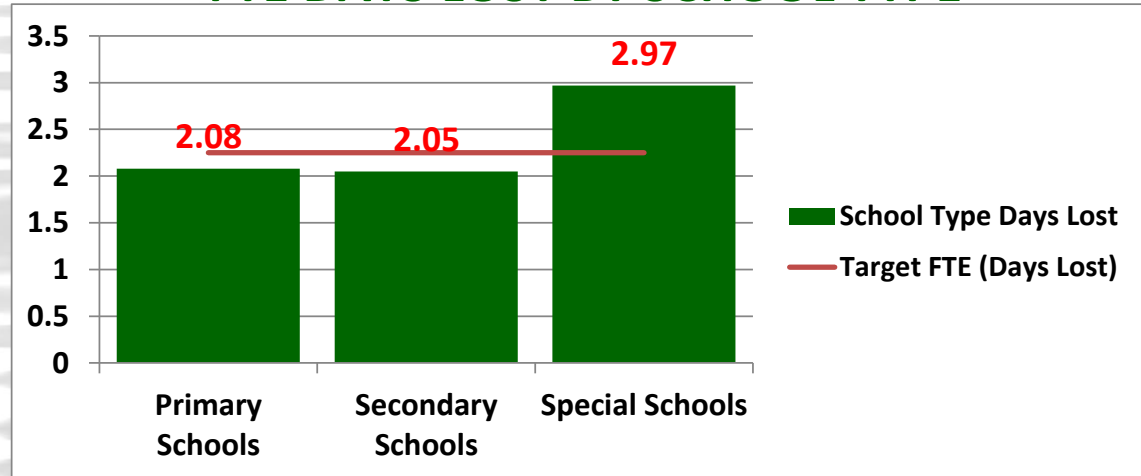
**Improvement of 0.08**

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### TOP 4 REASONS

1. STRESS, DEPRESSION, ANXIETY
2. INFECTIONS
3. MUSCULOSKELETAL
4. STOMACH, LIVER, VOMITING

### FTE DAYS LOST BY SCHOOL TYPE



# QUARTER 1 2017/18 DASHBOARD

## TURNOVER AND STABILITY - SCHOOLS

### LEAVERS - Q1

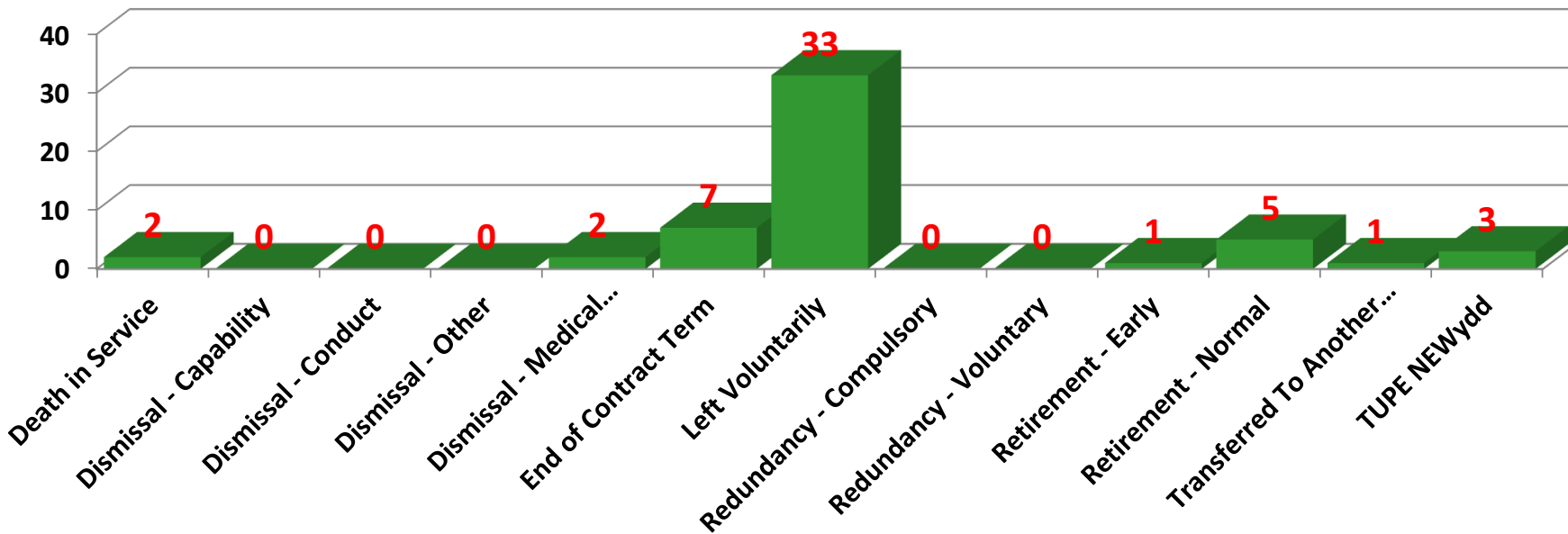
54

### LEAVERS - 2017/18

54

### LEAVER REASON - Q1

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# QUARTER 1 2017/18 DASHBOARD

## TURNOVER AND STABILITY - SCHOOLS (TEACHING)

### LEAVERS - Q1

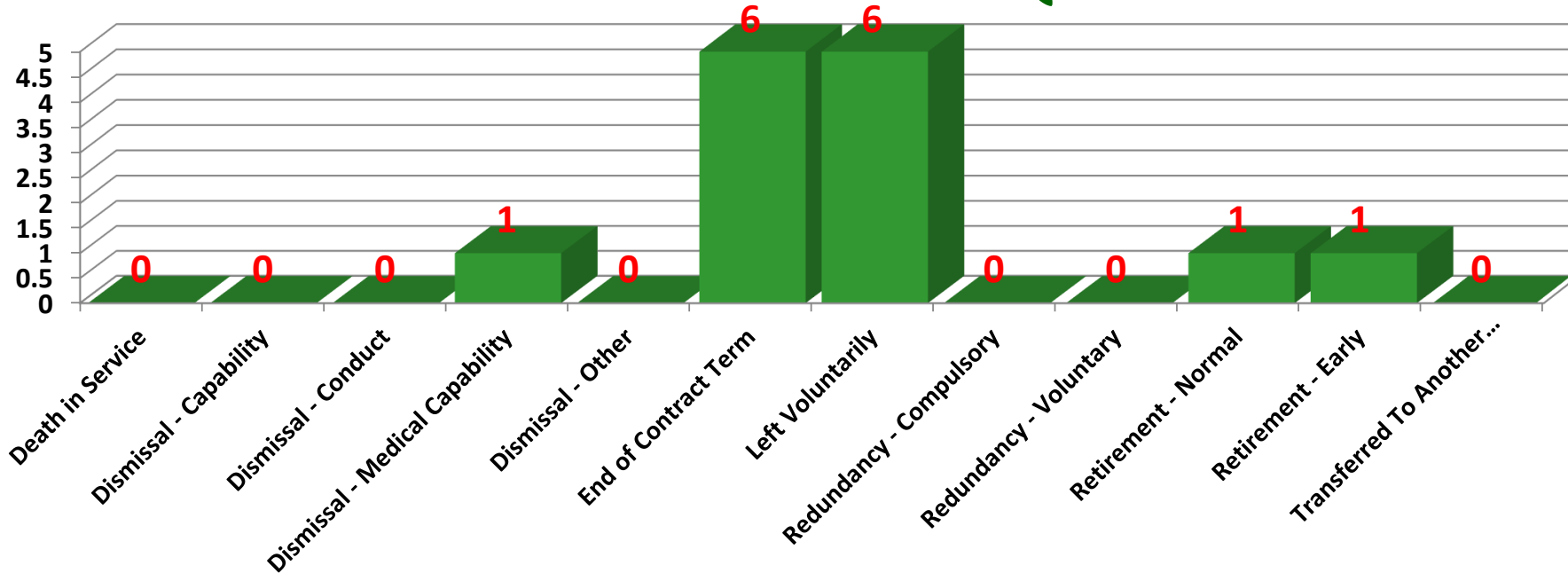
15

### LEAVERS - 2017/18

15

### LEAVER REASON - Q1

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# QUARTER 1 2017/18 DASHBOARD

## TURNOVER AND STABILITY - SCHOOLS (NON-TEACHING)

### LEAVERS - Q1

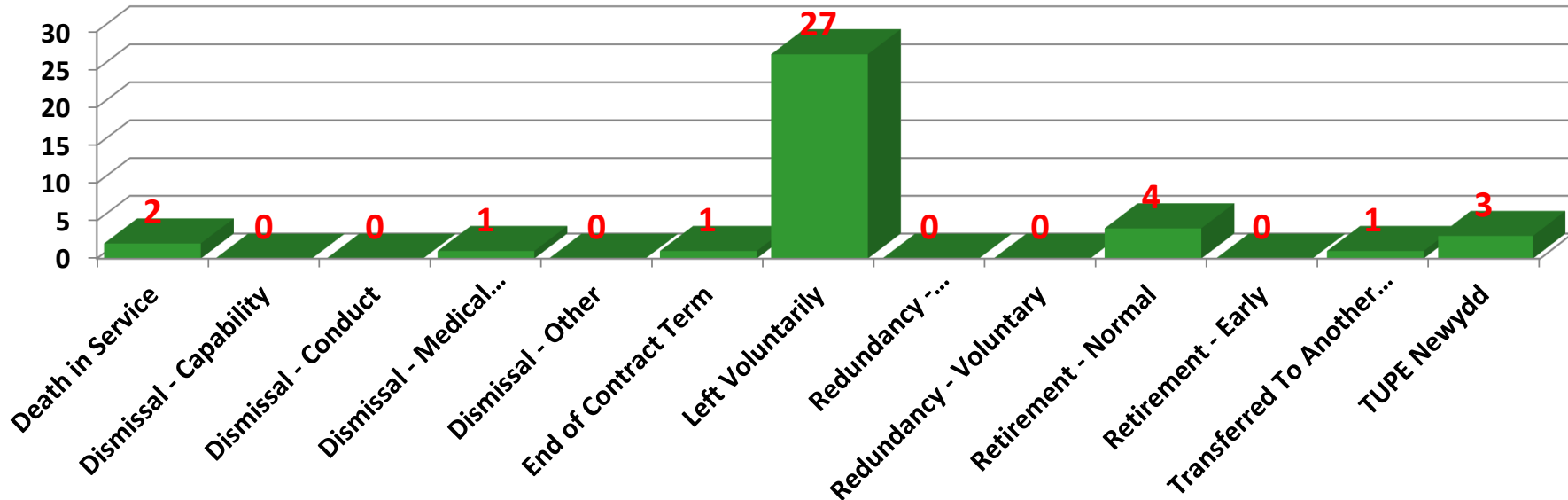
39

### LEAVERS - 2017/18

39

### LEAVER REASON - Q1

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# QUARTER 1 2017/18 DASHBOARD

## EQUALITY AND DIVERSITY - SCHOOLS

### GENDER BREAKDOWN

**MALE**

**508**

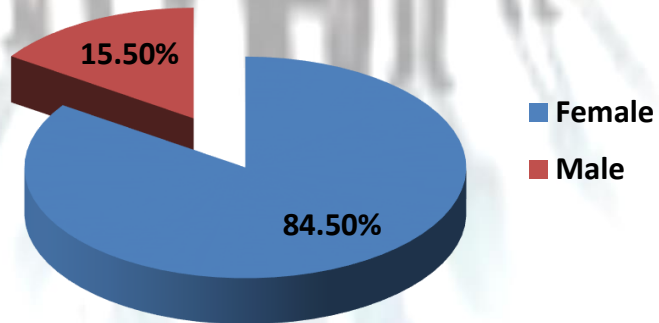
(15.50%)

**FEMALE**

**2,769**

(84.50%)

### GENDER BREAKDOWN (%)



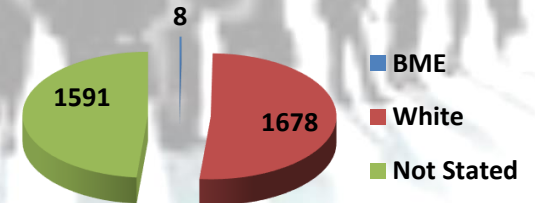
### ETHNICITY

**BME - 8**

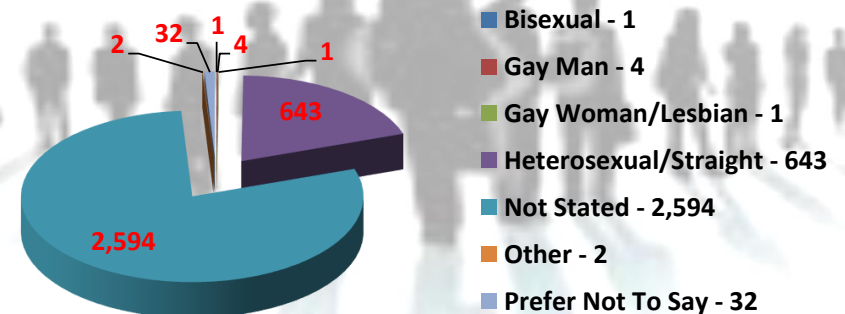
**WHITE - 1,678**

**NOT STATED - 1,591**

### ETHNICITY BREAKDOWN (%)



### SEXUAL ORIENTATION



# QUARTER 1 2017/18 DASHBOARD EQUALITY AND DIVERSITY - SCHOOLS (TEACHING)

## GENDER BREAKDOWN

**MALE**

**355**

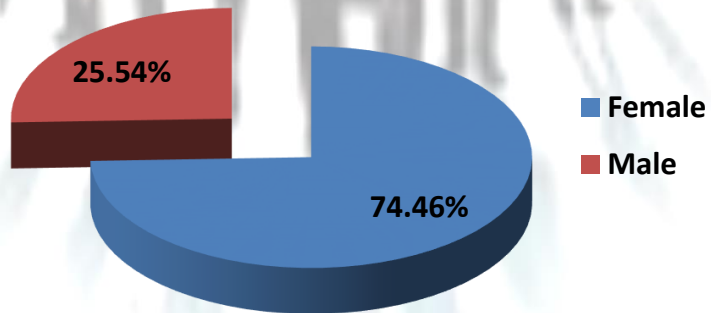
(25.64%)

**FEMALE**

**1,035**

(74.46%)

### GENDER BREAKDOWN (%)



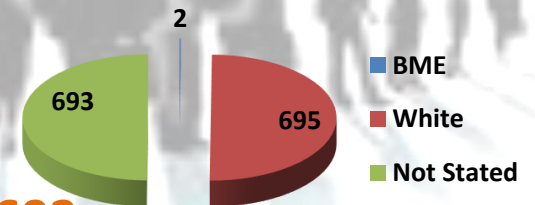
## ETHNICITY

**BME - 2**

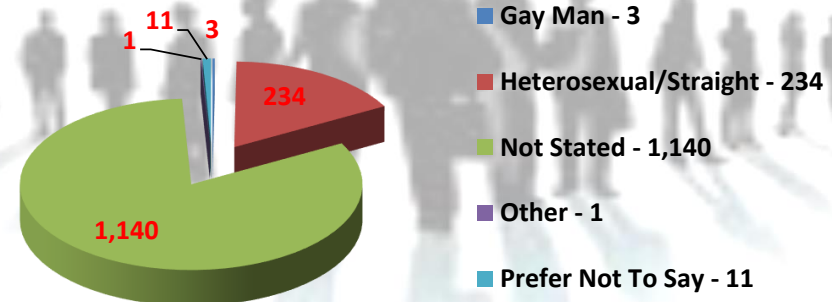
**WHITE - 695**

**NOT STATED - 693**

### ETHNICITY BREAKDOWN (%)



## SEXUAL ORIENTATION





# QUARTER 1 2017/18 DASHBOARD

## EQUALITY AND DIVERSITY - SCHOOLS (NON-TEACHING)

### GENDER BREAKDOWN

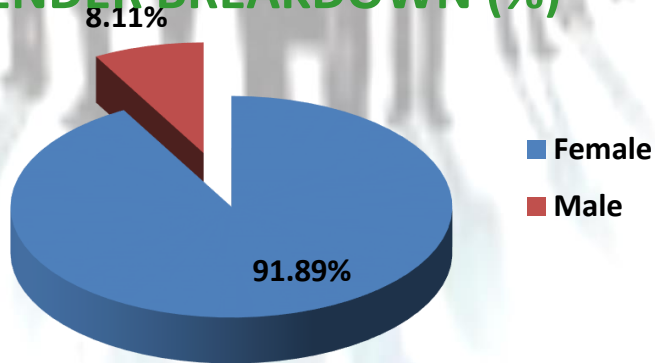
**MALE**

**153**  
(8.11%)

**FEMALE**

**1,734**  
(91.89%)

### GENDER BREAKDOWN (%)



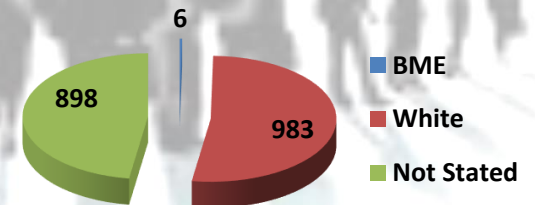
### ETHNICITY

**BME - 6**

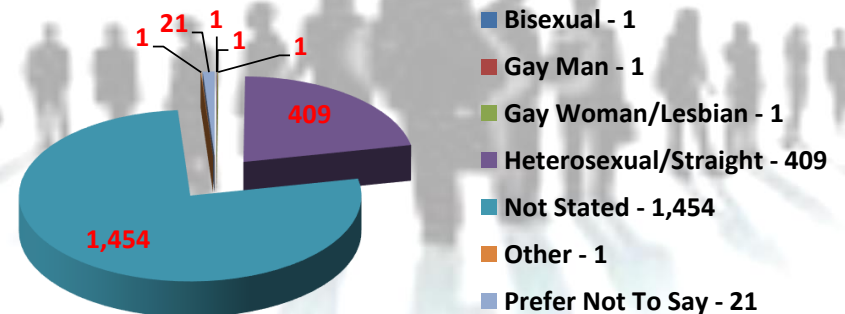
**WHITE - 983**

**NOT STATED - 898**

### ETHNICITY BREAKDOWN (%)



### SEXUAL ORIENTATION



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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 21 <sup>st</sup> September 2017
<b>Report Subject</b>	Forward Work Programme
<b>Cabinet Member</b>	Not applicable
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

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

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

### RECOMMENDATION

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

## REPORT DETAILS

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

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

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

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DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT FROM
Thursday 19 <sup>th</sup> October 2017 10.00 a.m.	Emergency Planning Annual report	Assurance	Neil Culff
	Flintshire Public Service Board and Strategic Partnership Performance Update	To provide assurance and an overview of the Flintshire Public Services Board (PSB) following the introduction of the Well-being of Future Generations (Wales) Act 2015 and the work of the Board to date	Karen Armstrong
	Community Endowment fund Workforce Quarterly Report	Colin Evans from the Community Foundation to present the Annual progress report	Karen Armstong
	Revenue Budget Monitoring 2017/18	Monthly Monitoring	Sara Dulson
	Forward Work Programme	Approval & Development	Robert Robins
Thursday 16 <sup>th</sup> November 2017 10.00 a.m.	Fire & Rescue Service Budget Consultation	Consultation	Robert Robins
	Revenue Budget Monitoring 2017/18	Monthly Budget Monitoring.  Approval & Development	Sara Dulson
	Forward Work Programme		Robert Robins
Early December	Budget Consultation Meeting	To review, scrutinise and comment on the budget proposals for 2018/19.	

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

Thursday 14 <sup>th</sup> December 2017 10.00 a.m.	Quarter 2 Council Plan 2017/18 Monitoring Report	The committee is invited to consider the reports, highlight and monitor poor performance and feedback details of any challenge to the Cabinet	Karen Armstrong
	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward Work Programme	Approval and development	Robert Robins
Thursday 18 <sup>th</sup> January 2018 10.00 a.m.	Workforce Information Report – Quarter 2 2017/18	Monitoring: to provide Members with an update for the second quarter for 2017/18	Sharon Carney / Andy Adams
	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward Work Programme	Approval & Development	Robert Robins
Late January	Budget Consultation Meeting	To review, scrutinise and comment on the Budget proposals	
Thursday 15 <sup>th</sup> February 2018 10.00 a.m.	Workforce Information Report – Quarter 3 2017/18	Monitoring and an update for the third quarter for 2017/18.	Sharon Carney / Andy Adams
	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward Work Programme	Approval & Development	Robert Robins



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

Thursday 15 <sup>th</sup> March 2018 10.00 a.m.	Quarter 3 Council Plan 2017/18 Monitoring Report	That the Committee is invited to consider the Quarter 3 Council Plan Monitoring Reports, highlight and monitor poor performance and feedback details of any challenge to the Cabinet.	Karen Armstrong
	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward Work Programme	Approval & Development	Robert Robins
Thursday 19 <sup>th</sup> April 2018 10.00 am	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward work programme	Approval and development	Robert Robins

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

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