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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)

13 October 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, 19th October, 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 held on 21 September 2017.

4 EMERGENCY PLANNING ANNUAL REPORT (Pages 13 - 16)

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

Purpose: To provide a review of the work of the Emergency Planning Services.

5 FINANCIAL FORECAST AND STAGE ONE OF THE BUDGET 2018/19
(Pages 17 - 86)

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

Purpose: To provide the Committee with the current financial forecast position for 2018/19 and consult on the Stage 1 Council Fund Revenue budget proposals for 2018/19.

6 FLINTSHIRE PUBLIC SERVICES BOARD REVIEW AND WELL-BEING PLAN DEVELOPMENT (Pages 87 - 100)

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

Purpose: To provide a review of the work of the Public Services Board and the development of the Well-being Plan.

7 WELSH IN THE WORKPLACE POLICY (Pages 101 - 112)

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

Purpose: To receive the Council's Welsh in the Workplace Policy and note areas of progress.

8 REVENUE BUDGET MONITORING 2017/18 (MONTH 5) (Pages 113 - 146)

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

Purpose: To provide Members with the Revenue Budget Monitoring 2017/18 (Month 5).

9 FORWARD WORK PROGRAMME (Pages 147 - 152)

Report of Democratic Services Manager

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

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

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


The report contains proposals relating to restructuring services and the public interest in withholding the information outweighs the interest in disclosing the information at this stage of the process.

10 **DIGITAL PRINT SERVICE** (Pages 153 - 160)

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

Purpose: To consider proposals for changing how we deliver the digital print service.

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 **21 SEPTEMBER 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, 21 September 2017

PRESENT: Councillor Paul Johnson (Vice-Chairman in the Chair)

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

APOLOGY: Councillors: Clive Carver and Andrew Holgate.

CONTRIBUTORS: Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Councillor Billy Mullin, Cabinet Member for Corporate Management; Chief Executive; Chief officer (Governance); Corporate Finance Manager; Corporate Business & Communications Executive Officer , Community & Business Protection Manager; Sharon Cairn, Chief Inspector North Wales Police; Trading Standards Team Leader; Anti-Social Behaviour Co-ordinator; Rhiannon Edwards (Regional Domestic Violence co-ordinator); Mike White (North Wales Fire & Rescue Service) and Business Information and Compliance Advisor.

IN ATTENDANCE: Democratic Services Manager and Democratic Services Support Officer.

16. DECLARATIONS OF INTEREST

There were no declarations of interest.

17. MINUTES

The minutes of the meeting of the 13th July 2017 were submitted

RESOLVED:

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

18. COMMUNITY SAFETY PARTNERSHIP ANNUAL REPORT

The Chief Executive introduced the report and gave an overview for the Committee to be confident of fulfilling its role as the statutory crime & disorder scrutiny committee for Flintshire.

The Community & Business Protection Manager, presented the Flintshire Community Safety Partnership Annual Report. She reported that a range of strategies were in place to address crime & disorder, substance misuse and reoffending issues.

Councillor Paul Cunningham referred to a recent North Wales Police Awards Ceremony which he had attended. This event had highlighted the successes within communities involving young and older residents who had come together to eliminate for example anti-social behaviour, alcohol misuse, trafficking problems. Flintshire had entered two projects for consideration.

Councillor Paul Johnson referred to the reporting of hate crime and asked whether there had been an increase. In responding, the Chief Inspector provided an overview of hate crime incidence within Flintshire.

In response to a question from Councillor Cunningham, the Community & Business Protection Manager referred to the regional plans for migration and commented whilst other counties had seen an impact from migration, Flintshire had not. Flintshire was part of the CDRP Group which met monthly and the co-ordinator for Wrexham, Denbighshire and Flintshire shared information with North Wales Police.

Councillor Richard Jones referred to problems of organised crime gangs targeting the homes of vulnerable people with learning difficulties area to deal in drugs. This was known as 'cuckooing' and the Chief Inspector confirmed that this was a problem across the UK with gangs moving out of inner cities. The PSPO and Safety Officers needed to identify vulnerable people and seek the support of local residents. Under the Anti-Social Behaviour Act, Orders had been issued to stop people going to these houses. This could only work with all public service agencies and public working together. The Partnership members present committed to consider further action on this emerging challenge.

The Anti-social Behaviour Co-ordinator referred to the monthly meetings which he attended where hotspot areas in social housing were highlighted. These meetings also included neighbourhood wardens. Councillor Haydn Bateman commented on concerns about problems happening in his ward at night

Rhiannon Edwards commented on the implementation of national training. This has been a massive undertaking with a pilot scheme already rolled out. With regard to victims of sexual violence, in April 2018, it was planned that all people working with vulnerable people would have the enhanced training as they were the first points of contact for victims. Councillor Paul Johnson suggested it would be useful for Members to attend training.

The Chair thanked the colleagues from the Community Safety Partnership for attending the meeting.

RESOLVED:

That the Community Safety Partnership Annual Report be noted and the progress made supported.

19. ANNUAL IMPROVEMENT REPORT OF THE AUDITOR GENERAL FOR WALES

The Chief Executive introduced this report which was a positive overview of the Council with no formal recommendations and a small number of (voluntary) proposals for improvement. The proposed Cabinet response was attached to the report. The Auditor

General's Annual Improvement Report was indicative that Flintshire was a mature and responsible council.

Councillor Billy Mullin congratulated the team for their hard work in ensuring that Flintshire had received such a good report.

Councillor Richard Jones raised concerns the true effects on services with over estimating the amount of efficiencies last year; he felt that it would be better to drop the efficiency rate to 90%.

In responding, the Chief Executive commented that the level of efficiencies were set too to press for momentum and achievement. He recognised that the in-year efficiency rate was behind the target.

Councillor Richard Jones referred to the efficiencies for car parking at County Hall and in Flint, and software introduction. He felt that these were not dependent on other things and yet had not been met. The Chief Executive explained the complexities involved with car parking at County Hall which had included negotiations with the unions and workforce. In Flint, car parking charge implementation had been delayed by the major regeneration works. The new finance software was a complex internal project.

Councillor Patrick Heesom commented he was not concerned with delivery issues and it was a good response in the Auditor's report. He was concerned with the role of scrutiny and his concerns that Scrutiny committees were not working properly. He felt that Members were not given enough time to read very large complex reports. The Chief Executive clarified the meaning of the Wales Audit Office report on overview and scrutiny, which referred to post evaluation review of major service changes only, and were noted intended as a general critique.

The Leader commented there were no recommendations for Flintshire in the report from the Auditor General for Wales: to receive an Audit report with no recommendations indicated that the Council had come a long way. He also emphasised that and Cabinet ensured any comments received from Scrutiny, and especially from this committee were properly considered. This view was supported by Councillor Mullin, who opined that Cabinet valued the contribution of Overview & Scrutiny.

RESOLVED:

The Committee is assured by the Auditor General for Wales' Annual Improvement Plan for 2016/17 and support the executive response to it

Councillor Heesom asked that it be minuted that he had abstained from the vote.

20. WALES AUDIT OFFICE STUDY REPORTS

The Chief Executive introduced the Wales Audit Office Study Reports. There were four voluntary) proposals for improvement. He summarised the proposed executive response to the reports.

RESOLVED:

That the Committee is assured by the review reports of the Wales Audit Office and supports the Council's executive response.

Councillor Heesom asked that it be minuted that he had abstained from the vote

21. COUNCIL PLAN 2017 – 23

The Chief Executive introduced the Council Plan 2017 – 23 and explained the Council Plan was in two parts. Part 1 was the statement of aims and intentions. Part 2 described the targets and milestones by which the achievements would be measured. The purpose of today's report was to enable the Committee to consider the structure, format and content of the Council plan, together with the Measures and Milestones document, and to provide feedback to the Cabinet. The Plan would be submitted for adoption to Council on 27th September.

Councillor Richard Jones referred to the section on supporting town centre vitality which he felt could be detrimental to continued retail use. He was concerned that this could influence master plans and local development plans (LDP). He also referred to the Deeside Plan and had concerns that Flintshire lacked capacity to ensure that other areas within Flintshire would also be considered.

The Chief Executive commented that these issues were within the remit of the Community & Enterprise Overview & Scrutiny Committee which had considered and supported the Plan at the meeting the previous day. The wording was meant to support wider regeneration of town centres, including housing, but not at the expense of the local retail offer.

Councillor Jones was concerned developers would identify this in the LDP and that town centres would be lost. The Chief Executive explained that this was not a formal planning policy document and should not pose that risk.

The Leader agreed and shared concerns on housing encroachment on retail and in his ward there were housing developments where there were once shops but added 'living over the shop' could be successful. He continued, referring Members to the developing regional local transport strategy reference of the Deeside Plan, the Metro Scheme to link towns to employment centres.

Councillor Haydn Bateman asked for clarification on strengthening regional air quality collaboration to help promote better health and well-being outcomes. The Corporate Business & Communications Executive Officer responded that this was a regional strategic approach to collate air quality data and fell within the remit of the Public Services Board and Natural Resources Wales

Councillor Patrick Heesom referred to his previously expressed reservations regarding the Plan for stakeholders and partners. He also referred to the Regional Growth Deal Bid for North Wales Growth but had concern at the lack of detail about the west end of the county.

The Chief Executive commented that all of the Overview & Scrutiny Committees would have seen the Council Plan during the consultation process and that Members were generally supportive, only offering specific comments on matters of detail. The Leader referred to 4 or 5 years ago when improvement plans were not treated as a priority as a priority in the way that the Council Plan was now treated – as a plan for the Council as a whole.

Councillor Richard Jones asked for an assurance that investment in each of Flintshire's towns would be equitable. In the last ten years, the centre of Buckley had lost 25 businesses. The Chief Executive responded that such equity could not be guaranteed, as many government grants were very specific in their use and Buckley may not qualify. Therefore, it would be unrealistic to make such a commitment in the Council Plan.

The Leader commented that it was not practical to view all investments needs as equitable – the market had chosen to concentrate employment on Deeside. It would be helpful to consider a wider discussion with Members about the North Wales Growth – a briefing could be provided - and he emphasised that Flintshire, unlike other local authorities still had an economic development team with ambitions to grow and access these opportunities.

Councillor Patrick Heesom felt this was a helpful discussion and suggested that the briefing would be of interest to all Members especially as regards infrastructure.

The Chief Executive commented that the majority of the £50m investment for regional Metro Schemes would be for Flintshire. The Council was a co-leader in developing the North Wales Regional Growth Deal Bid and this as outside of the Plan which was written as a local plan.

Councillor Richard Jones reiterated his concerns. He understood the need for the transportation links to Deeside and the employment opportunities it could create but felt other town centres and areas of Flintshire would suffer. He added town centres would die without some sort of support.

RESOLVED:

- (a) That the Committee supports the structure, format and content of the “public” version of the Council (Improvement) Plan for 2017-23.
- (b) That the committee supports the targets and milestones in the Measure and Milestones document (appendix 2) to the Council (Improvement) Plan 2017-23 with the following observation to the Cabinet for their consideration: Page 161 amend the second bullet point of item 5 to remove the phrase ‘especially for residential use’ and replace it with ‘for multi-use of all types’, and noting the Council support for the North Wales Economic Growth Deal Bid outside of the Plan.
- (c) That a briefing should be provided for all Members on the North Wales Economic Growth Deal Bid.

22. PROCUREMENT STRATEGY ACTION PLAN

The Chief Officer (Governance) introduced the report which identified that in November 2016, the cabinet had approved a joint procurement strategy with Denbighshire County Council. The Council spends £150m per year on buying goods and services. The Procurement Strategy 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

1. Flintshire County Council achieves value for money from the goods, services and works it procured
2. Flintshire County Council improves the contribution its procurement activity had on the local economy especially social enterprise

These outcomes underpin and support the following key aims in the Council Plan

The procurement strategy did not contain any measure or actions that could be used to track progress and these were included in the action plan. There was by contrast a very high level of detail in the action plan to enable managers to track progress on all aspects of the strategy. Rather than report all measures and actions. It was proposed to report a number of key issues if councillors agreed that they covered the most important points.

Referring to the proposed measures for public reporting, Councillor Richard Jones about other measures which would not be reported, tender arrangements and for an example of community benefit which had already been secured.

The Chief Officer Governance responded to these points. With regard to Community Benefits, he referred to the Wates contract which had an Apprenticeship Scheme and free training for council lawyers being provided by solicitors and barrister and firms.

Chief Officers and Service Managers would work with the local supplier market to help them understand the council tendering processes. This would improve the quality of their bids and hopefully result in local suppliers winning contracts because their bids were both the cheapest and highest quality.

Councillor Richard Jones asked if progress would be reported by to committee. In response the Chief Officer Governance confirmed that outcomes would be reported with keys issues highlighted.

RESOLVED:

That the Procurement Strategy Action Plan in general and the measures and actions for public reporting be recommended to the Cabinet for adoption.

23. REVENUE BUDGET MONITORING 2017/18 (MONTH 4) AND CAPITAL PROGRAMME MONITORING (MONTH 4)

The Corporate Finance Manager introduced the report which provided Members with the Revenue Budget Monitoring 2017/18 (Month 4) Report and the Capital Programme 2017/18 (Month 4) Report.

Councillor Patrick Heesom referred to the projected underspend in Domiciliary Care and asked what the budget was in the first place as this area was critically under pressure. The Corporate Finance Manager responded to clarify this was the realignment of the overspends and underspends in social care budgets.

Councillor Richard Jones referred to the Planning and Environment projected planning fee income shortfall. He asked how many were predicted and was there background information on these. The Corporate Finance Manager indicated that he would provide the information Councillor Jones outside the meeting.

Councillor Richard Jones asked why the efficiency targets set were so high and whether it would be better to identify an achievable budget of 90%. The Corporate Finance Manager responded that if this were so, then the shortfall of 10% would have to be found from somewhere else.

Councillor Patrick Heesom referred to Public Libraries & Art, Culture and Events and to the variation for the library service and asked what the view of Corporate Finance Manager was with regard to this. The Corporate Finance Manager responded to say it was on track with minor underspends of £0.006m.

The Capital Report was introduced by the Corporate Finance Manager and summarised changes made to the Capital Programme 2017/18 since this was set in February 2017 to the end of month 4 (July 2017).

RESOLVED:

- (a) That the committee, having considered the Revenue Budget Monitoring 2017/18 (Month 4) report, has no specific matters which it wishes to be noted and reported verbally to the Cabinet.
- (b) That the committee, having considered the Capital Programme 2017/18 (Month 4) report, has no specific matters which it wishes to be noted and reported verbally to the Cabinet.

24. WORKFORCE INFORMATION REPORT Q1 2017/18

This report was introduced by the Business Information & Compliance Adviser who provided a brief narrative on the overall performance against a number of indicators. A more detailed explanation was provided on an exceptional basis where performance was falling below organisational performance indicators or where there has been a significant movement, either upwards or downwards, in the reported trends. The narrative included an explanation for the movement in trend and details of any proposed actions to improve or maintain performance.

Councillor Heesom asked if the review of agency workers would be coming back to Committee. The officer confirmed that it would.

The Chair commented that the 'dashboard' format used within the report was very useful. Councillor Richard Jones responded that it had been devised in consultation with members of the committee.

RESOLVED:

That the Workforce Quarter one report be received.

25. FORWARD WORK PROGRAMME

This report was presented by the Democratic Services Manager.

RESOLVED:

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

26. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10.00 am and ended at 12.41 pm)

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Chairman



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 19 th October 2017
Report Subject	Emergency Planning Annual Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Regional Emergency Planning Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council has duties for emergency planning and response under the Civil Contingencies Act 2004, the Control of Major Accident Hazards Regulations 2015 and the Pipeline Safety Regulations 1996.

The Council is a principal responder and meets its obligations by collaborating with the other North Wales local authorities through North Wales Councils Regional Emergency Planning Service (NWC-REPS), for which Flintshire is the lead authority. North Wales is the first region in Wales to form a fully integrated service to support all councils to fulfil their duties.

Within Flintshire, responsibilities for emergency planning and response are shared across portfolios and named lead officers within the Emergency Management Response Team structure.

This report on both the regional arrangements for emergency planning and response and those within Flintshire itself will be supported by a presentation at the meeting. An Emergency Planning Service Update was last provided to the Committee in April 2016.

RECOMMENDATIONS

1	The Committee receives and is assured by the update.
2	The Committee receives future reports on the preparedness of the Council to plan for emergencies and specific follow-up reports to any major local or regional emergency events to which the Council has had to respond.

REPORT DETAILS

1.00	BACKGROUND AND REGIONAL SERVICE UPDATE
1.01	Since 2014, North Wales has had an integrated regional emergency planning service, led by Flintshire and supported by a Management Board of all six councils. This is underpinned by a Service Level Agreement and an Inter-Authority Agreement. The service is known as the North Wales Councils Regional Emergency Planning Service (NWC-REPS).
1.02	Whilst much progress has been made, work is underway to further consolidate how the activities provided by the service are undertaken, particularly by strengthening performance management and training delivery. This will enable the service to more effectively prioritise areas of work and resource allocation but also ensure that councils benefit fully from the range of expertise held within the service.
	REGIONAL ACTIVITY SINCE LAST UPDATE
1.03	NWC-REPS provides the primary link between the Council and North Wales Local Resilience Forum (LRF), with contributions from service staff being fundamental to multi-agency groups, events, processes and plans. In addition to the NWC-REPS contributions, Flintshire leads on the LRF Warning & Informing work stream.
1.04	NWC-REPS and the Management Board have agreed a 3 year Community Resilience Strategy. The aim of this Strategy is that, through the provision of advice and support for individuals and communities, it is intended that they will become better prepared and resilient when facing emergencies, and their consequences. To assist NWC-REPS has developed a 'tool kit' of a Home Emergency Plan, a Community Emergency Plan and a Business Continuity checklist for Small-Medium Enterprises. The Strategy is currently in a trial phase with one town or community council from each of the North Wales Council areas. NWC-REPS is engaging with Trelawnyd and Gwaenysgor Community Council in the trial phase.
1.05	Review and renewal of North Wales Local Authorities Mutual Aid protocol. This is a formal agreement between the six authorities, and describes the mechanisms to be followed should one authority need to formally request support from another to support emergency response or recovery. Having this in place adds to the organisations resilience.
1.06	Provision of technical training courses on Tactical Incident Management; Log Keeping; and Emergencies On Trial for staff within all North Wales Local Authorities. These courses have been delivered to ensure staff with an emergency response role are competent in that role.
	ACTIVITY WITHIN THE COUNCIL SINCE LAST UPDATE
1.07	The Emergency Management Response Team (EMRT) structure within Flintshire facilitate activity in a number of specialist teams, each led at Chief Officer level. These teams cover Operations; Recovery; Humanitarian Response; Information; and Business Continuity Management.

1.08	The EMRT provides a robust mechanism for delivery of planning and response functions. Teams meet regularly to review arrangements in place and identify future activities. Oversight is provided via the Chief Officers Team. This structure is considered to be 'Good Practice' by the Regional Emergency Planning Manager.
1.09	The level of preparedness for future incidents and engagement within the Council has improved markedly over the past year. EMRT groups are all meeting regularly and have initiated activities that will assist the Council's response to an emergency.
1.10	Development of a harmonised Emergency Rest Centre plan, accompanied by joint training of Rest Centre management staff covering Flintshire, Denbighshire and Wrexham County Borough Council. It is now possible to draw upon Rest Centre staff from across these three Councils, thus improving resilience and capacity.
1.11	Completion of draft Portfolio-level Business Continuity plans. The purpose of these plans is to identify and prioritise risks to service continuity that may disrupt critical Council services. Examples of risks that may impact on service continuity include an incident affecting a Council premises, such as a fire; disruption to Information Technology systems; or an Incident affecting Council staffing levels, such as Pandemic Flu. Having Business Continuity plans in place is a statutory requirement of the Civil Contingencies Act 2004.
1.12	Review and broader internal discussion on post-emergency recovery arrangements. These arrangements describe process that will be implemented to restore and rebuild communities, and support groups particularly affected, in the aftermath of an emergency. Experiences in Denbighshire following St Asaph and Rhyl flooding have been used to inform the review and we are ensuring that the National Guidance on Recover is considered in reviewing the arrangements in Flintshire.
1.13	Successful delivery of exercises at Warwick Chemicals (Mostyn) and Headland Agrochemicals (Sandycroft) under the Control of Major Accident Hazards Regulations 2015. These Regulations require Local Authorities to produce and test External Emergency Plans for specified industrial sites. Flintshire is currently compliant with the requirements of these Regulations.

2.00	RESOURCE IMPLICATIONS
2.01	The regional service continues to provide a cost effective and resilient model. Since 2014, annual reductions in the Flintshire financial contributions to the service of 2% have been achieved as a result of smaller budget levels and amendments to the service structure.
2.02	Further restructuring options are to be discussed at the next meeting of the services Management Board on October 18 th 2017.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	The purpose of the service is to reduce the risks that emergencies may pose to the area through preparation. The service also supports Business Continuity Management for Council services.

5.00	APPENDICES
5.01	N/A

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Neil Culff, Regional Manager Telephone: 01352 702120 E-mail: neil.culff@nwc-reps.org.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Emergency Management Response Team: comprises of individual teams working on the basis of integrating Emergency management activities to daily business in order to encourage a cohesive approach in the emergency response to any major emergency.</p> <p>Business Continuity Management (BCM): is a planned process aimed at managing the many varied operational risks inherent in the day to day activities involved in the delivery of service.</p> <p>Local Resilience Forum: Process for bringing together all the category 1 and 2 responders within a police force area for the purpose of facilitating co-operation in fulfilment of their duties under the Civil Contingencies Act.</p>



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 19 th October 2017
Report Subject	Financial Forecast and Stage One of the Budget 2018/19
Cabinet Member	Leader of the Council and Cabinet Member for Finance and Cabinet Member for Corporate Management and Assets
Report Author	Corporate Finance Manager, Chief Executive and Chief Officer (Governance)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report sets out the current financial forecast for 2018/19. The forecast position shows a projected “gap” of £11.7m prior to any modelling for an increase in Council Tax and prior to the analysis of the newly announced Provisional Local Government Settlement.

The Council favours a staged approach to planning and approving the annual Council Fund budget.

In a series of member workshops over the summer, details of the forecast were given and a range of solutions to how the annual budget could be balanced were shared, based on the well-established strategy set out within the Medium Term Financial Strategy. Latterly, the budget options within each of the service portfolios were shared.

The emergent options for Corporate Services are set out within this report. The financial pressures are also set out.

The timeline for the budget setting process is also set out within the report.

A verbal analysis of the Provisional Local Government Settlement (announced on 10 October) will be given at the meeting.

RECOMMENDATIONS

1	That the Committee reviews and comments on the portfolio budget options.
2	That the Committee reviews and comments on the portfolio financial pressures.

REPORT DETAILS

1.00	MEDIUM TERM FINANCIAL STRATEGY FORECAST 2018/19												
1.01	<p>The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.</p> <p>The report to Cabinet in July gave the first detailed overview of the financial forecast for 2018/19.</p>												
1.02	<p>The Financial Forecast</p> <p>The financial forecast has been revised to take into account decisions made as part of the 2017/18 budget, and updated with the latest information on pressures from service portfolios. The key variable within the forecast will be the Local Government Financial Settlement for 2018/19. A settlement at or similar to the 2017/18 financial baseline is used as the basis for calculating the forecast at the time of writing. The Provisional Settlement was announced on 10 October and is being analysed in detail. A full update will be given at the meeting. No modelling has been included for raised Council Tax levels at this stage.</p>												
1.03	The revised forecast for 2018/19 is shown in Table 1 below.												
1.04	<p>Table 1: Financial Forecast 2016/17-2018/19</p> <table border="1"> <thead> <tr> <th><u>Expenditure</u></th> <th>2018/19 £m</th> </tr> </thead> <tbody> <tr> <td>National Pressures</td> <td>1.0</td> </tr> <tr> <td>Local Pressures</td> <td>6.5</td> </tr> <tr> <td>Inflation</td> <td>2.9</td> </tr> <tr> <td>Workforce Pressures</td> <td><u>1.3</u></td> </tr> <tr> <td>Projected Gap</td> <td>11.7</td> </tr> </tbody> </table> <p>This table groups the pressures into National, Local, Inflation and Workforce pressures and further details which are specific to Central and Corporate and Corporate Services and are included in section 1.06.</p>	<u>Expenditure</u>	2018/19 £m	National Pressures	1.0	Local Pressures	6.5	Inflation	2.9	Workforce Pressures	<u>1.3</u>	Projected Gap	11.7
<u>Expenditure</u>	2018/19 £m												
National Pressures	1.0												
Local Pressures	6.5												
Inflation	2.9												
Workforce Pressures	<u>1.3</u>												
Projected Gap	11.7												
1.05	<p>Emerging Pressures</p> <p>The previous Cabinet report also set out a number of emerging pressures and positive budget variations, which will impact on the 2018/19 budget.</p> <p>Within Corporate Services there are pressures which have emerged in year for County Hall parking – with a £0.080m reduced income target for parking permits following a reduction in the agreed charge per permit, and for the withdrawn Procurement Supplier registration fee charge at £0.116m. The latter was an innovative attempt to share with suppliers the cost of introducing greater automation in the ordering and invoicing process. A small annual charge was proposed for accessing enhanced functionality on the procurement system. Many suppliers were not co-operative and it became impracticable to run with the initiative.</p> <p>The Human Resources and Organisational Development portfolio has now</p>												

reached a stage where further budget reductions of any scale are not possible without compromising service resilience (refer to the accompanying resilience statement). An ambitious target was set for the business plan in the last round of planning; this target is no longer achievable with a shortfall in target of £0.242m. The budget forecast needs to be adjusted accordingly.

1.06

Specific Portfolio Pressures

Pressures included 18/19

Central & Corporate	£m
Apprentice Tax Levy (1)	0.699
Actuarial Review (2)	0.370
Auto Enrolment (3)	0.270
Minimum Revenue Provision (MRP)(4)	0.300
Insurance Premium Tax (5)	0.063
Workforce Pressures (6)	0.628
Repayment of Reserves (7)	1.646
Total Central Pressures	3.976
Corporate	£m
Software Maintenance Costs (8)	0.039
Procurement Solicitor (9)	0.036
Corporate Events (10)	0.052
Total Corporate Pressures	0.127

1. Recurrent cost of Levy which was met by reserves in 2017/18
2. Increase of 0.3% on future service element of Local Government Pension Scheme (LGPS)
3. Estimated impact of 2nd half of Auto enrolment which starts October 2017
4. Additional required for repayment in 2018/19
5. Anticipated increase in premium to 15%
6. Estimated impact of Incremental Increases agreed after completion of Single Status
7. Temporary use of reserve to balance the budget in 2017/19
8. Increased costs of software maintenance for Finance and ICT systems
9. Additional post to support procurement – joint funded element for Flintshire
10. New pressure to pay for public events that place additional cost on services

1.07	<p>Inflation</p> <p>The current forecast includes projections for increases in inflation:</p> <ul style="list-style-type: none"> • Pay – includes an increase of 1% on current budgets. Any increase above the 1% which might be negotiated at a national level would have a significant impact on the forecast funding “gap”; • Price inflation – included on a critical service need only basis with £0.170m set aside for specific pressures; • Food –includes an increase of 5% on current budgets due to latest indications from our suppliers; • Fuel –includes an increase of 5% on current budgets to reflect recent increases and current forecasts; and • Energy – includes increases in energy which range from 2% for fuel oil, to 11% for electricity, to 16% for street lighting. Gas is forecast to increase by 30% - confirmed by Crown Commercial services who procure the gas for us - due to increases in the network and transmission charges. <p>The Bank of England inflation report in May 2017 referred to gas prices remaining around 30% higher than a year ago and went on to say “moreover, UK energy companies have reported that they face rising costs associated with structural changes, such as the increased use of renewable energy sources. Since February, five major retail energy providers have announced increases in their electricity and gas prices”.</p> <p>Inflation provision is held centrally initially and allocated out according to need. The position on inflation remains unpredictable in the current economic and political climate, and is therefore kept under review.</p>
1.08	<p>Risks</p> <p>As noted in 1.07 above, pay inflation is included for an increase of 1% whilst national pay negotiations continue. Any increase above the 1% would have a significant impact on the current gap and would be unaffordable unless funded nationally.</p>
1.09	<p>Operating Model Efficiencies – Corporate Services</p> <p>The portfolio options for savings and efficiencies which are risk assessed as either ‘green’ or ‘amber’ are set out below.</p> <p>Details of these options are included in Appendix 2. This appendix should be read alongside the assessment of service resilience which is included at Appendix 1.</p> <p>There are minimal efficiencies to be achieved due to ongoing work to achieve those included in previous year’s business plans:</p> <p>Corporate Finance: an ambitious target of £0.675m was set form business planning efficiencies over the last three years. Implementation of the Collaborative Planning software and early structural changes have so far</p>

	<p>achieved in the region of £0.400m, and work is continuing on phase two of this review including further roll out of the self-serve software to achieve the remaining efficiencies. An independent review of the service endorsed this approach and confirmed that following implementation the finance service would be in line with a modern best practice operating model.</p> <p>Human Resources and Organisational Design: have achieved a significant reduction in the number of staff, for example within employment services - the headcount has reduced to 14.10 FTE from 30.5 FTE since 2013. An ambitious target of business planning efficiencies was set over the last 3 years with £0.458m identified as a potential target. Whilst it has been possible to achieve part of that efficiency, the service is now at its optimal level - validated as part of the independent review in 2016 which described our service as “an optimal industry model being both lean and low cost” with the business partner model recognised as good practice and seen as being at the minimum sustainable level to support the organisation.</p> <p>Governance Portfolio: has achieved efficiencies of £1.7m over the last 5 years across all services - Democratic Services, Internal Audit, Information Communications and Technology (ICT) services and Legal Services. Significant savings have been achieved in Democratic Services (35.2% of influenceable spend) and ICT (45% of influenceable spend). Each service will reach or exceed the efficiency target set for it with the majority of savings) having already been delivered in previous years. Once all the planned savings have been delivered each service will be operating in accordance with modern leading practice as recommended by an independent review in 2016.</p> <p>For 2018/19 a single saving of £0.010m is proposed:</p> <ul style="list-style-type: none"> • Records management – efficiency of £0.010m by reduction in the amount of records in storage.
1.10	<p>The resilience statement and operating models for the Community and Enterprise portfolio are attached to this report as Appendices 3 and 4. Members of this Committee are asked to consider the Customer Services part of these which fall under the remit of its Terms of Reference.</p>

2.00	BUDGET PROCESS AND TIMELINE 2018-19
2.01	<p>Stage One service portfolio proposals are being presented to Overview and Scrutiny Committees throughout October for review.</p>
2.02	<p>The Provisional Settlement for Local Government in Wales was announced on 10 October 2017. The Final Settlement is expected later in the calendar year and will follow the Chancellor of the Exchequer’s budget statement which is due to be made on 22 November.</p>
2.03	<p>Stage Two (secondary options) will be considered between December and February, with Stage Three (budget finalisation and approval) taking place in February and March 2018.</p>

2.04	Council meetings have been diarised in December, January, February and March.
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3.00	RESOURCE IMPLICATIONS
3.01	The resource implications of setting the annual budget are significant. The Medium Term Financial Strategy will continue to carry many risks. Careful risk assessment in planning and decision-making will continue to be a central feature of planning.

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

5.00	RISK MANAGEMENT
5.01	All parts of the financial forecast and all budget solutions, are risk assessed stage by stage. An overall risk assessment and risk management statement will be produced both for the revised MTFs and the draft annual budget for 2018/19.

6.00	APPENDICES
6.01	Appendix 1 – Corporate Services Resilience Statement Appendix 2 – Corporate Services Operating Model Appendix 3 – Community and Enterprise Resilience Statement Appendix 4 – Community and Enterprise Operating Model

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	None. Contact Officers: Colin Everett and Gary Ferguson Telephone: 01352 702101 E-mail: gary.ferguson@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.</p> <p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Office of Budget Responsibility: created in 2010 to provide independent and authoritative analysis of the UK public finances.</p> <p>Institute of Fiscal Studies: formed in 1969 and established as an independent research institute with the principal aim of informing public debate on economics in order to promote the development of effective fiscal policy.</p> <p>Independent Commission on Local Government Finance in Wales: established to examine how local government funding can be made more sustainable with a view to providing specific recommendations for improvement and reform.</p> <p>Welsh Local Government Association: the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.</p>

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Resilience Statements 2017 - 2019

Corporate Services:

Human Resources and Organisational Development (p. 1)

Corporate Finance (p. 45)

Governance (p. 10)

Human Resources and Organisational Development

Summary of Portfolio Budgeted Efficiencies

<p>Current Value of Service 17/18 budget £2,028,679 Current Operating Cost* 17/18 £1,384,757</p> <p><small>*Operating cost is budget less £643,922 (31.5%) which is held by HR & OD for the council wide provision of a variety of elements (including DBS, TU facilities, first aid and Flintshire trainees).</small></p>	<p>Cost reduction over the last 5 years = £0.533m Percentage of total allocated budget = 26.2% Percentage of HR & OD operating costs = 38.55%</p>
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Page 25

Context – What have we achieved so far (including savings prior to 2015/16)

- Service Review implemented in June 2013, brought together the former Education Staffing and Facility Services HR. Schools payroll already being part of the service provided.
- Year on year record of reducing headcount e.g. the full-time equivalent (FTE) within Employee Service Centre has reduced to 14.40 FTE (compared to 30.5 FTE in 2013).
- Introduction of electronic web based (Ebulk) Disclosure Barring Service applications which provides opportunities for revenue generation and/or collaboration.
- Introduction of Organisation Design function including dedicated Organisation Design support.
- Further development of iTrent functionality resulting in the introduction of manager/employee self-service, and automation of processes (for example, approval/payment of expenses, submission of electronic timesheets, replacing 95% of paper based claims received within the Employee Service Centre).
- Implementation of Electronic Document Management Systems to merge the Human Resources, Payroll and Education Staffing personnel files into a single accessible electronic file.
- Development of nurse led Occupational Health service in 2010 with outsourced specialist support including Occupational Health Physician, Counselling and Physiotherapy.
- The Flintshire and Wrexham Occupational Health Partnership (a form of trading model) commenced September 2011 for the delivery of occupational health services to both Wrexham and Flintshire Councils – this service ceased on 30 June 2017.

Resilience Statements 2017 - 2019

- Investment in Occupational Practitioners Administrative System (OPAS) and implementation of paperless working.
- Safe, Effective, Quality Occupational Health Service (SEQOHS) accreditation.

External validation / Benchmarking of the service provision

An independent national review of Corporate Services was carried out in 2015/16 and some of the key findings in relation to Human Resources & Organisational Design are detailed below:-

- The operating model in Human Resources & Organisational Design is an optimal industry model being both lean and low cost
- The business Partner model is good practice, well regarded by service users and is regarded as being at the minimum sustainable level to support the organisation

The CIPFA KPMG Wales 2015 Benchmarking exercise identified the following that FCC HR&OD costs per FTE were £234 compared to the average of £413.

The Xpert HR 2016 Survey on Key Metrics identified that the ratio of employees to HR Practitioners was 1:99 (average), Flintshire is 1:374

The current ratio of employees per HR practitioners for Flintshire is 1:382 compared to a median of 1:62.5 (based on headcount as at end of Q1).

Page 26

Service	Current Operating Model	Preferred Operating Model	Discretionary (D) or Mandatory (M)	Current VFM Assessment	2017/18 Resilience levels	2018/19 Resilience levels if Green and Amber options are taken OR/ No Change (NC)	WORKING NOTES Resilience level statement a) Service scale and quality b) Capability c) Service sustainability
Business Partners / Employee Relations and Organisational Development	Council	Council / Collaboration	D			NC	The team has taken on a significant amount of additional work in supporting the ADM programme, the 21 st Century Schools programme, and the North Wales HR Schools collaboration, each of which are highly complex and impact on a significant number of employees, without additional resource. An increase in employment legislation also impacts on the complexity and frequency of changes to both policy and practice. The number of compulsory dismissals is on the increase which in turn has led to an increase in the number of challenge/complexity plus an associated increase in the number of claims to employment tribunal which is anticipated to increase further given the abolition of tribunal fees.

Resilience Statements 2017 - 2019

Organisational Development – Policy and Reward and Learning and Development	Council	Council / Collaboration	D			NC	<p>The resource impact of supporting the extent of organisational change at a senior level is significantly stretched.</p> <p>New and changed existing employment legislation and case law requires changes to policies and associated tool kits/training for HR and managers.</p> <p>Differentials in the pay model following single status have been eroded over last two years as a result of the introduction of the National Living Wage. Complex modelling to understand the impact on our pay model, Part III, indirect costs (for contracted services) and recruitment and retention places further strain on the service.</p> <p>There is a risk of retention among this team's qualified and professional senior managers who given their skills may consider to move to other organisations with greater rewards. The pay gap above these roles does not reflect the significant contribution made by the service managers and does not reflect our desire for effective succession management.</p>
Employment Services (including Payroll, Safeguarding and sys.Admin)	Council	Council / Collaboration	M			NC	<p>Low resilience - any further impacts are likely to prevent the Council from fulfilling its obligation to pay staff correctly, complete the necessary statutory returns to HMRC etc. and to fulfil its safeguarding obligations.</p>
Occupational Health and Well-being	Council / Collaboration	Council / Collaboration	M / D			NC	<p>Until recently we provided a full Occupational Health service to Wrexham County Borough Council; as a trading or partnership model provides better value for money. The loss of this contract results in a loss of income circa £164k per annum which is unlikely to be mitigated in full, leaving a residual pressure of £88k. Low service resilience as posts in this service area are specialist and hard to fill. The service's priority is mandatory health surveillance to ensure legal compliance with</p>

Resilience Statements 2017 - 2019

							our statutory obligations.
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Corporate Finance

CORPORATE FINANCE	Current Value of Service 17/18 budget £2.178m	Cost Reduction over last 5 years = £0.687m Percentage of budget = 31.5%
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Resilience Statements 2017 - 2019

Context – What have we achieved so far (including savings prior to 2015/16)

A comprehensive Finance Function Review was undertaken and implemented in 2013 which centralised the corporate finance function and also generated savings across finance of £0.300m.

The Corporate Finance Business Plan for the period 2015/16 – 2017/18 has identified further savings of £0.675m which means that nearly £1m will have been taken from this key support service in recent years.

The financial year 2015/16 included savings of £0.270m due to a reduction in staffing costs of £0.170m and a £0.100m in relation to grant maximisation. £0.251m was delivered against this target with the remaining £0.019m needing to be met in 2016/17 in addition to the budgeted amount of £0.135m. The staffing reductions were able to be made from Voluntary Retirements and Voluntary Redundancies although this did result in some experienced senior key officers leaving the authority.

The savings target of £0.270m for 2017/18 will be heavily dependent on the success of the new budget monitoring software with the potential for reducing the number of posts required to support day to day financial management responsibilities once the solution is rolled out to budget managers. A review of the Corporate Finance structure is also underway.

External validation / Benchmarking of the service provision

An independent national review of Corporate Services was carried out in 2015/16 and some of the key findings in relation to Corporate Finance are detailed below:-

- **Finance Cost per £1,000 gross revenue expenditure (excluding recharges) is £9.20 (average is £8.18)**
- **Finance Cost per Accountancy FTE is £4.64 (average is £10.27)**
- **Percentage invoices paid within 30 days is 85.8% (average is 93.9%)**
- **Percentage of qualified staff 14.6% (average is 39.4%). Note that since the PA review this is now at 73%.**

The review supported the current direction of travel of the Corporate Finance Business Plan and confirmed it as a modern best practice operating model.

The review also supported the use of the new budget monitoring software and the likelihood of achieving efficiencies although this was classified as an amber risk due to the need to successfully move to a more self-serve way of managers dealing with financial management which is dependent on changing the culture of the organisation at budget holder level.

Resilience Statements 2017 - 2019

Service	Current Operating Model	Preferred Operating Model	Discretionary (D) or Mandatory (M)	Current V/M Assessment	2017/18 Resilience levels	2018/19 Resilience levels if Green and Amber options are taken OR/ No Change (N/C)	WORKING NOTES Resilience level statement a)Service scale and quality b)Capability c)Service sustainability
Treasury Management and Banking	Council	Council	M			NC	Low resilience for a small specialist service that is managing risk for the Council, both in relation to senior knowledge and experience. Day to day operational activities are carried out by an Accounting Technician and Finance Assistant.
Insurance	Council	Council	M			NC	Low resilience for a small specialist area that is managing risks for the Council both in relation to senior knowledge and experience and day to day capacity requirements. An Accountant oversees a small team that comprises an Insurance Officer and 2 part time insurance assistants. Reductions in other service areas have also impacted on the team who are dealing with more day to day service queries on claims.
Vat and Taxation	Council	Council	M			NC	Low resilience within the service: completion of the quarterly vat return has been absorbed within the Technical team although any complex vat or tax queries are referred to a relevant external advisor. Therefore there is no scope to make further efficiencies in this area
Financial Accounting	Council	Council	M			NC	Low resilience in this service: any further reductions are likely to prevent the Council from meeting its statutory duty to produce a set of Financial Statements within the required timescales.

Resilience Statements 2017 - 2019

Page 31

							<p>The production of the annual accounts is a complex and resource intensive exercise. The process is heavily reliant on the Finance Manager – Technical and this is a key risk for the authority.</p> <p>It is also dependent on support from the systems accountant due to the technical nature of the analysis of the financial information. This is also a key risk.</p> <p>The Trainee Accountant has been assigned to this team to support the process in recent months to address previous capacity issues.</p>
Section 151	Council	Council	M			NC	<p>The Council has determined that the role of Corporate Finance Manager be the designated Chief Finance Officer (section 151)</p> <p>As a statutory role there are no options to remove this post.</p> <p>The Finance Manger – (Technical) and Finance Manager – (Strategy and Systems) are currently sharing the deputy section 151 role.</p> <p>The requirement to achieve efficiencies needs to be balanced with the statutory obligation to ensure that the Council has adequate resource to manage its financial affairs.</p>
Management Accounting	Council	Council	M			NC	<p>This function comprises of the generic posts of Finance Managers (4), Accountants (10), Accounting Technicians (27) and Finance Assistants (10).</p> <p>The resource impact of supporting the extent of organisational change at a senior level is significantly stretched and the service is needing to develop new skills (e.g. commercial) to ensure that strategic decision making is based on sound financial advice and analysis. Overstretching this area would leave the Council open to risks of decisions being made on poor or incorrect information and the potential for incurring unnecessary costs.</p>

Resilience Statements 2017 - 2019

							The implementation of new budget monitoring software is likely to lead to a reduction in the need to directly support managers in their day to day financial management responsibilities.
Accounts Payable / Accounts Receivable	Council	Council	M			NC	<p>The team is led by a Team Leader and supported by AP/AR Technicians and AP/AR Assistants.</p> <p>The team has taken on additional work with the introduction of the p2p system and the roll out of e-invoicing with no additional resource. Capacity issues have arisen from staff retention and recruitment.</p> <p>Continuing improvements in technology will increase the options for efficiencies although the team is already small for an organisation of this size.</p>
Schools Services	Council	Council	M			NC	A Finance Manager is responsible for the schools accounting team and the management accounting aspects of the Education and Youth Portfolio. A recent review of the schools Service Level Agreement indicated additional service requirements for the financial management support of schools which is being addressed through additional capacity funded by schools.
Financial Systems	Council	Council	M			NC	<p>Low resilience within this service although consideration of integrating with other system teams could potentially increase that resilience which was recognised in the independent national review.</p> <p>The team is led by an Accountant and supported by Accounting Technician (2.5) and a Finance Assistant.</p> <p>The introduction of the p2p system has been implemented with no additional resource.</p> <p>The team is leading on the introduction of the budget monitoring software and will undertake the system admin role and lead on future developments.</p>

Resilience Statements 2017 - 2019

							In addition the team is led by an experienced accountant who is often relied upon to contribute to more mainstream accounting matters.
Organisational Change (ADM) etc.	Council	Council	M			NC	The Alternative Delivery models vary in governance arrangements and the extent to which the Council supports the financial management arrangements. These initiatives have presented challenges due to their innovative and specialist nature and there is a need to build up a level of knowledge and expertise as the Council embarks on other projects.

Resilience Statements 2017 - 2019

Governance

<p>GOVERNANCE</p>	<p>Current Value of Service (17/18) Budget £7.672m (£4.843m influenceable spend)</p> <p>Democratic £1.924m (£0.591m influenceable spend) Legal, £0.688m ICT, £4.445m (Influenceable spend £2.949m) Internal Audit £0.447m Procurement £0.168m</p>	<p>Cost Reduction over last 5 Years £1.727m (35.66% of influenceable spend)</p> <p>Democratic £0.208m – 10.8% (35.2% of influenceable spend) Legal £0.186m – 27% ICT £1.333m - £30% (45% Influenceable spend) Internal Audit £0.031m – 7%</p>
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Page 34

Democratic Services

External validation / Benchmarking of the service provision

The KPMG/CIPFA benchmarking 2016 showed £3,000 spend/1000 population (£4,000 Wales average)

The independent national review report found that:-

- the service has modern operating processes
- current management structure does not meet organisational design standards
- the proposed structure will produce a lean operating model and greater resilience

The revised structure was implemented 1st November 2016.

Current Performance level / Value for Money considerations / Unit cost

Benchmarking information around performance does not exist for all of democratic services as much of the work is responsive to factors outside the control of the services provided.

In Electoral Services, sustained efforts by the team following the introduction of Individual Elector registration resulted in an increase of 3176 electors between December 2014 and June 2017.

Resilience Statements 2017 - 2019

Internal Audit Service

Current Performance level / Value for Money considerations / Unit cost

The annual plan consists of 1,125 audit days in the annual plan, which equates to 4.48 audit days per £m Council revenue budget. Benchmarking across Wales shows this is below the average of 5.19 audit days per £m.

ICT Services

External validation / Benchmarking of the service provision

KPMG/CIPFA benchmarking 2016

- Net expenditure £20.7k/1000 population compared to a national average of £20.4k/1000 population.
- Incidents resolved within defined service level 93% compared to a national average of 88%.
- £341 support cost per workstation (£512 national average).
- £212 support cost per user (£428 national average).

The independent national review report

- The operating model was modern, lean and efficient.
- IT Services has consolidated all of the Infrastructure teams under one manager and Business teams under another manager. This is one of several good practice IT organisation designs – built around technical capability. This model includes IT business partners.
- Ratification of identified efficiencies as detailed in IT Business plan.

Current Performance level / Value for Money considerations / Unit cost

Society of IT Management (SOCITM) – Better Connected May 2017

- 3 star website (1 – 4 star rating, 4 being highest)

Resilience Statements 2017 - 2019

Society of IT Management (SOCITM) – Benchmarking 2017

The service has participated in an all Wales benchmarking exercise May 2017, comprising 18 Welsh Unitary Authorities.

Flintshire's results from the benchmarking exercise are detailed below:-

- Percentage of total expenditure spent on IT – 1.5% (average 1.4%)
- ICT spend per head of population - £ 29 - (average £30)
- ICT spend per user - £1,500 – (average £1,500)
- ICT spend per device supported - £600 – (average £579)
- Number of staff supported per ICT FTE – 62 – (average 56 - 5th highest)

Legal Services

External validation / Benchmarking of the service provision

KPMG/CIPFA benchmarking 2016:

- £6,700 actual spend/1000 population (£7,900 Wales average)
- 7th smallest spend in Wales/1000 population (15/22 with 1 being the highest)
- Income 4% (12% Wales average)

Independent national review report

- more flexibility/less specialisation to increase resilience
- modernise working practices through increased use of ICT, greater use of templates, standardised instruction forms, building client knowledge
- increase income
- increase management capacity

Resilience Statements 2017 - 2019

Current Performance level / Value for Money considerations / Unit cost

Legal Services are part of a collaborative working pilot in relation to prosecutions and in 2016/17 dealt with 26 prosecution matters on behalf of the collaboration.

Child Care team issued proceedings on approx. 52 child care cases in 2016/2017.

Capital receipts achieved 2016/2017 – £1.556 million (plus £950k – (for council fund))

Income generation for 2016/2017 – £105,734

Procurement

External validation / Benchmarking of the service provision

The Bangor Business Case in 2014 identified the current model as the optimum and most cost effective choice from a range of 5 options.

Current Performance level / Value for Money considerations / Unit cost

Formal benchmarking data does not exist within Wales for procurement services. Informal data using comparisons with neighbouring English authorities show that the joint service has fewer procurement officers per £1m of council spend and per 1000 head of population.

Page 37

Service	Current Operating Model	Preferred Operating Model	Discretionary (D) or Mandatory (M)	Current VFM Assessment	2017/18 Resilience levels	2018/19 Resilience levels if Green and Amber options are taken OR/ No change (N/C)	WORKING NOTES Resilience level statement a) Service scale and quality b) Capability c) Service sustainability

Resilience Statements 2017 - 2019

Democratic Services							
Committees	Council	Council	M			NC	Further reductions in staffing levels will directly impact on service provision
Elections	Council	Council	M			NC	Further reductions in staffing levels will directly impact on service provision
Member Support	Council	Council	D			NC	Further reductions in staffing levels will directly impact on service provision
Internal Audit	Council	Council / Collaborate	M			NC	Further reductions in staffing levels will directly impact on service provision
Legal Services							
Adult Social Care and child care	Council	Council / Collaborate	M			NC	The work levels in child care remain constant and there is growth in adult social care from applications under the Deprivation of Liberty Safeguards (DOLS)
Contracts & procurement, Planning advice	Council	Council / Collaborate	M			NC	Demand remains high and though the team has recently increased capacity in this area it remains below what is required
Conveyancing, highways and rights of way	Council	Council / Collaborate	M			NC	Demand remains high to service continued applications and the capital sales programme
Education, employment, housing and litigation	Council	Council / Collaborate	M			NC	Further reductions in staffing levels will directly impact on service provision
Procurement							
Procurement	Collaborate	Collaborate	D			NC	This is a shared service hosted by Denbighshire
ICT							
Business Solutions & Digital Solutions	Council / Commission	Council / Collaborate / Commission	D			NC	Further reductions in staffing levels will directly impact on service provision
Information Governance	Council / Commission	Council / Collaborate / Commission	Part D Part M			NC	Further reductions in staffing levels will directly impact on service provision
Records Management	Council	Council	M			NC	Further reductions in staffing levels will directly impact on service provision
Business Relationship Management	Council	Council / Collaborate / Commission	D			NC	Further reductions in staffing levels will directly impact on service provision
ICT Communications	Council / Commission	Council / Collaborate / Commission	D			NC	No changes proposed. Demand outstrips capacity – hence Amber
Digital Print	Council	Council /	D				New model of Council and Commissioning

Resilience Statements 2017 - 2019

		Commission					provision will have started in 2017/18, hence Green resilience
Central Despatch	Council	Council / Commission	D				New model of Council and Commissioning provision hence Green status
Workplace technologies Infrastructure Delivery Infrastructure Solutions	Council / Commission	Council / Collaborate / Commission	D			NC	No changes proposed. Demand outstrips capacity – hence Amber
Training and Support	Council	Council / Commission	D			NC	No changes proposed. Capacity can cope with current demand.

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Future Operating Models and Projected Efficiencies 2018/19 and onwards

Corporate Services Summary

2018-19 Projected Efficiencies – Ranked by Risk

Risk	Efficiencies
Green - Moderate	£0.010m
Amber - Medium	£0
TOTAL POTENTIAL SAVINGS	£0.010m



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO / SERVICE	HUMAN RESOURCES								
	Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description 2018-19	Range of Efficiencies 2018/19 and Organisational Change support (if required) Minimum £ Maximum £	Estimated Efficiency 2018/19 £	Financial Confidence Grading Low (L) Medium (M) High (H)
Employee Relations	Council Discretion	Council / Collaboration	Protect and develop to operate more effectively	No	None – unless service provision reviewed and reduced. HR & OD budget is 99% staffing so any savings would require a reduction in staff which will impact on service delivery.				
Organisational Development	Council Discretion	Council / Collaboration	Protect and develop to operate more effectively	No	None – unless service provision reviewed and reduced. HR & OD budget is 99% staffing so any savings would require a reduction in staff which will impact on service delivery.				
Organisational Development - Policy	Council Discretion	Council / Collaboration	Protect and develop to operate more effectively	No	None – unless service provision reviewed and reduced.				



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO / SERVICE	HUMAN RESOURCES									
	Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description 2018-19	Range of Efficiencies 2018/19 and Organisational Change support (if required) Minimum £ Maximum £	Estimated Efficiency 2018/19 £	Financial Confidence Grading Low (L) Medium (M) High (H)	Risk Rating Confidence in delivery
Organisational Development - Learning and Development	Council Discretion	Council / Collaboration	Protect and develop to operate more effectively.	No	None – unless service provision reviewed and reduced. HR & OD budget is 99% staffing so any savings would require a reduction in staff which will impact on service delivery					
Employment Services (including Payroll, Safeguarding and sys.Admin)	Mandatory	Council / Collaboration	Protect and refresh Explore opportunities with other North Wales authorities such as Wrexham and/or Denbighshire	Yes – limited opportunities to provide payroll services to others.	None – unless service provision reviewed and reduced.					



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO / SERVICE	HUMAN RESOURCES								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
	<ul style="list-style-type: none"> * Mandatory * Council * Discretion * Historical 	<ul style="list-style-type: none"> * Council * Collaborative * Commissioned * Cease 	<ul style="list-style-type: none"> * Reduce *Protect *Develop *National Resolution 		2018-19	Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
Occupational Health and Well-being	Part Mandatory, part council discretion	Council / Collaboration	Protect and develop to operate more effectively.	Yes – limited opportunities unless alternative trading model adopted to provide service to others.	None – unless service provision reviewed and reduced. HR & OD budget is 99% staffing so any savings would require a reduction in staff which will impact on service delivery				



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO / SERVICE	GOVERNANCE									
	Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description 2018-19	Range of Efficiencies 2018/19 and Organisational Change support (if required) Minimum £ Maximum £	Estimated Efficiency 2018/19 £	Financial Confidence Grading Low (L) Medium (M) High (H)	Risk Rating Confidence in delivery
Democratic Services – Committees and Scrutiny	Mandatory	Council	Protect	No	None					
Democratic Services - Elections	Mandatory	Council	Protect	No	None					
Democratic Services - Member Support	Discretionary	Council	Protect	No	None					
Digital Print	Discretionary	Commissioned	Reduce	No	Cease this service and commission externally					
ICT	Discretionary	Council / Collaborate / Outsource	Protect Service committed to investigate further opportunities for cloud based delivery	Potential commercial opportunity for Hosting Business systems on behalf of Region / Sub Region (dependant on timescales and appetite)	Income will depend on timescales for collaboration projects					



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO / SERVICE	GOVERNANCE									
	Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description 2018-19	Range of Efficiencies 2018/19 and Organisational Change support (if required) Minimum £ Maximum £	Estimated Efficiency 2018/19 £	Financial Confidence Grading Low (L) Medium (M) High (H)	Risk Rating Confidence in delivery
Page 46 ICT - Training and Support					across region for collaboration)					
	Discretionary	Council	Protect	No	ICT training service provides training and support for members of staff and Council Members. The Training Service provides formal training, one 2 one training and User acceptance testing and associated users guides for new / upgraded IT facilities e.g. Outlook / Skype Procurement of this service externally likely to cost more than current provision.					
	Mandatory	Council / Collaborate	Protect	No						



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO / SERVICE	GOVERNANCE									
	Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description 2018-19	Range of Efficiencies 2018/19 and Organisational Change support (if required) Minimum £ Maximum £	Estimated Efficiency 2018/19 £	Financial Confidence Grading Low (L) Medium (M) High (H)	Risk Rating Confidence in delivery
Legal Services	Mandatory	Council / Collaborate	Protect / develop	No						
Records Management	Mandatory	Council	Protect	No	Reducing the amount of records in storage will save at least £10k per annum. The service has historically carried a pressure. The efficiency delivered will reduce the budget pressure	£5K - £10k 2 years invest to save funding of £13k (already agreed)	£10k	H	H	



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO / SERVICE	CORPORATE FINANCE								
	Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description 2018-19	Range of Efficiencies 2018/19 and Organisational Change support (if required) Minimum £ Maximum £	Estimated Efficiency 2018/19 £	Financial Confidence Grading Low (L) Medium (M) High (H)
Treasury Management	Mandatory	Council	Protect/Develop (structural opportunities)	No	None (already high risk)				
Insurance	Mandatory	Council/Collaborative (Strategic)	Protect/Develop	No	None (already high risk) Key Manager Savings already made				
Taxation	Mandatory	Council	Protect	No	None (already high risk) Key Manager Savings already made				
Financial Accounting	Mandatory	Council	Protect/Develop (succession planning)	No	No – Team already lean				
Management Accounting	Mandatory	Council	Reduce/Protect	No	Yes (already assumed in previous business plan)				
AP/AR	Mandatory	Council/Collaborative	Reduce (share and/or system improvements)	No	Possibly but system and organisational changes needed. Roles are expanding with P2P support and training now moved to within this team.				



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO / SERVICE	CORPORATE FINANCE								
	Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description 2018-19	Range of Efficiencies 2018/19 and Organisational Change support (if required) Minimum £ Maximum £	Estimated Efficiency 2018/19 £	Financial Confidence Grading Low (L) Medium (M) High (H)
Schools Services	Mandatory	Council/Commissioned	Protect	No	No – Team already Lean.				
Financial Systems	Mandatory	Council/Collaborative (Internal and External)	Protect / develop	No	No – Roles are expanding, small team, new responsibilities for P2P transferred.				
Organisational Change (ADM) etc	Mandatory	Council (initially)	Protect	Potentially	No				



Future Operating Models and Projected Efficiencies 2018/19 and onwards



Community and Enterprise

PORTFOLIO / SERVICE	COMMUNITY & ENTERPRISE	Current Value of Service 17/18 budget £12.518m	Cost Reduction over last 5 years = £4.632m Percentage of Budget = 37%
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Efficiencies achieved in 2016/17

£ 198,000	Customer Services	(39% of 13/14 budget)
£ 285,000	Community Support Services	(16% of 13/14 budget)
£ 986,000	Revenues & Benefits	(9% of 13/14 budget)
£ 100,000	Senior Management Restructure	(28% of senior management salaries budget)
£1,569,000	TOTAL	

Efficiencies achieved prior to this are:

£ 137,000	Customer Services	(27% of 13/14 budget)
£ 593,000	Community Support Services	(33% of 13/14 budget)
£1,125,000	Revenues & Benefits	(10% of 13/14 budget)
£ 270,000	Targeted Review of Council Tax single person discount claims	
£ 110,000	Sheltered warden restructure (2013/14)	(6% of 13/14 budget)
£ 60,000	Welfare Rights reductions (2014/15)	(3% of 13/14 budget)
£ 768,000	Other service efficiencies	
£3,063,000	TOTAL	

Resilience Statements 2017 - 2019

Customer Services / Customer Support Services / Revenues and Benefits / Welfare Rights

Context – What have we achieved so far (including savings prior to 2015/16)

During 2016-17, the Revenues service managed to improve collection levels to the highest levels ever recorded by the Council, resulting in Flintshire collecting 'in-year' the highest level of 98.2% for Council Tax and 99.1% for Business Rates. The council sets the highest assumed collection level across Wales at 99.0%. The Council Tax Base continued to grow as a result of good management of the Base which helps to minimise future Council Tax increases.

The final phasing out of Post Office payment options was achieved in 2016-17 as customers migrated to more cost effective payment channels across all service areas.

In addition to the internal efficiencies, the benefits service has also managed externally imposed efficiencies due to reducing Central Government grants since 2014-15 and a static administration grant from the Welsh Government since 2013.

The Revenues and Benefits services are continuing to develop and realign staff roles with more junior posts dealing with less complex work to release efficiency savings wherever possible.

The introduction of the in-house bailiff service has brought significant benefits. Firstly, by raising additional net income of £245,000 during the first two years of trading. Secondly, taking back control of debt recovery services from external service providers has helped to improve collection levels. Thirdly, using an in-house bailiff team helps to identify vulnerable households that require intervention and support to mitigate against debt problems.

Work has now commenced to centralise financial assessment work where possible across the Council to remove duplication, improve service delivery and release efficiency savings.

The Housing (Wales) Act 2014 has brought changes in terms of service delivery and pressures affecting homelessness and the private rented sector. The introduction of the duty to prevent homelessness has increased the workload for the housing solutions team, whereby the Local Authority now has a statutory duty to prevent homelessness within 56 days. In addition, the introduction of Rent Smart Wales and continuing Welfare Benefit reforms have limited the availability of suitable, affordable accommodation for customers across the county.

Introduction of Flintshire Connects changed the approach to face to face customer transactions in the county. The service has enabled the Council to provide support to vulnerable customers in their own locality. The service has also enabled service areas to generate efficiencies through the transfer of tasks to Connects, i.e. Cash Office Closures, Blue Badges, Housing Benefits and Housing Solutions and many more. In 2016-17 Flintshire Connects assisted over 98,000 customers.

Flintshire Connects has and continues to play a fundamental part in supporting residents in the impact of Welfare Reforms. Customers are assisted to understand their entitlements as part of maximising incomes and further assisted to make the relevant claims and access the relevant support to mitigate the impacts. Universal Credit went full service in Flintshire in April 2017 and up to September 2017 Connects have provided assistance to 1879 customers in relation to this change alone. The support offered varies from assisting to make an initial application to access to a wide range of support services available.

Resilience Statements 2017 - 2019

Flintshire Connects - April 2017 – September 2017	
Enquiry about UC	712
Referred Customer to UC Website	405
Customer Used Self Service to make claim (Unassisted)	71
Online UC claim - Low level Assistance	137
Online UC claim - One to One Support	152
Managing Online Claim	120
Setting Up an Email Address	58
Referral For Support	24
Referral for DAF	24
Assistance To Apply for DAF	26
Foodbank	48
DHP	93
Assistance to Request Advance Payment	9
Other (Please Specify)	0
Total Number of Enquiries	1879

Page 53

As more and more services become digital access only, Connects plays an important role in assisting customers who do not have the required IT skills or equipment to access services online, for example, Universal Credit claims. Digital transformation is a key priority for the Council with a large scale project due to commence to transform the current offer and encourage customers to access services online. This in turn will drive efficiencies through reductions in telephone calls and face to face visits but the success of this will rely on support for customers who need it to be able to be supported to access these services and not be digitally excluded.

Flintshire transformed its approach to letting social housing through the SARTH regional partnership which has reduced duplication across partners all holding and maintaining separate registers and also ensures a fair and consistency approach to both eligibility and lettings.

Demand for social housing is growing and there are currently over 1600 applicants on the Housing Register awaiting social housing. As the availability affordable private sector housing reduces, the work the teams do in assisting with wider housing options such as Affordable Rental and Home Purchase is key in helping to address the growing housing need in Flintshire.

Resilience Statements 2017 - 2019

Following a significant transformation of the housing solutions service including the development of a triage service to manage the new Common Housing Register in 2015/16, the Council won a bid to deliver these services for Denbighshire County Council bringing in additional income in to the council. The triage service dealt with over 50% of the initial enquiries in 2016/17 releasing more specialist staff to deal with more urgent homeless cases.

During 2016-17 the Customer Service Strategy was developed to set out a framework about how the Council will deliver modern and efficient face to face, telephone and digital services, with a commitment to providing excellent services to customers and value for money to the taxpayer. A detailed review of existing customer access channels has commenced which has identified two significant transformation projects; develop digital services to enable customers to do more for themselves which in turn will reduce telephone contact which is too high. This transformation is critical to enable the council to realise efficiencies through delivering its services more efficiently i.e. offering customers more choice to self-service online.

The Registration Service recorded excellent performance against national key performance indicators set by the Registrar General with birth and deaths registered quicker than the national achievement. A review of non-statutory fees was completed, introducing new fees to ensure costs are fully recovered and premium rates applied to those services most in demand e.g. weekend marriage ceremonies. Birth declarations were made available in Connah's Quay Connects, and this was further expanded to include Holywell Connects thus reducing the need for additional hours delivered by the Registration Service and making services available in town centre locations to improve the service for customers.

The Welsh Translation Service negotiated a new three year collaboration agreement with Conwy County Borough Council to ensure the Council meets its duties in respect of the new Welsh Language Standards. The ongoing collaboration with Conwy County Borough Council provides resilience and enables the Council to deliver translation services at a lower cost compared to employing its own staff.

The Welfare Rights Service transferred to Citizen's Advice Flintshire (CAF) in October 2016. The collaboration with CAF was put in place to protect the service and make best use of limited resources by linking with the Advice Gateway.

External validation / Benchmarking of the service provision

External and independent research work (conducted by CIPFA and KPMG) around the cost of running the Revenues service demonstrates that Flintshire maintain an upper quartile position for operating a low funded service. Across the region, the service also operates with one of the lowest staffing levels (based on the number of staff against the number of households liable to pay).

The Housing Benefit service and the associated subsidy claim is subject to detailed and in depth audit of systems, payments, calculations, subsidy claimed each year by both internal and external audit bodies.

The Housing Solutions Team has been benchmarked with other Wales Local Authorities as part of external work to assess readiness for the change in legislation. This work identified the team was of adequate size to deal with the pressures at that time. However, the work of the service has grown significantly since the introduction of the new Act. Prior to the new legislation there were 4 Housing Solutions Officers who were working with an average caseload of 65. Currently there are 7 FTE staff members with an average of 60 cases each. This is a 61% increase in workload across the service. This additional staffing has been created on a temporary basis as a result of transition funding made available by the Welsh Government.

Resilience Statements 2017 - 2019

In 2016/17 there were 3362 triage applications taken for those people presenting to the department with a housing need. This is a 35% increase compared to 2015/16. Of the 3362 triages, 1232 were referred to the Housing Solutions Service as homeless or threatened with homelessness within 56 days. Whilst this figure remained broadly similar to the number of referrals received in the previous year, the work undertaken for each case has increased significantly.

The number of people presenting with complex/multiple needs and the lack of move through to suitable, affordable accommodation has also had an impact on the availability of support services. In 2015/16 customers waited an average of just over 1 day for a referral to be allocated to support services. In 2016/17 this had increased to 4 days.

The availability of social and private rented housing has also had an impact on the ability for the service to be able to discharge their duty under the legislation. In April 2016 there were 960 households on the social housing register. In June 2017 this had risen to 1573. As a result of the introduction of Rent Smart Wales, a significant proportion of private rented properties do not meet the required standards. In 2016/17 there were 43 Bonds issued to help people access private rented accommodation compared to 133 in the previous year.

In 2016/17 79% of those customers contacting the department as threatened with homelessness had their homelessness prevented.

The Registration Service is regulated by the Registrar General, General Register Office. The service is providing a very good level of service and is meeting or exceeding the national targets for the timeliness of birth and death registrations and availability of appointments. The Registrar General introduced a new Public Protection and Counter Fraud framework in 2016/17 requiring all registration districts to report on 10 criteria (67 measures) and Flintshire successfully reported sufficient level of assurance regarding compliance with the framework.

Flintshire has been identified by Welsh Government as a progressive local authority in the way it has developed innovative approaches to increasing the supply of affordable housing across the county through the establishment of NEW Homes and the SHARP.

Current Performance level / Value for Money considerations / Unit cost

- The service is the highest performing Council in Wales for the collection for Council Tax in-year and currently also sets the highest long term assumed collection level for Council Tax compared to all other Welsh Council's. The service also achieves an upper quartile position for the collection of Business Rates.
- The latest published statistics for Housing Benefit Processing shows that Flintshire performance is 5th best in Wales and above the national UK average (as at Q3 16/17).
- Flintshire achieved the highest recorded collection level in Wales for the collection of Council Tax, recovering 98.0% and in 2016-17 this increased even further an in-year collection rate of 98.2%. In monetary terms a 0.2% increase equates to additional income of £250,000
- Flintshire has always retained an 'upper quartile' position for the collection of business rates and in 2015-16 achieved a collection level of 97.9% and in 2016-17 this increased to 99.1%. In monetary terms the 1.2% increase in collection equates to additional income into the national collection pool of £850,000

Resilience Statements 2017 - 2019

- Central Government administration subsidies have been reducing year on year and the administration subsidy for Council Tax reduction has remained static since 2013. In spite of this the service has improved performance and delivered £240,000 efficiency savings (by end 17/18) from the staffing budget.
- Work has been ongoing (and will continue) to develop the service structure to ensure that the work is completed at the lowest possible level. This has delivered efficiencies which will amount to £240,000 by the end of 2017/18.
- The development of an in-house bailiff service in 2015-16 has delivered an additional income stream/surplus after running costs of £70,000 in 2015-16 and £175,000 in 2016-17.
- In 2016/17 Flintshire Connects provided advice and support to over 98,000 customer enquiries that would have previously been made direct to service areas or in some instance no support offered.
- In 2016/17 3362 customers approached the Council for Housing Advice and assistance, of which 1758 were referred to the Housing Register. 1232 referral were made to the Housing Solutions service for those people who were homeless or threatened with homelessness within 56 days.
- Customers referred to support services had an average wait of 4 days in 2016/17 compare to just over 1 day in the previous year.
- The demand for social housing has and continues to grow with over 1600 applicants waiting for social housing in Flintshire in September 2017 compared to 960 in April 2016

Regeneration & Enterprise

Context – What have we achieved so far (including savings prior to 2015/16)

- The service has reduced revenue funded job roles by five since 2014/15. (A reduction of 42%). In addition, six grant funded posts came to an end as the funding reached its completion date and a further 3 grant funded positions were deleted as part of restructuring. The staff team now comprises seven positions funded through the Council revenue budget and 39 positions funded through capital, earned income or grant programmes.
- The service now has a small team to secure and manage funding and the remainder of the service is linked to programme delivery (and the numbers of people employed will be matched to the level of programme resource available each year.
- Reduction in scale of tourism service from two full time staff to one and closure of Mold Tourist Information Centre and development of Flintshire Connects offices to provide visitor information.
- Absorbed 30% WG funding reduction for the Communities First programme in March 2017 and restructured service in 2016/17 to find further back office savings and to release resources for front line delivery.

External validation / Benchmarking of the service provision

- Economic development team is very highly regarded by businesses for their client management and business networking activity. Independent (unpublished) research found Flintshire businesses valued this support above that provided by all other agencies.
- The economic development service is the smallest in North Wales and responds to the needs of one of the largest economic areas in North Wales (5 staff compared to 9 Wrexham, 12.5 Denbighshire, 10 Conwy, 11 Gwynedd and 6.5 Anglesey).

Resilience Statements 2017 - 2019

Current Performance level / Value for Money considerations / Unit cost

- The energy team delivered improvements to 2,081 properties during 2014/15 and 2015/16, bringing in just over £4m of funding, and saving £528,440 in annual energy bills for households in Flintshire as well as 55,198t of CO2 over the lifetime of the improvements.
- £6m of external funding for regeneration programmes secured for 2014/15 and 2015/16.
- 649 properties improved in the Renewal Area 2014/15 and 2015/16 to improve the quality of life of residents and support the economic growth of the area.
- Disabled Facilities Grant performance in lower middle quartile in Wales for number of days taken to complete adaptation. An ongoing review programme is underway to improve performance.

Efficiency

- Capitalisation of the salaries of the majority of staff and charging their time against specific programmes and external funding wherever possible.
- 75% reduction in scale in the regeneration service. The service now has a minimal core team to secure and manage funding and the remainder of the service is linked to programme delivery and the scale of the service will ebb and flow depending upon the available resources.
- Reduction in management and premises costs in the Communities First programme to free up increased resources for service delivery.
- Development of energy efficiency framework to reduce delivery costs and increase income generation opportunities.
- Phased out of core funding to voluntary sector partners.

Housing Programmes

Context – What have we achieved so far (including savings prior to 2015/16)

- NEW Homes continues to grow steadily and generated a surplus of £24K during 2015/16.
- The Council has approved lending of £7.93M to NEW Homes for the construction of 62 affordable homes on The Walks, Flint. This will generate c£4M income for the Council during the lifetime of the loan.
- Secured 239 shared equity properties and 21 gifted properties through planning conditions and S106.

External validation / Benchmarking of the service provision

Flintshire has been identified as a progressive Local Authority in the way that it has developed innovative approaches to increasing the supply of affordable housing across the county through the establishment of NEW Homes and the SHARP programme. Overall, the service will be measured by the number of new homes that will be delivered across the County. A robust internal and external performance framework has been established to monitor progress for the outcomes achieved by the different work streams overseen by the Housing Programmes Team. These will enable effective performance management and benchmarking with other local authorities in Wales. The different areas within Housing Programmes include:

- Strategic Housing And Regeneration Programme (SHARP) – Performance measures and targets have been developed which focus upon the cost, quality and delivery of the new homes, the development of supply chain opportunities (including for small and medium enterprises); local employment opportunities and education and training initiatives. These targets have been contractualised within the SHARP contract the aim being to have a

Resilience Statements 2017 - 2019

systematic reporting structure which will inform performance reporting on the contract, but also fulfil other required reporting measures such as the Welsh Community Benefits Toolkit and Communities First with the minimum of duplication;

- NEW Homes – progress against targets set out in the New Homes Business Plan 2015/20 are reported twice annually to the Council's Community and Enterprise Scrutiny Committee. NEW Homes accounts are also audited as part of FCC Group Accounts and are published through Companies House;
- Bond Scheme – This service is funded from a grant from Welsh Government. The cost of this scheme - salaries, recruitment costs, management costs, running costs, travel expenses, training, audit fees and other costs are reported on a quarterly basis to Welsh Government. Accompanying the financial report is a progress report detailing the number of bonds claimed within the period; bond value claimed in the period *and* number of cases of homelessness prevention;
- Social Housing Grant (SHG) Programme – This is a capital grant made available by Welsh Government for housing associations. The delivery of new social and affordable properties by local housing associations in Flintshire through SHG allocation is monitored through regular progress meetings with housing associations and quarterly returns to the Welsh Government by the Housing Programmes Team;
- Planning and Welsh Government – number of new build completions and affordable homes provided is benchmarked and published each year.

Current performance level / value for money considerations.

- The Housing Programmes Team was established in October 2015.
- The net annual budget for the Housing Programmes Service is £0.171m (2017/18). The gross budget of £0.683m funds 10.5 ftes. 75% of the budget is sourced from external sources and the HRA.
- Flintshire has been identified by Welsh Government as a progressive local authority in the way it has developed innovative approaches to increasing the supply of affordable housing across the county through the establishment of NEW Homes and the SHARP.
- The Housing Programmes Team is tracking community investment outcomes across the SHARP programme. Progress to date:
 - 340 local people have benefited from employment and training
 - 2,590 training weeks for local people
 - £1m+ invested into training local people
 - 60 students supported by our education programmes
 - £4.5m+ spent with local SMEs
 - £244k invested into local charities and good causes
 - £19k spent with social enterprises
 - £8.6m economic, environmental and social value generated for Flintshire communities.
- The Housing Programmes Team is recognised by Welsh Government for its approach when responding to unauthorised gypsy traveller encampments;
- NEW Homes continues to grow and generate a return for the Council;
- The Bond Scheme continues to assist Flintshire households access the private rented sector by issuing a Bond deposit to private landlords.
- Through its Strategic Housing role, the Housing Programmes Team contributes positively towards strategic decisions and activities associated with effective planning and delivery to meet the housing needs of all residents across all tenures in Flintshire. Key elements of the strategic function undertaken include assessing and planning for the current and future housing needs of the local population across all tenures by ensuring that the Council's affordable housing provision informs and complements the Council's Unitary Development Plan (UDP) and Local Development Plan (LDP)


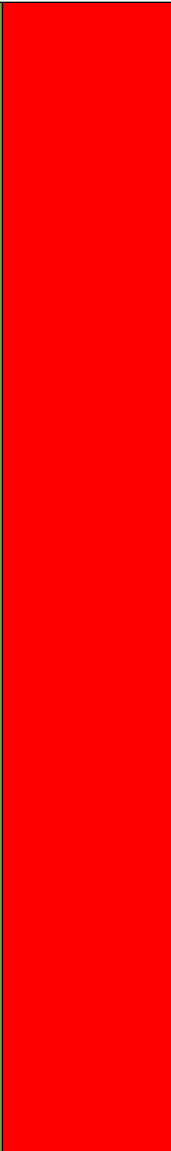
Resilience Statements 2017 - 2019

respectively.; making the best use of the existing housing stock; planning and facilitating new supply and planning and commissioning supported housing.

- The first new Council homes were delivered through the Council's Strategic Housing and Regeneration Programme (SHARP) at the former Custom House School, Connah's Quay (12 new Council homes). Good progress is being made at The Walks, Flint which will deliver 92 new Council and affordable homes. Thirty of these will be managed by the Council through the Housing Revenue Account (HRA). The remaining 62 properties will be managed by NEW Homes. Work has also begun on a further 5 sites at Leeswood, Mold and Connah's Quay which will deliver a further 40 properties later in 2017.
- Cabinet approved feasibility works on a further 22 sites across Flintshire which will potentially deliver a further 363 properties. With these properties, the total programme will comprise 507 homes which includes 277 Council properties, 157 affordable rent properties and 73 affordable purchase properties. Over the next couple of years the Council will have access to additional grants from HFG2 to support the SHARP programme delivery, potentially c.25% of costs.
- The council commissions Housing Association new build schemes which are allocated Social Housing Grant on behalf of Welsh government. This activity is not funded directly but is essential in meeting housing need locally. SHG has an allocation of £1.5m per annum for the delivery of 226 social, intermediate and extra care units between 16/17 – 18/19. The 2 Extra care schemes within our PDP will provide 125 new units for elderly residents. In addition there are proposed allocations for the HFG2 which is also monitored as part of the PDP.
- The team is responsible for Gypsy and Traveller arrangements on behalf of the Council. New processes have been developed drawing on best practice from other areas. The Managers in the team work closely with the Police and other internal teams to resolve illegal encampments. The council has a small resource to manage this activity (part of the duties of 2 posts across the council) and has struggled in recent months to deal with the scale of resource needed to tackle an increased number of encampments.

Service	Current Operating Model	Preferred Operating Model	Mandatory (M) or Discretionary (D)	Current V/M Assessment	2017/18 Resilience levels	2018/19 Resilience levels if Green and Amber options are taken OR/ No Change (NC)	WORKING NOTES Resilience level statement a) Service scale and quality b) Capability c) Service sustainability

Resilience Statements 2017 - 2019

<p>Homelessness</p>	<p>Council</p>	<p>Council /collaboration (build on SARTH model)</p>	<p>M</p>			<p>NC</p> <p>Service scale and quality The service needs the capacity to prevent homelessness. These prevention activities such as access to private sector properties, negotiating with landlords and supporting tenants to maintain tenancies prevent higher costs of a household becoming homeless. 133 households were helped to access affordable private sector properties in 2015/16. If these households had become homeless there are a range of costs associated with homelessness but the costs of B&B alone would have been £100,000* The team needs capacity to have officers available to respond immediately to manage cases that become homeless in order to fulfil its statutory duty.</p> <p>The service has seen an increase in workload that equates to 61% since the introduction of the new legislation. In addition there has been a reduction in the number of suitable, affordable accommodation available for discharge of duties.</p> <p>Flintshire continues to commit to 'no rough sleeping' and provides assistance above and beyond that required in the legislation for anyone who is homeless within the county. The impact of Welfare Reform changes has presented challenges in terms of prevention work undertaken. More and more Landlords are unwilling to take tenants in receipt of UC due to the delays in receiving payments and the difficulties in arranging for payments to be made direct to the Landlord. The introduction of Rent Smart Wales has also limited the amount of accommodation that is available as many private properties across the county did not meet the required minimum standards.</p>
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Resilience Statements 2017 - 2019

Page 61

							<p>Capability There are a range of services that help meet housing need including accommodation support, debt advice and the private sector team. There are 5 officers that take referrals for those threatened with homelessness. A re-design of the service has seen the development of a triage service so that customers are forwarded to the most appropriate team promptly and the specialist officers are freed up to deal with homeless cases.</p> <p>Service sustainability The service will see reducing funding as the transitional funding tapers. The service needs to retain experienced officers who can successfully prevent homelessness through a range of activities and methods. *based on length of stay 17 days @£44 per night</p>
New Homes	Commissioned	Commissioned	D				<p>Service Scale and Quality NEW Homes is a wholly owned Housing company. It is expected to make a surplus each year which can be returned to the council. A target of 30k has been set for 18/19. The service to manage private landlord housing stock and to help customers enter the private rented sector is part funded by the Council through external revenue funding.</p> <p>Capability There are 3 team members and an ambitious growth plan to support the demand for affordable housing for the squeezed middle. The team manage properties transferred by private developers as a requirement of Section 106 agreements and affordable housing properties that have been developed</p>

Resilience Statements 2017 - 2019

							as part of SHARP.
							<p>Service Sustainability This is a growth area and any reduction in staffing resource would have a negative impact on the NEW Homes business plan targets and local affordable housing need.</p>
SARTH	Collaborative	Collaborative	M			NC	<p>Service Scale and Quality SARTH is a partnership funded by the LA and all Social Landlords in Flintshire. The number of applicants approaching for housing advice and assistance is increasing and this is placing significant pressure on the service to meet demand. FCC also host the Housing register for DCC and charge for this service. Currently a small team of three manage all applications for both County's.</p> <p>Capability Due to increasing pressures through the rising demand for social housing any reduction in staffing levels would be a risk to service delivery and DCC contract through an inability to meet SLA.</p> <p>Service sustainability Reduction of posts would lead to a reduction in service delivery resulting in increased delays in processing applications which would place a significant risk to applicants. The DCC contract could be at risk which would also mean a loss of funding and damage to reputation and could have impacts on the Council's ability to further grow this service to new partners. Further reductions would also risk partners pulling out of SARTH due to an inability to manage the register adequately.</p>
Strategic Housing Function	Council	Council	M			NC	<p>Service Scale and Quality The Strategic Housing Function is managed</p>

Resilience Statements 2017 - 2019

						<p>and administered through the Housing Programme Service. The function is already under-resourced when benchmarking of other comparable local authorities has been undertaken.</p> <p>Capability A reduction in resource would negatively impact upon the Council's ability to inform the planning and delivery of new housing across the county, including the failing to support the delivery of supported housing projects, including Learning Difficulties and Extra Care Schemes.</p> <p>Service Sustainability If there was no staff resource, there is a high risk social housing grant schemes would not be delivered and work to deliver specialist housing to meet a range of needs would cease.</p>
SHARP (Strategic housing)	Council / Collaborative/commissioned	Council / Collaborative/commissioned	D		NC	<p>Service Scale and Quality Currently, the SHARP is committed to a £20M annual programme The SHARP will continue to grow with an expected increase in the number of sites being actively developed in future years. There is a need for an increase in staffing in line with other developing local authorities and housing associations to provide effective due diligence and management of the programme. The SHARP programme staffing resource is capitalised against the schemes developed. Benchmarking shows that the Flintshire resource is lean compared to other organisations with a similar scale of development programme.</p> <p>Capability If the resource is not in place to either fund the programme or provide adequate staffing</p>

Resilience Statements 2017 - 2019

Page 64

						<p>levels, the Council's strategic aims for the programme to deliver 500 new affordable homes during the next five years as set out in the Council Plan will not be achieved – in either the number of properties built or the associated community benefits identified.</p> <p>Service Sustainability The Housing Programmes Team is seeking to source funding from the Welsh Government with effect from 2017/18 to ensure programme sustainability. If this is not forthcoming, and there are further cuts in the Housing Programmes Team, the SHARP will not deliver its stated strategic objectives and targets.</p>
Gypsies and Travellers	Council	Council / Collaborative / Commissioned	M		NC	<p>Service Scale and Quality Responding to both unauthorised encampments and managing the permanent site at Riverside is labour intensive and requires the Housing Programmes Team to provide a co-ordinated response by the Council to ensure effective and timely response. This includes undertaking welfare checks to all unauthorised encampments. There is also a legal requirement to provide a permanent transit site in the county. The council has 1 member of staff dedicated to dealing with gypsy travellers. There is a proposal to bring in 3k training income in 2018/19 which would be compromised if resource in this area were reduced.</p> <p>Capability The number of unauthorised encampments is unpredictable and the current resource is adequate with support from other areas of the portfolio. The removal of resources from the Housing Programmes Team would be very damaging to the Council, not only in</p>

Resilience Statements 2017 - 2019

						<p>failing to meet its statutory responsibilities, but also in terms of negative public perception, additional management costs and significant risk to social cohesion where illegal encampment occur.</p> <p>Service Sustainability As part of the North Wales Gypsy Traveller Protocol there is a requirement to undertake a welfare assessment for all unauthorised encampments prior to undertaking any eviction proceedings from Council land. A reduction in resource would also limit the Council's ability to effectively evaluate the need for any potential transit and permanent sites in the county to meet out statutory duty.</p>	
Supporting People	Commissioned	Commissioned	M			NC	<p>Service Scale and Quality SP is a commissioning programme, which provides services to support those who are vulnerable and homeless who may need help to sustain a tenancy and prevent homelessness. It provides specialist services for vulnerable groups such as those fleeing domestic violence/ those with mental health issues. The programme also provides services for those with learning disabilities.</p> <p>Capability Staffing resource to manage the programme has been reduced by more 50% in the last 3 years.</p> <p>Service Sustainability: Further reductions in staffing levels and SP funding would compromise delivery of the function</p>
Customer Services (incl phone contact across the council)	Council	Council while transformed, then commissioned	D				<p>Service scale and quality The Customer Services Team is a small team of four managing a wide range of customer enquiries include Blue Badge</p>

Resilience Statements 2017 - 2019

							<p>enquiries, complaints handling and delivering customer information. The team is also responsible for the council's customer service strategy and for both enhancing the quality of digital services and reducing the cost of customer services across the council e.g. reducing telephone calls. The team work closely with IT to support other areas to provide information digitally on the website, live chat and social media feeds contributing to reduced phone enquiries across the council. Savings identified for 2018/19 will be delivered from the wider Community and Enterprise i.e. Contact Centre rather than this team directly.</p> <p>Capability The service size provides adequate cover to manage customer contact during opening times and ensures information is provided digitally. This work reduces unnecessary contact in other areas for information that can be made available for customers on the website and through other digital channels</p> <p>Service sustainability Need to retain capacity to provide phone contact, manage complaints within timescales and work on the digital transformation. Reduced work on digital information will increase calls and reduced staff numbers may lead to increased wait times or abandoned calls (risk given many are complaints).</p>
Flintshire Connects	Council	Council (while customer transformation taking place)	D				<p>Service scale and quality Currently have five centres across the County and the current staffing is the minimum numbers required to deliver a customer facing service within the existing number of centres and existing opening hours. If staffing is reduced this would</p>

Resilience Statements 2017 - 2019

Page 67

						<p>require reduced opening times/days or closure of a centre.</p> <p>Capability The service size provides adequate cover to provide a face to face contact over opening times to ensure staff safety, i.e. no lone working direct with members of the public and already relies on partner services for support during parts of the day. The service provides essential support for customers in crisis and to a wide range of high demand services such as Welfare Reform, Housing Solutions, Housing Benefits and C Tax.</p> <p>Service sustainability Retaining adequate capacity to provide face to face services will prevent the need for services to be re-absorbed within other areas that have given up the efficiency e.g. Blue Badges, housing benefits and housing triage. The delivery/success of Digital transformation will be impacted if customers have nowhere to access support and assistance to make digital applications/requests. Reductions will lead to a loss in ability to grow and provide more resolution at first point of contact and drive efficiencies within service areas.</p>
Registration	Council	Council	M			<p>Service scale and quality The service works flexibly to meet the highs and lows in demand for service through the year. Staff work on annualised hours and relief registrars are employed to ensure the service is flexible and hours are delivered when needed. Currently delivering very good attainment of key performance targets for birth and death appointment availability. Timeliness for birth and death registrations exceed both regional and national averages.</p>

Resilience Statements 2017 - 2019

							<p>If the roll out of all birth declarations continue to Connects is successful then there is potential to reduce hours, however, this must be managed carefully as this is a statutory service with tight timescales in some areas eg deaths must be registered within 5 days.</p> <p>Capability A reduction in staffing hours without other changes, would see a reduction in the service standards above. The service must meet the statutory requirements. Service already works flexibly to ensure additional hours are provided when needed i.e. relief staff used on an as and when required basis.</p> <p>Service sustainability Adequate staff levels enable the service to deliver the services that generate income e.g. marriage ceremonies, certificates sales.</p>
Revenues	Council	Council	M				<p>Service scale and quality Collection levels and financial stability of the council would be compromised if staffing levels were reduced, especially when the service already operates with one of the lowest staffing levels across the region.</p> <p>Capability Ability to deliver future business plans in 2017-18 and beyond would be compromised if staffing levels reduced, especially when balanced against the delivery of additional efficiency savings of £140k in 2017-18 and £94k in 2018-19. Losses in collection and inability to fully deliver future savings would far out-weigh potential savings in staffing reductions.</p> <p>Service sustainability As a high performing, low funded service,</p>

Resilience Statements 2017 - 2019

							further savings would impact significantly on service delivery. Finances of the Council would be compromised if collection levels fall
Welfare Rights	Council	Commissioned or Council	D				<p>Service Scale and Quality Service has a small team of 2 funded by The council fund and now directly managed by CAB.</p> <p>Capability Significant Savings have been made in recent years. This service is facing increasing demands with the roll out of Universal Credit.</p> <p>Service Sustainability Third sector services which complement the Council's provision have also faced cuts to their funding so delivery of this service to Flintshire Residents will reduce by a further 50%.</p>
Benefits	Council	Council	M				<p>Service Scale and Quality Speed and accuracy of processing would be compromised if staffing levels were reduced further; reductions in speed of processing would impact Council Tax collection levels and rent arrears as well as impacting households who are already in difficult financial positions</p> <p>Capability Ability to deliver future business plans in 2017-18 and beyond would be compromised if staffing levels reduced, especially when balanced against the delivery of additional efficiency savings</p>

Resilience Statements 2017 - 2019

Page 70

							<p>Service sustainability The reduction posts would lead to a reduction in service delivery and the risk to accuracy would put place a significant risk to reclaiming subsidy payments from DWP. The potential financial losses associated with extrapolated error calculations would far outweigh potential savings in staffing reductions.</p>
<p>Welfare Reform</p>	<p>Council / Commissioned</p>	<p>Council / Commissioned</p>	<p>D</p>			<p>NC</p>	<p>Service Scale and Quality The service comprises of 6 staff and is funded from various sources. Personal budgeting support and Discretionary Housing Payments are funded through DWP grants and SP funding.</p> <p>Capability Based on increasing demands due to Central Government Welfare Reform Programme – the latest of which is Universal Credit - and to</p> <p>Service Sustainability The ability provide help individual households whose homes could be at risk without help and support would be severely compromised or not delivered if the funding were to reduce or be withdrawn.</p>
<p>DFG's / Home Loans / Empty Homes</p>	<p>Council</p>	<p>Collaborative</p>	<p>M</p>			<p>NC</p>	<p>Service Scale and Quality The size of the service, when fully staffed, is smaller than neighbouring authorities.</p> <p>Capability The service has struggled with vacancies and declining performance in delivering DFGs. An urgent review is underway to improve performance. Performance has started to improve.</p> <p>Service sustainability The staffing for the DFGs is entirely</p>

Resilience Statements 2017 - 2019

						capitalised so no revenue savings are possible.
Regeneration	Council	Cease	D		NC	<p>Service Scale and Quality The service is almost entirely capitalised. It delivers very high quality projects, sometimes on behalf of other authorities. It is highly successful in attracting external funding and in generating income streams for future projects.</p> <p>Capability The service, despite a minimal draw upon the Council's revenue budgets, delivers significant areas of the Improvement Plan.</p> <p>Service sustainability Being wholly reliant upon external funding means that the service is vulnerable to fluctuations in funding and reductions would impact on the delivery of Council priorities. The capacity to support town centres has reduced considerably over time and external funding has also ended.</p>
Economic Development	Council	Collaborative	D			<p>Service Scale and Quality The service is the smallest in North Wales despite the scale of the Flintshire economy - 5 FTE compared to 9 Wrexham, 12.5 Denbighshire, 10 Conwy, 11 Gwynedd and 6.5 Anglesey.</p> <p>Capability The service is held in high regard by the business community and its work is emulated by other North Wales authorities.</p> <p>Service sustainability The scale of the service compared to the</p>

Resilience Statements 2017 - 2019

							scale of the challenge and ambition in growing the local and regional economies represents a potential risk. There is also a significant risk that the Council will be unable to find sufficient match funding to enable it to fully play its part in a North Wales Growth Deal.
Energy	Council	Collaborative	D			NC	<p>Service Scale and Quality The service consists of two officers and a further two seconded from North Wales Energy Advice Centre. A further two posts remain unfilled due to the current reduction in available energy funding.</p> <p>Capability The service is highly regarded across wales for the innovation and quality of its work. Delivering services on behalf of other local authorities has been considered and welcomed by other counties in the past but capacity has precluded developing it further.</p> <p>Service sustainability Staff costs are capitalised and ebb and flow depending on the scale of the programme. The service is currently developing a series of HRA-funded projects which will support Council tenants but the service is reliant upon WG funding to support the private sector. A small annual Council core capital allocation core funds the North Wales Energy Advice Centre and the crisis fund.</p>
Employability	Council	Council / Commission to voluntary sector	D			NC	<p>Service Scale and Quality The service currently employs 14 members of staff funded by different WG programmes.</p> <p>Capability The service is very well regarded by WG in terms of the innovation in its practices and its employer engagement work.</p>

Resilience Statements 2017 - 2019

							<p>Service sustainability The funding for the service is entirely from WG. It is currently largely secure, with amendments, until March 2020.</p>
Markets	Council	Collaborative	D				<p>Service Scale and Quality The service includes 4 officers to look after the 5 street markets, 1 car boot sale and 1 indoor market as well as licencing activity.</p> <p>Capability The service is held in high regard by market traders and Mold market is regarded as one of the best in the region with traders citing Council management as a key factor in this success.</p> <p>Service sustainability The service is entirely self-sustaining with no draw on the revenue budget. Rather, the service generates an annual income to the Council although this has reduced over time below the annual income target set so that the service operates at an operating deficit overall.</p> <p>A review is underway which is aiming to reduce the operating deficit by identifying new management options for the smaller street markets.</p>
Management costs	Council	Council	n/a				<p>Management costs have been reduced in the portfolio as the number of senior manager posts reduced from 8-6, 2 years ago. A further review is now underway to reduce by a further 1, resilience at the Manager level would be severally compromised were further savings needed</p>

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Future Operating Models and Projected Efficiencies 2018/19 and onwards

Community and Enterprise Summary

2018-19 Projected Efficiencies – Ranked by Risk

Risk	Efficiencies
Green – Low	£0.626m
Amber - Medium	£0.211m - £0.267m
TOTAL POTENTIAL SAVINGS	£0.837m- £0.893m



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	COMMUNITY AND ENTERPRISE								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
	* Mandatory * Council Discretion * Historical	* Council * Collaborative * Commissioned * Cease	* Reduce *Protect *Develop *National Resolution		2018-19	Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
Homelessness	Mandatory service	Council /collaboration (build on SARTH model)	Protect but there is a potential budget pressure National campaigning needed to keep transitional protection of £140k	No Alternative delivery in 2019-20 might mitigate some cost pressures of £140k in 2018-19, subject to successful bid for innovative housing funding.	None				
New Homes	Council discretion	Commissioned	Develop	Yes Review of landlord fees	Return anticipated trading surplus to the Council	£30k in 2018-19, increasing by additional £10k per annum from 2019-20	£30k	H	
SARTH (Single Access Route to Housing)	Mandatory	Collaborative	Protect and Grow	Yes (fees)	Subject to a new partner subscribing – however no known partner at present time				



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	COMMUNITY AND ENTERPRISE								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description 2018-19	Range of Efficiencies 2018/19 and Organisational Change support (if required) Minimum £ Maximum £	Estimated Efficiency 2018/19 £	Financial Confidence Grading Low (L) Medium (M) High (H)	Risk Rating Confidence in delivery
Strategic Housing Function	Mandatory service	Council	Protect	No	No				
SHARP (Strategic Housing) Page 77	Council discretion	Council / Collaborative (with BCU) / Commissioned	Develop	No further opportunities apart from those income targets previously identified in 2016-17 and 2017-18 to sell rights to other LA'S to utilise SHARP contract	No				



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	COMMUNITY AND ENTERPRISE								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
	* Mandatory * Council Discretion * Historical	* Council * Collaborative * Commissioned * Cease	* Reduce *Protect *Develop *National Resolution		2018-19	Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
Gypsies & Travellers Page 78	Mandatory service	Council / Collaborative / Commissioned	Develop Build new transit site and replacement for Riverside	Yes	Develop regional training courses in 2018-19 delivered by GT Officer Develop transit site which will earn pitch fee income for the Council (note: fees v cost of service)	'Invest to save' £30k savings potential from 2019-20 to mitigate against budget pressures through reduced spend on illegal encampments	£3k Nil	H H	
Supporting People	Mandatory	Commissioned	Protect through lobbying hard (grant funding)	No	No				



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	COMMUNITY AND ENTERPRISE								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
	* Mandatory * Council Discretion * Historical	* Council * Collaborative * Commissioned * Cease	* Reduce *Protect *Develop *National Resolution		2018-19	Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
Customer Services – to include phone contract Page 79	Council discretion	Council while transformed, then commissioned	Reduce – contact centre callers should reduce as more shift to digital – but needs corporate approach to deliver savings with potential ‘invest to save’ investments	Yes	Yes – savings with new customer service models. Council wide potential; Strategy to increase customer access to digital (self-service)and reduce reliance on face to face and telephone based services	Additional £50k in 2019-20 n.b. recorded efficiencies are just those in C&E	£50k	M	
Flintshire Connects	Council discretion	Council (while customer transformation taking place)	Protect – different model delivered more flexibly in the communities with lower demand Options to consider include full	Provide customer transactions for community on behalf of BCUHB/ companies with no high street presence – booking appointments/	Yes Reduce staff numbers by delivering more flexibly. Potential income to deliver wider customer transactions/further back office efficiencies				



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	COMMUNITY AND ENTERPRISE								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
	* Mandatory * Council Discretion * Historical	* Council * Collaborative * Commissioned * Cease	* Reduce *Protect *Develop *National Resolution		2018-19	Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
Page 80			closure, partial or commissioned service	health clinic admin function etc	More flexible delivery across Mold, Buckley and Saltney/Broughton (2 posts and efficiency savings)		Range of £56k	H	
					Close 2 Connects Centres with lowest footfall (4 posts)		to £112k	H	
Registration	Mandatory service	Council	Protect	New crematorium – funeral packages Fees	None in 2018-19 but development of new crematorium might provide some scope for income generation in 2019-20 through funeral packages				



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO		COMMUNITY AND ENTERPRISE							
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
	* Mandatory * Council Discretion * Historical	* Council * Collaborative * Commissioned * Cease	* Reduce *Protect *Develop *National Resolution		2018-19	Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
Page 81					Chargeable declaration of births could provide income generation (based on 1,200 births at £10.00 charge based on legislation). NB.		£12k	H	
	Revenues	Mandatory service	Council	Protect & Develop Service recognised a high performing, low cost operating model with limited scope to deliver further efficiencies without impacting on collection rates	Yes Develop and grow the bailiff service by working in collaboration with other LA'S when the opportunity arises but apart from working with Wrexham no further opportunities emerging in 2018-19	Increase in collection rates enables adjustment to bad debt provision Second year windfall for single person discount review National campaigning to develop local rate retention scheme could provide savings potential of £200k from 2021-22.	£94k (one-off) £140k (one off)	H H	



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	COMMUNITY AND ENTERPRISE								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
	* Mandatory * Council Discretion * Historical	* Council * Collaborative * Commissioned * Cease	* Reduce *Protect *Develop *National Resolution		2018-19	Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
Welfare Rights	Council discretion	Commissioned or cease	Protect	No	Explore whether some activity PIP claims etc could be absorbed into a single financial assessment team, releasing an efficiency		£32k	M	
Benefits	Mandatory service	Council	Reduce Numbers Protect & Grow (Financial Assessment Service)	No	Adjustment to bad debt provision		£50k (one-off)	H	
					Efficiency saving for CTRS if spend continues at existing level		£250k	H	
				No	Remove duplication and provide a single financial assessment service – needs corporate agreement		£50k	L	
Welfare Reform	Council discretion	Council / Commissioned	Protect but potential pressure	No	No				



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	COMMUNITY AND ENTERPRISE								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
	* Mandatory * Council Discretion * Historical	* Council * Collaborative * Commissioned * Cease	* Reduce *Protect *Develop *National Resolution		2018-19	Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
DFG's / Home Loans / Empty Homes	Mandatory service	Collaborative	Protect	No	No				
Regeneration	Council discretion	Cease	None Unless capital and revenue found for new programmes. Staff costs to be met from programmes	No	Cease service				
Economic Development	Council discretion	Collaborative	Protect	No	Workforce efficiency if regional service developed	£20k	£20k	M	
Energy	Council discretion	Collaborative	Protect	No further opportunities apart from those income targets previously identified in	No				



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	COMMUNITY AND ENTERPRISE								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 84</p>	<ul style="list-style-type: none"> * Mandatory * Council Discretion * Historical 	<ul style="list-style-type: none"> * Council Collaborative * Commissioned * Cease 	<ul style="list-style-type: none"> * Reduce *Protect *Develop *National Resolution 	2016-17 and 2017-18 to sell rights to energy contract		Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
Employability	Council discretion	Council / Commission to voluntary sector	Grow	No	No				
Markets	Council discretion	Collaborative	Reduce	No	No				

Service already running with a £50k annual overspend so transfer of markets service to Town Councils and/or cease markets at Connahs



Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	COMMUNITY AND ENTERPRISE								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
	* Mandatory * Council Discretion * Historical	* Council * Collaborative * Commissioned * Cease	* Reduce *Protect *Develop *National Resolution		2018-19	Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
				Quay, Holywell and Flint will help to tackle the overspend by £25k					
Management Costs		Council	Reduce in line with reduced budget	No	Reduce C&E senior managers (non HRA) from 5 to 4.	£50k	£50k	H	

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 19 October 2017
Report Subject	Flintshire Public Services Board review and Well-being Plan Development
Cabinet Member	Leader of the Council and Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

To provide an overview of the work of the Flintshire Public Services Board (PSB) to date and the development of the Well-being Plan.

The Public Services Board was formed in April 2016, as a statutory responsibility of the Well-being of Future Generations (Wales) Act 2015. Its work to date has focused on the production of the Well-being Assessment and the development of the Well-being Plan which is to be published by May 2018.

In addition the PSB has continued work on the priorities from the former Local Services Board (LSB) and also maintains its statutory role of the Community Safety Partnership.

This report also provides a brief overview of the strategic partnerships which report into the PSB.

RECOMMENDATIONS

1	That Members are assured of the level of progress that the Flintshire Public Services Board (PSB) has made to date.
2	That the PSB themes/priorities for the Well-being Plan are supported.
3	That Members support the level of progress of the various strategic

	partnerships.
4	That Members support the next steps outlined and the timeframe around delivery.

REPORT DETAILS

1.00	FLINTSHIRE PUBLIC SERVICES BOARD
1.01	Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect statutory and third sector partners to work together with shared priorities. The Flintshire Public Services Board (PSB) is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on providing efficient and effective public services.
1.02	The high level aim of the Flintshire PSB is to “protect, sustain and improve the economic, social, environmental and cultural well-being of Flintshire through collaborative working as a single public service”.
1.03	Since the introduction of the Well-being of Future Generations Act (Wales) 2015, the Flintshire PSB has made much progress towards achieving the main duties of the Act.
1.04	In fulfilling its roles and activities the Board will contribute to the seven national well-being goals.
1.05	Public sector partners work together to achieve these goals. The first step required of public sector partners, as a new statutory duty, has been to complete and publish a detailed analysis of the conditions of ‘well-being’ in the communities they serve by using all available data-sets of demographics, deprivation etc. This is known as the Well-being Assessment. The second step is to agree and publish a Local Well-being Plan for collective action on a set of locally derived priorities.
1.06	Well-Being Assessment
1.07	A Well-being Assessment for Flintshire has been produced and published in line with statutory requirements. This presents a contemporary picture of life and well-being in Flintshire.
1.08	Three of the PSBs in North Wales (the joint Conwy/Denbighshire PSB, the Wrexham PSB and the Flintshire PSB) engaged a single research team to develop their assessments. These three assessments have similar structures and have been developed using similar information and data sources. This was an effective use of resources to reduce work and cost.
1.09	The draft Flintshire Assessment was sent to both the Welsh Government and the Future Generations Commissioner for comment. Their feedback was considered by the PSB at its meeting in April where it was agreed that

	the majority of the feedback could be used for future editions of the Assessment. There was little time to amend the Assessment before the statutory publication date.
1.10	The Well-being Plan for Flintshire and PSB Priority Themes
1.11	The Well-being Plan is a requirement of the Well-being of Future Generations (Wales) Act and needs to be produced and published by May 2018. Work is on-going, the first significant step has been the production and publication of the Well-being Assessment as outlined above. Work is now underway around the development of the Well-being Plan as the second step.
1.12	The Well-being Plan will have a number of priorities which have been chosen as the themes where the PSB can add most value. Working together to make an impact on these priorities is the collective aim of the Flintshire PSB for collective gain.
1.13	<p>The Flintshire PSB has selected and endorsed five themes and a number of priorities as outlined below. These include two themes which continue as former LSB priorities, a newly developed priority and two new additional themes:</p> <p><u>Theme: Well-being and Independent Living (former LSB priority)</u></p> <ul style="list-style-type: none"> • Provide information and support for people to take responsibility for their own health and that of their families. • Targeted interventions where individual and families have the most to gain. • Deliver more services closer to home. • Build and strengthen the care sector. <p><u>Theme: Community Safety (former LSB priority)</u></p> <ul style="list-style-type: none"> • Delivering safer neighbourhoods. • Domestic abuse and sexual violence. • Drugs and alcohol. • Reduce re-offending. <p><u>Theme: Resilient Communities (newly developed priority)</u></p> <ul style="list-style-type: none"> • Enable and inspire communities across Flintshire to develop into confident, cohesive, and forward thinking communities. • Develop and coordinate an approach across public services that ensures when any public service is working with a community that additional skills and capacity are left with that community. This approach will start will tackling sedentary behaviour amongst children and adults, by enabling individual to make positive changes to their lifestyles and improvements to their overall health. • Co-ordinate an approach across public service delivery that maximises the impact of community benefits. • Further develop community ownership models including Community Asset Transfers (CAT), micro social enterprises and

	<p>community shares.</p> <p><u>Theme: Economy and Skills (new priority)</u></p> <ul style="list-style-type: none"> • Strategic sites (employment and housing). • Transport infrastructure and services. • Business growth and innovation. • Skills, worklessness and social reform. <p><u>Theme: Environment (new priority)</u></p> <ul style="list-style-type: none"> • Green Infrastructure • Environmental Protection and Enhancement • Flood Protection • Climate Change
1.14	Briefing documents for each of the five themes to give an overview of the theme/priority, its sub-priorities and the rationale and evidence base for selection have been prepared.
1.15	The PSB held two workshops in September 2017. One workshop was arranged to further develop the Environment Theme and the other was to review the emerging PSB Themes/priorities for the Well-Being Plan before endorsement.
1.16	<p>The PSB held an additional meeting on Thursday, 28th September 2017, to:</p> <ol style="list-style-type: none"> i. endorse the PSB themes, priorities and sub-priorities for the Plan; ii. discuss the outline of the Plan and proposed format; and iii. agree the timeline for Plan development and publication <p>The PSB Themes and priorities/sub-priorities were formally adopted by all PSB members and work is underway to pull these into a draft Well-Being Plan which will go out to public consultation.</p>
1.17	As part of the Act, there is a requirement to have a 14 week consultation period around the Well-Being Plan with the Commissioner and this has to take place prior to any public consultation. This process commenced in July and will conclude in early October 2017.
1.18	Well-being Objectives and Alignment to the Council Plan
1.19	The Council as a statutory member of the PSB has a duty to set and publish their own Well-being Objectives to show how they will work to achieve the vision for Wales and make sure that they meet the objectives that are set. The Council together with its partners will support the health and well-being of both the current and future generations through following these objectives.
1.20	A set of Well-being Objectives for Flintshire County Council has been formally adopted. Please refer to Appendix item 1 for a copy of the Well-being Objectives for Flintshire.

1.21	The Well-being Objectives have been integrated into the Council Plan 2017-23. These are defined within the Plan as impact statements, and the measures are aligned to monitor progress outcomes towards these.
1.22	Next Steps
1.23	The 12 week public consultation period will commence in October 2017 and conclude at the end of January 2018. The public engagement events around the budget that are due to take place in October 2017 will also be utilised to help with the public engagement element of the Plan. Work is currently underway to develop these sessions.
1.24	As part of the consultation process, both Cabinet and Scrutiny will be invited to endorse the Plan, structure and overview content.
1.25	A Workshop for Members will take place in early February 2018 with the outcomes of the workshop and wider public consultation going to CROSC on 15 th February 2018.
1.26	Any comments/feedback received as part of the consultation period will be taken into account when finalising the Plan. The final Plan is to be endorsed by the PSB in March 2018.
1.27	The Well-being Plan for Flintshire once endorsed by the PSB, will be presented to each of the PSB member bodies for approval within their retrospective governance structures during March/April 2018 with a view to the Plan being published in early May 2018.
1.28	For Flintshire County Council, the Plan will go to Cabinet and to a Special County Council for formal approval/sign off on 24 th April 2018.
1.29	Strategic Partnerships – Progress Updates
1.30	The Strategic Partnerships consist of the following Boards: <ul style="list-style-type: none"> • Health, Well-being and Independence Board • People are Safe Board • Youth Justice Board • Voluntary Sector Compact
1.31	Since April 2017, all of these Partnerships have completed a Partnership Self-Assessment to assess the effectiveness of strategic partnership working within their Partnerships. This Self-Assessment enables a rapid appraisal or “health check” of a partnership that can be used to further develop a partnership or diagnose difficulties or areas of conflict for action. Copies of these were shared with the PSB at their meeting in July. A detailed analysis of the findings is currently being prepared and will be presented to the PSB in October 2017.
1.32	Progress updates for these Partnerships are outlined below:
1.33	Health, Well-Being and Independence Board

	<p>Work in ongoing and good progress has been made. Since April, the work of the Health, Well-being and Independence Board has continued with a priority on revisiting and revising the priorities set within the “People Enjoy Good Health and Wellbeing” Chapter within the new framework for PSB priorities. The focus for the Board will therefore, become the “Well-being and Independent” Living Theme.</p> <p>The Board has completed a Partnership Self-Assessment as part of the revised process with areas for further development noted.</p> <p>The Board last met on 19th June where the proposed set of revised priorities were agreed in preparation for submission to the PSB as detailed below:</p> <ol style="list-style-type: none"> i. Provide information and support for people to take responsibility for their own health and that of their families. ii. Targeted interventions where individuals and families have the most to gain. iii. Deliver more services closer to home. iv. Build and strengthen the Care Sector. <p>These proposals have been shared with the PSB Members for their comment prior to the PSB Workshop which took place on 15th September 2017. Following the workshop and endorsement of these priorities, the Board will undertake more detailed work to develop key objectives and measures of success against each of those priorities. The next meeting of the Board is scheduled to take place on 4th October 2017.</p> <p>Senior representatives from the partner organisations on the Health, Well-being and Independence Board also meet to discuss progress and strategic issues relating to health and social care beyond the Health, Well-being and Independence Board meetings and therefore, further opportunities exist to address issues, discuss agendas and agree priorities.</p>
1.34	<p><u>People are Safe Board</u></p> <p>Work is on-going, good progress has been made. The Board has met twice since 1st April 2017, and has agreed a work programme for 2017/18. The basis of work programme reflects areas for improvement identified as part of the self-assessment process, a Review of the 2016/17 Work Programme and incorporates the key priorities identified the North Wales Safer Communities Board.</p> <p>The intention of the work programme is to respond to the issues affecting Flintshire and the focus is as follows:</p> <ol style="list-style-type: none"> i. Prevent Crime and Anti-Social Behaviour <ul style="list-style-type: none"> • Reduce victim based crime • Reduce Anti-Social Behaviour (ASB) • Increase the reporting of Hate Crime • Support vulnerable people to prevent them from becoming victims of crime • Reduce repeat incidents of victim based crime and ASB for victims

- and perpetrators
 - Work with MARAC to reduce the levels of repeat high risk victims of Domestic Abuse
 - Deal effectively with high risk cases of Domestic Abuse.
 - Increase the confidence in reporting Domestic Abuse and Sexual Violence
 - Increase awareness amongst young people of domestic abuse and sexual violence
- ii. Reduce harm and the risk of harm**
- Reduce substance misuse
 - Reduce drug and alcohol use
 - Community Tension Monitoring
- iii. Deliver an Effective Response**
- Reduce reoffending
 - Understand and address migration impacts on the community safety agenda

Some of the key activities that have been identified to support these priorities are as follows:

- Look at how Online Watch Link (OWL) can use other forms of Social Media to reach the wider community.
- Work with the Police and Crime Commissioner’s ‘victim hub’ to ensure an enhanced service to victims of crime.
- Maintain the multi-agency intelligence led approach to tackle ASB through monthly tasking and ad hoc professionals meetings.
- Raise awareness of violence against women by supporting the International White Ribbon Campaign on a local and regional level.
- Implementation of The violence against Women, Domestic Abuse and Sexual Violence (Wales) National Training Framework.
- Establish a virtual network to disseminate information and advice on substance misuse appropriately.
- Implementation of recommendations emerging from the Harm Reduction and Drug Poisoning Review Group.
- Implementation of alcohol brief intervention training as per the alcohol demand reduction work stream.
- 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.
- Targeting young offenders to reduce offending and re-offending by implementing the Flintshire Youth Justice Service Plan.

Progress to date is good and the level of confidence in achieving these activities during the year is high.

1.35

Youth Justice Board

Governance of the Youth Justice Service is provided by the Executive Management Board reporting into the North Wales Safer Communities

	<p>Board Partnership. During 2016 the Youth Justice Executive Management Board commissioned an independent review of its operation and a number of recommendations/areas for improvement were highlighted as a result of this review. These are listed below:</p> <ul style="list-style-type: none"> • Review of current membership to include new strategic partners, voluntary and third sector organisations, • Ensuring the Board took further consideration to the views of children and young people, • Improve the consistency and seniority of the attendance of Board Members, • Revisit the expectations, induction and roles of Board Members, • Continue to build knowledge about each agency's contribution to the principle aim to reduce offending by children and young people, • Explore further integration with neighbouring local authorities within the region. <p>Since April 2017, two half day workshops (one in May and one in July 2017) have taken place to review the current membership of the board, the roles and responsibilities of the Board to include its Terms of Reference, and the expectations and contributions of the Board and its members. The Board will meet again in October 2017.</p> <p>The Board has also identified key priorities that will form the three year Youth Justice Plan for 2017-2020. The Youth Justice Plan is pending approval and should be ratified by all Executive Management Board Members later this month.</p> <p>In addition, the Board has implemented changes to ensure better scrutiny, ownership and performance of the local delivery Plan through the creation of a local Delivery Group that is made up of strategic partners who meet quarterly to ensure the Youth Justice Service and its partners are delivering on the local Plan.</p> <p>The Executive Management Board will meet twice yearly and reports will be made available from the Operations Manager (who will sit on the Delivery Group), Performance Manager and Senior Manager for Integrated Youth Provision.</p>
1.36	<p><u>COMPACT</u></p> <p>The Flintshire Voluntary Sector Compact continues to share knowledge and intelligence around strategic issues affecting the voluntary sector and their integration with the Council and Health Board. The self-assessment has been undertaken and has shown that whilst the partnership itself is strong, it could be further improved with the adoption of a more focused work programme to which all partner agencies can equally contribute.</p> <p>This work will be complete for the next meeting of the Compact in November.</p>

2.00	RESOURCE IMPLICATIONS
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2.01	<p>Administrative support for the Board is provided by Flintshire County Council. This includes:</p> <ul style="list-style-type: none"> • Ensuring the Board meets regularly • Preparing the agenda and commissioning papers for meetings • Co-ordinating the annual governance assessment of the Board and its sub groups • Inviting participants and managing attendance • Work on the annual report • Preparation of evidence for scrutiny. <p>This arrangement will be reviewed annually.</p>
2.02	<p>Resource implications to deliver the PSB priorities will be considered on an ongoing basis via the current arrangements that are in place to support the Flintshire PSB.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>The Flintshire Public Services Board has engaged with both key partners and also, the general public, in the preparation of the Assessment of Well-being for Flintshire.</p>
3.02	<p>The PSB will also engage with key partners in the area who have an interest in the well-being of Flintshire in the preparation, implementation and delivery of the Well-being Plan.</p>

4.00	RISK MANAGEMENT
4.01	<p>The identification of any risks and the actions required to mitigate risk will be considered through the governance and reporting arrangements of the PSB.</p>

5.00	APPENDICES
5.01	<p>Appendix Item 1 - Well-being Objectives for Flintshire.</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
	<p>Flintshire Public Services Board and the Well-being of Future Generations Act (Wales) 2015 – Report that went to County Council in June 2017 http://modgov:9070/documents/s43386/Councils%20Well-being%20Objectives.pdf Assessment of Local Well-being for Flintshire – Summary Document</p>

<http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-Being-Assessment-Summary-English.pdf>

Assessment of Local Well-being for Flintshire - Full Assessment

<http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-Assessment-Full-English.pdf>

Assessment of Local Well-being for Flintshire – Area Profiles

<http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-assessment-Area-Profiles-English.pdf>

Flintshire Public Services Board (PSB)

Link to the Flintshire PSB Webpage:

<http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Flintshire-Public-Services-Board.aspx>

Well-being of Future Generations (Wales) Act 2015

Link to the relevant page on the Welsh Government Website:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en>

Shared Purpose: Shared Future: Statutory Guidance

Link to the relevant page on the Welsh Government Website:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

Contact Officer: Sam Perry, Corporate Business and Communications Support Officer

Telephone: 01352 701476

E-mail: sam.perry@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Public Services Board - The Flintshire Public Services Board (PSB) is a statutory body which was established on 1st April 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The Flintshire PSB replaces the former Flintshire Local Service Board (LSB). The Board has a membership made up of both statutory members (prescribed by law) and invited members.</p> <p>Sustainable Development - The process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals. Sustainable development is a way of doing things rather than an end in itself.</p> <p>Well-being of Future Generations (Wales) Act 2015 - Legally binding common purpose for national government, local government, local health boards and other specified public bodies. The act details the ways in which the specified public bodies must work, and work together to improve the</p>

	well-being of Wales.
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Flintshire County Council Well-being Objectives 2017

The Council together with its partners will support the health and well-being of both the current and future generations through the following strategic objectives.

AMBITIOUS COUNCIL

- Sustaining economic growth through local and regional business development, employment and skills strategies.
- 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.

ACHIEVING COUNCIL

- Providing high quality, accessible, responsive and cost effective public services.
- Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families
- Continuing to be a high performing and innovative public sector organisation with social values.

CARING COUNCIL

- Ensuring a supply of affordable and quality housing of all tenures.
- 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.
- Protecting people from poverty by maximising their income and maximising their employability.
- Giving equal opportunity to all to fulfill their lives.
- 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.

CONNECTED COUNCIL

- Committing to resilient service models to sustain local public services.
- Supporting local communities to be resilient and self-supporting.
- Widening digital access to public services.

GREEN COUNCIL

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

LEARNING COUNCIL

- 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.
- Providing high quality learning opportunities, and learning environments and for learners of all ages.



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 19 October 2017
Report Subject	Welsh in the Workplace Policy
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Welsh Government (WG) is committed to strengthening Welsh language provision in public services, particularly in health and social services where language is an integral part of service user safety, dignity and respect.

The Welsh Language Measure (Wales) 2011 enables the Welsh Ministers to specify Standards relating to the Welsh language. These Standards replace Welsh Language Schemes. The aim of the Standards is to:

- improve the services Welsh-speakers can expect to receive from organisations in Welsh;
- increase the use people make of Welsh-language services
- make it clear to organisations what they need to do in terms of the Welsh language; and
- ensure that there is an appropriate degree of consistency in terms of the duties placed on bodies in the same sectors.

Standard 98 requires public bodies to develop a policy for using Welsh in the Workplace. The purpose of this report is to present the Council's draft Welsh in the Workplace policy prior to adoption by Cabinet and provide an overview of progress to ensure compliance with the Standards.

RECOMMENDATIONS

1	To be assured that work is being undertaken to comply with the Welsh Language Standards.
2	To consider and review the Welsh in the Workplace policy.
3	To receive annual reports on work carried out to meet the Welsh Language Standards.

REPORT DETAILS

1.00	EXPLAINING THE WELSH IN THE WORKPLACE POLICY
1.01	<p>The WG's commitment to the Welsh language is set out in various legislation:</p> <ul style="list-style-type: none">• the Well-being of Future Generations Act 2015 identifies seven well-being goals, one of which includes "A Wales of vibrant culture and thriving Welsh language."• Welsh Medium Education Strategy – WG's commitment to continuing the growth of Welsh medium and Welsh language education.• More than Words Framework - the WG framework to strengthen Welsh language services in health, social services and social care.• One million Welsh speakers by 2050 – WG strategy encouraging more people to speak and use Welsh in their daily lives including the workplace.• The Welsh Language Measure 2011 – imposed Welsh Language Standards on public bodies. Welsh Language Standard 98, requires public bodies to develop a policy for using Welsh in the Workplace.
1.02	<p>The purpose of the Welsh in the Workplace policy is to:</p> <ul style="list-style-type: none">i) promote positive attitudes and encourage employees to take pride in the Welsh language and Welsh culture.ii) increase the number of Welsh speaking employees and provide opportunities for employees who are already fluent Welsh speakers and those who are learning to use Welsh both in work and at work.iii) encourage a bilingual working environment in which employees have the freedom and support to work through the medium of Welsh. <p>The commitments in the attached policy reflect the requirements for promoting and implementing the Welsh Language operational Standards, in particular in relation to employment.</p>
1.03	Implementing this policy will support the Council, over the long term, to develop bilingual services and comply with Welsh Language Standards.

	<p>Amongst other things it will:</p> <ul style="list-style-type: none"> • reduce our dependency on Translation and Interpretation translation facilities; • contribute towards “normalising” Welsh in the workplace and help to attract and retain Welsh speaking employees; • support the Council’s Welsh in Education Strategic Plan, sending a clear message, internally and externally, that the Welsh language is valued outside of the school environment and is an asset in employment; and • support colleagues in Social Services and their progress implementing More Than Words Framework and will underpin the Council’s Customer Services Strategy.
1.04	<p>Offering more opportunities for employees to see, hear, use and practice Welsh at work, will support them to become more confident and proficient, improving the quality of Welsh medium services to the public. The more people are immersed in a new language the more quickly they will learn. Increasing the number and proportion of employees who speak Welsh will in turn lead to further use of Welsh in the workplace, strengthening the Council’s ability to provide bilingual services in the future. Recognising and responding to customer’s language preference is an integral part of customer care.</p>
1.05	<p>The policy is focussed on:</p> <ul style="list-style-type: none"> • fostering positive attitudes towards the Welsh language; • encouraging employees to use Welsh whatever their skill level; • supporting employees, particularly in customer facing roles, to be able to develop some Welsh language skills; • encouraging employees to make an “active offer” to Welsh speaking customers; • providing more support to Welsh learners enabling them to practise newly acquired skills; • supporting employees who wish to use Welsh in the workplace; • building on good practice developed by individual employees and services such as the Panad a Sgwrs, conversation group initiated by Social Services; and • setting out more clearly for employees and potential employees the Council’s commitment to the Welsh language and culture.
1.06	<p>The Council’s ability to deliver bilingual services is challenged by the difficulty in recruiting to Welsh essential posts. The process is being reviewed which will include:</p> <ul style="list-style-type: none"> • simplifying the Welsh Language Skills Assessment (WLSA) which determines the level of language skills required for posts; • using practical and user friendly wording to describe the level of Welsh skills required for posts. Employers who use specific examples of the levels of skill required rather than stating a job is “Welsh essential” have reported more success in recruiting Welsh speakers. For example, using descriptions such as “ the ability to conduct a simple conversation in Welsh with customers” rather than stating “Welsh

	<p>essential”;</p> <ul style="list-style-type: none"> • using Welsh media to advertise posts; and • developing alternative solutions if suitable Welsh speaking applicants cannot be recruited e.g. introducing a requirement to learn Welsh to a specified level in a set time or training a Welsh speaker to fulfil other requirements of a post.
1.07	<p>Regular workforce news items have been published to remind employees and managers of the requirement to comply with the Welsh Language Standards. Resources to support managers and employees are available on a specific page of the intranet. These resources relate to:</p> <ul style="list-style-type: none"> • Advertising/publicity/public documents; • Audio announcements and signage; • Correspondence; • Consultation and research; • Education courses for the public; • Meetings; • Promoting Welsh medium services; • Telephones; and • Tenders and contracts.
1.08	<p>The front page of the intranet is also now available in Welsh to comply with the Standards. A page will be developed which will provide resources for Welsh learners.</p>
1.09	<p>To support the implementation of the Standards a Welsh Language Network has been developed comprising representatives from each Portfolio. Their role is to be the main point of contact for their service in supporting the Council with the implementation of the new Welsh Language Standards and enhancing and promoting a Welsh language culture across the Council.</p>
1.10	<p>A report describing progress to meeting the Welsh Language Standards will be published annually; information will include:</p> <ul style="list-style-type: none"> • The number of new and vacant posts which were categorised as posts where: <ul style="list-style-type: none"> i) Welsh language skills were essential ii) Welsh needed to be learnt when appointed iii) Welsh desirable iv) Welsh language skills were not necessary • Number and percentage of employees who have completed the Welsh language skills audit. • Profile of Welsh language skills of employees. • Number of employees attending Welsh language skills training by level of training. • Number and percentage of employees who have completed the Welsh language awareness e-learning training. • Number of employees who attended courses through the medium of Welsh.
1.11	<p>An implementation plan to meet the Standards has been prepared and will be incorporated into the Council’s performance management system which</p>

	will help monitor compliance. Progress will be monitored through the Chief Officer Team, Cabinet and relevant Overview and Scrutiny Committees.
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2.00	RESOURCE IMPLICATIONS
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2.01	A corporate budget is in place to support employees attend Welsh language skills training. Developing an understanding and support of the policy will be important; the launch of the policy will need to be supported by awareness sessions which will also dispel misunderstanding and preconceptions about the Welsh language.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	Consultation has been undertaken with the workforce, the Council's Welsh Language Network and with Chief Officers.
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4.00	RISK MANAGEMENT
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4.01	The Performance Management System, CAMMS, will help us to monitor compliance where appropriate. Implementation of the Welsh in the Workplace policy will enhance the profile of Welsh language and support the Council meet the needs of Welsh speaking customers.
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5.00	APPENDICES
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5.01	Appendix 1 - Welsh in the Workplace policy.
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>Welsh Language Standards</p> <p>Contact Officer: Fiona Mocko Strategic Policy Advisor Telephone: 01352 702122 E-mail: fiona.mocko@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
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7.01	<p>Compliance Notice: specifies the exact standards with which each organisation should comply and also the date by which they are required to comply with a standard.</p> <p>More Than Words Framework: A Welsh Government strategic framework to strengthen Welsh language services in health, social services and social</p>
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care. It includes the principle of the “Active Offer” where customers are offered services in Welsh as opposed to having to request them.

Welsh in Education Strategic Plan: The Council’s plan to increase the number of fluent Welsh speakers within the county.

Welsh Language Measure: Welsh Language (Wales) Measure 2011 confirms the official status of Welsh, creates a new system of placing duties on bodies to provide services through the medium of Welsh and creating the post of Language Commissioner with enforcement powers.

Welsh Language Standards: specify standards of conduct in relation to the Welsh language.



Flintshire County Council

Welsh in the Workplace Policy

Policy owner for review	Strategic Policy Advisor
Date implemented	
Date of last amendment	
Version	
Date of next review	October 2021



Welsh in the Workplace policy

The policy applies to all Flintshire County Council employees and will support the Council to meet its statutory duties as set out in the Welsh Language Standards Compliance Notice.

Welsh language is an important part of Flintshire's cultural identity, it is part of our heritage and our future. We have recognised the importance of offering language choice to our customers and are committed to treating the Welsh and English languages on a basis of equality. We provide services to the most vulnerable people in our communities, where accessing services in an individual's first language is especially important. The use of the Welsh language is as valid internally as it is in the conduct of our public business. Encouraging a culture which values and supports the use of Welsh internally will contribute towards the delivery of high quality services in both Welsh and English.

The purpose of this policy is to:

- i) promote positive attitudes and encourage employees to take pride in the Welsh language and Welsh culture.
- ii) increase the number of Welsh speaking employees and provide opportunities for employees who are already fluent Welsh speakers and those who are learning to use Welsh both in work and at work.
- iii) encourage a bilingual working environment in which employees have the freedom and support to work through the medium of Welsh.

The policy applies to employees, volunteers and elected members.

To promote positive attitudes and encourage our workforce to take pride in the Welsh language and Welsh culture

- Celebrate the achievements of Welsh learners by awarding "Welsh learner of the year" as part of Flintshire Learning and Development Awards
- Provide a section on the Infonet to promote Welsh culture and resources to support learners and promote the use of Welsh in the workplace and externally.
- A "bilingual day of the week" will be promoted to encourage employees to use Welsh, whatever their level, in the workplace.
- Shwmae/Su'mae day, St David's day and other events in the Welsh calendar will be celebrated at work and in the community.
- Promote the role of the Welsh Language Network and develop an action plan to progress their work.
- Essential criteria on posts that are not assessed as Welsh essential will include a standard requirement: **Empathy with the Welsh Language and culture.**



To increase the number of Welsh speaking employees and provide opportunities for employees who are already fluent Welsh speakers and Welsh learners to use Welsh both in work and at work

Recruitment

- The language requirements of new and existing posts will be assessed and records maintained of that assessment.
- Welsh language will be seen as a valuable skill in recruitment and this will be promoted on the Council website and in job advertisements.
- Job vacancies will be advertised bilingually and Welsh essential jobs will be advertised through Welsh media.
- Applicants for jobs will be able to submit their application in Welsh and choose to use Welsh during interviews.
- Apprentices will be expected to attend Welsh language skills training.

New Employees

- Employee induction will include Welsh Language awareness training.
- New employees who do not have any Welsh skills will attend a one day Welsh in the Workplace courses as part of their induction, to equip them with basic Welsh skills.
- New employees will be asked whether they would like their contract to be provided in Welsh and managers will make arrangements for contracts to be available in Welsh.

Existing Employees

- The Council will provide “Panad a Sgwrs” at locations around the county offering the opportunity for Welsh speakers and learners to use their Welsh language skills in a supportive environment outside of formal learning sessions.
- The range of Welsh language training courses available will be actively promoted and actively encouraged.
- Employees will update their Welsh language skills assessment as part of the appraisal process. Managers will provide paper copies of the assessment for employees who do not have access to iTrent.
- Assessment of the need for Welsh language skills training will be undertaken during appraisal.
- The annual audit of Welsh language skills will be used to develop a Welsh language skills training strategy.
- Managers will be supportive of employees who request Welsh language training. Employees will be given time to attend Welsh language training as they would with other work related training.
- Managers will keep a record of employees who wish to receive personally addressed business correspondence in Welsh.
- Language choice (English/Welsh) will be available for employees when dealing with employment related matters, this includes correspondence and meetings relating to complaints and disciplinary investigations.
- All employees will be provided with access to Cysill and Cysgeir, Welsh grammar, spell checker and dictionary software.



- The principle of the “Active Offer” will be implemented across all Council services.
- Employees in public facing posts will be supported to attend Welsh language skills training.

To encourage a bilingual working environment in which employees have the freedom and support to work through the medium of Welsh

- All training courses for employees provided or commissioned by the Council will be opened and closed bilingually.
- The Council power point presentation template will include bilingual phrases to open and close events.
- Employees will be encouraged to use bilingual presentations
- Meetings will be opened and closed bilingually (Phrases for meetings are set out in Appendix 1).
- Every Welsh speaking employee will be given lanyards and badges to show they are Welsh speakers and employees will be encouraged to invite correspondence in Welsh (via e-mail signature).
- All signs and notices in Council offices, depots and other buildings will be bilingual - Welsh must be positioned to be read first, i.e. to the left or above the English.
- The home page of the Infonet will be available in English and Welsh.
- Email signatures and out of office messages (internal and external) will be bilingual.
- Email addresses will highlight whether the individual speaks Welsh or is learning Welsh by using the Iaith Gwaith email footer.
- Employees will be able to receive documents relating to appraisal, annual leave, absences and flexible working in Welsh, if they so wish.
- Specific HR Policies as required by the Welsh Language Standards will be published in Welsh on the Infonet.
- Training in Welsh will be available on:
 - Recruitment;
 - Performance management;
 - Induction;
 - Dealing with the public; and
 - Health and safety
- Training will be provided in Welsh on using Welsh effectively in:
 - Meetings;
 - Interviews; and
 - Complaints and disciplinary procedures
- Managers will receive training on using Welsh language in their role.



Implementation

The successful implementation of the policy lies with every individual and managers taking personal responsibility in the practical application of this policy. Further information providing guidance with the Welsh Language Standards in employment and service delivery is available on the Infonet. The policy will be implemented as part of the Council's Welsh Language Standards Implementation Plan.

Monitoring and Review

The Policy will be reviewed periodically to ensure that it is consistent with the Welsh Language Standards and current legislation. Actions and measures have been incorporated within the Council's performance management system and progress will reported to Cabinet annually and as when needed. A report describing progress to meeting the Welsh Language Standards will be published annually; information will include:

- The number of new and vacant posts which were categorised as posts where:
 - i) Welsh language skills were essential
 - ii) Welsh needed to be learnt when appointed
 - iii) Welsh desirable
 - iv) Welsh language skills were not necessary
- Number and percentage of employees who have completed the Welsh language skills audit.
- Profile of Welsh language skills of employees.
- Number of employees attending Welsh language skills training by level of training.
- Number and percentage of employees who have completed the Welsh language awareness e-learning training.
- Number of employees who attended courses through the medium of Welsh.

Progress will be monitored through the Chief Officer Team, Cabinet and relevant Overview and Scrutiny Committees.

Appendix 1



Useful phrases for meetings

Croeso'r i'r cyfarfod	Welcome to the meeting
Ymddiheuriadau	Apologies
Gai' i gyflwyno...?	May I introduce...?
Dan ni wedi derbyn ymddiheuriadau gan...	We have received apologies from...
Gadewch i ni fynd trwy gofnodion y cyfarfod diwethaf	Let's go through the minutes of the last meeting
Oes' na faterion yn codi?	Are there any matters arising?
Yr eitem cyntaf ar y agenda...	The first item on the agenda
The first item on the agenda	The next item
Gohebiaeth	Correspondence
Adroddiadau	Reports
Diolch am yr adroddiad	Thanks for the report
Unrhyw fater arall	Any other business
Oes gennoch chi gwestiynnau?	Do you have questions?
Dyddiad y cyfarfod nesa'	Date of next meeting
Diolch i chi am ddod	Thank you for coming



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday, 19 October 2017
Report Subject	Revenue Budget Monitoring 2017/18 (Month 5)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 5)

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2017/18 (Month 5) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
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REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2017/18 (MONTH 5)
1.01	The Revenue Budget Monitoring 2017/18 (Month 5) report will be presented to Cabinet on Tuesday 24 October 2017. A copy of the report is attached as Appendix A to this report.

2.00 RESOURCE IMPLICATIONS

2.01	As set out in Appendix A; Revenue Budget Monitoring 2017/18 (Month 5)
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.
4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2017/18 (Month 5).
5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2017/18 (Month 5).
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required. Contact Officer: Sara Dulson, Finance Manager Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk
7.00	GLOSSARY OF TERMS
7.01	(1) Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.02	(2) Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.03	(3) Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.



CABINET MEETING

Date of Meeting	Tuesday, 24 October 2017
Report Subject	Revenue Budget Monitoring 2017/18 (MONTH 5)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the current revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. This report presents the position, based on actual income and expenditure, as at Month 5 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 £1.348m more than budget
- Projected contingency reserve balance as at 31 March 2018 of £3.734m

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 st March 2018.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).

REPORT DETAILS

1.00	EXPLAINING THE MONTH 5 POSITION																																																																																
1.01	<p><u>Council Fund Overall Position</u></p> <p>The operating deficit reported is £1.348m above budget which is an increase of £0.092m from the deficit reported last month.</p>																																																																																
1.02	<p>Council Fund Latest In-Year Forecast</p> <p>The table below shows the projected position by portfolio.</p> <table border="1"> <thead> <tr> <th>TOTAL EXPENDITURE AND INCOME</th> <th>Original Budget</th> <th>Revised Budget</th> <th>Projected Outturn</th> <th>In-Year Over / (Under) spend</th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>61.471</td> <td>63.060</td> <td>63.428</td> <td>0.369</td> </tr> <tr> <td>Community & Enterprise</td> <td>12.518</td> <td>12.540</td> <td>11.968</td> <td>(0.572)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>27.467</td> <td>27.580</td> <td>29.576</td> <td>1.996</td> </tr> <tr> <td>Planning & Environment</td> <td>5.043</td> <td>4.932</td> <td>5.392</td> <td>0.460</td> </tr> <tr> <td>Education & Youth</td> <td>10.966</td> <td>10.960</td> <td>10.956</td> <td>(0.005)</td> </tr> <tr> <td>Schools</td> <td>88.862</td> <td>88.862</td> <td>88.862</td> <td>0.000</td> </tr> <tr> <td>People & Resources</td> <td>4.283</td> <td>4.128</td> <td>4.585</td> <td>0.458</td> </tr> <tr> <td>Governance</td> <td>7.675</td> <td>7.651</td> <td>7.827</td> <td>0.176</td> </tr> <tr> <td>Organisational Change 1</td> <td>5.801</td> <td>5.821</td> <td>5.900</td> <td>0.079</td> </tr> <tr> <td>Organisational Change 2</td> <td>2.422</td> <td>2.288</td> <td>2.094</td> <td>(0.194)</td> </tr> <tr> <td>Chief Executive</td> <td>3.008</td> <td>2.940</td> <td>2.822</td> <td>(0.119)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>25.642</td> <td>24.395</td> <td>23.094</td> <td>(1.301)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>255.156</td> <td>255.156</td> <td>256.504</td> <td>1.348</td> </tr> </tbody> </table>	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	£m	Social Services	61.471	63.060	63.428	0.369	Community & Enterprise	12.518	12.540	11.968	(0.572)	Streetscene & Transportation	27.467	27.580	29.576	1.996	Planning & Environment	5.043	4.932	5.392	0.460	Education & Youth	10.966	10.960	10.956	(0.005)	Schools	88.862	88.862	88.862	0.000	People & Resources	4.283	4.128	4.585	0.458	Governance	7.675	7.651	7.827	0.176	Organisational Change 1	5.801	5.821	5.900	0.079	Organisational Change 2	2.422	2.288	2.094	(0.194)	Chief Executive	3.008	2.940	2.822	(0.119)	Central & Corporate Finance	25.642	24.395	23.094	(1.301)						Total	255.156	255.156	256.504	1.348
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1.03	<p>The reasons for the projected variances are summarised within Appendix 1 with key significant portfolio variances explained in paragraphs 1.04 to 1.08 below. As has been the practice in recent years where a variance has been due to a conscious change to policy or practice, the resulting variance is managed corporately with the relevant portfolio not expected to meet any shortfall.</p>																																																																																
1.04	<p><u>Streetscene & Transportation</u></p> <p>There is a projected overspend of £1.996m within this portfolio.</p>																																																																																

	<p>The overspend partly comprises of the materialisation of some of the known significant risks identified when the 2017/18 budget was set by Council and other conscious changes to policy or practice as detailed in the Month 4 report.</p> <p>The net position on the projected overspend excluding the above decisions is a net operating deficit of £0.632m.</p>
1.05	<p><u>Social Services</u></p> <p>The projected outturn for Out of County placements in Children's Services is currently £0.701m due to the number of Child and Parent placements.</p>
1.06	<p><u>Planning & Environment</u></p> <p>There is a projected in-year Planning Fee Income shortfall of £0.300m due to the impact of the Welsh Government requirements for major developers to enter into pre consultation as detailed in the previous report.</p>
1.07	<p><u>Community & Enterprise</u></p> <p>There is a projected underspend on the Council Tax Reduction Scheme (CTRS) of £0.404m based on existing demand which will be kept under review throughout the year together with a favourable variance on the Council Tax Collection fund of £0.156m.</p>
1.08	<p><u>Central & Corporate Finance</u></p> <p>There is a positive variance of £1.301m projected within this area which is mainly due to the finalisation of social care funding issues as detailed last month.</p> <p>Other major variances within this area include a positive variance on the pension fund contributions due to a lower than anticipated pressure to fund the in-year increase due to the actuarial review of £0.288m offset by a shortfall in the income target of £0.412m and lower than anticipated levels of car parking income at County Hall of £0.080m.</p>
1.09	<p><u>Significant Movements between Month 4 and Month 5 Budget</u></p> <p>There has been an accounting adjustment to transfer £0.221m from Central & Corporate Finance to Social Services and Streetscene & Transportation for an allocation of price inflation.</p>
1.10	<p><u>Achievement of Planned In-Year Efficiencies</u></p> <p>The Council set a challenging target for the level of efficiencies to be achieved in year as part of its approach to annual budget planning. These efficiencies are generated from the three year service portfolio business plans and from corporate financial planning. The 2017/18 budget contains £8.433m of specific efficiencies which are tracked and monitored. In recent years the level of efficiency achievement has averaged at around 85%</p>

	<p>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 £7.779m (92%) 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>																																
1.11	<p>Tracking of In Year Risks and Emerging Issues</p> <p>At the time of setting the Budget for 2017/18 a number of significant risks were identified including the costs of procuring local public and school bus services and the potential reduction of the Single Environment Grant.</p>																																
1.12	<p>In addition to the known risks referred to above there are also a number of new risks emerging in-year which have been incorporated into the projected outturn and will also need carefully assessing for the potential impact on the 2018/19 budget.</p>																																
1.13	<p>These new issues are being monitored as part of the ongoing review of the Councils financial position and are shown in the table below with the current M5 variances included as part of the overall position:</p> <table border="1"> <tr> <td>Council Tax Reduction Scheme (CTRS) – Reduction in demand</td> <td>(0.404)</td> </tr> <tr> <td>Council Tax Collection in year efficiency</td> <td>(0.156)</td> </tr> <tr> <td>Social Care Additional Funding in 17/18 – Estimated amount</td> <td>(0.595)</td> </tr> <tr> <td>Intermediate Care Fund (ICF) – Continuation of funding</td> <td>(0.500)</td> </tr> <tr> <td>Pension Deficit Recovery – Due to opt out and surplus allocation from budget pressure for actuarial review</td> <td>(0.288)</td> </tr> <tr> <td>Markets Income – Decline in levels of income</td> <td>0.050</td> </tr> <tr> <td>Gas Engine Income – Further decrease to level of income over and above pressure included in 2017/18 budget (£0.150m)</td> <td>0.200</td> </tr> <tr> <td>Planning Fee Income – In year shortfall due to pre consultation</td> <td>0.325</td> </tr> <tr> <td>Shared Specialist Plant – Previous year efficiency not achieved</td> <td>0.050</td> </tr> <tr> <td>Motor Insurance Premium Increase - In year increase not anticipated</td> <td>0.100</td> </tr> <tr> <td>Street Lighting increase in 2017/18 of 16%</td> <td>0.131</td> </tr> <tr> <td>County Hall Parking – Lower than anticipated efficiency on parking permits</td> <td>0.080</td> </tr> <tr> <td>Procurement Supplier Charging – Previous year efficiency not achievable</td> <td>0.116</td> </tr> <tr> <td>Environmental Health Officer temporary posts</td> <td>0.120</td> </tr> <tr> <td>Central and Corporate Support Service pressure offset by efficiency on Audit Fees</td> <td>0.107</td> </tr> <tr> <td>Single Environment Grant – reduction in grant allocation</td> <td>0.111</td> </tr> </table>	Council Tax Reduction Scheme (CTRS) – Reduction in demand	(0.404)	Council Tax Collection in year efficiency	(0.156)	Social Care Additional Funding in 17/18 – Estimated amount	(0.595)	Intermediate Care Fund (ICF) – Continuation of funding	(0.500)	Pension Deficit Recovery – Due to opt out and surplus allocation from budget pressure for actuarial review	(0.288)	Markets Income – Decline in levels of income	0.050	Gas Engine Income – Further decrease to level of income over and above pressure included in 2017/18 budget (£0.150m)	0.200	Planning Fee Income – In year shortfall due to pre consultation	0.325	Shared Specialist Plant – Previous year efficiency not achieved	0.050	Motor Insurance Premium Increase - In year increase not anticipated	0.100	Street Lighting increase in 2017/18 of 16%	0.131	County Hall Parking – Lower than anticipated efficiency on parking permits	0.080	Procurement Supplier Charging – Previous year efficiency not achievable	0.116	Environmental Health Officer temporary posts	0.120	Central and Corporate Support Service pressure offset by efficiency on Audit Fees	0.107	Single Environment Grant – reduction in grant allocation	0.111
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	Transportation Costs – procuring local and school transport	0.675	
	Out of County Placements – projected care package costs	0.701	
	Income – shortfall on income target	0.412	
	Total New Emerging Risks	1.235	
1.14	Inflation		
	Included within the 2017/18 budget are provision for pay (£0.915m), targeted price inflation (£0.313m), food (£0.051m), fuel (£0.033m) and Energy (£0.061m).		
1.15	Portfolios have received their allocations for pay and price and there is a remaining balance of £0.014m which is included within the overall outturn figure.		
1.16	No allocations have been made so far for non-standard inflation (NSI) in 2017/18. Areas that may be subject to NSI increases will be monitored throughout the year and any emerging pressures will be considered in future reports though at present it is anticipated that the allocation will be spent in full.		
1.17	Reserves and Balances		
	<u>Un-earmarked Reserves</u>		
	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.		
1.18	Taking into account the current projected overspend at Month 5 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2018 is projected to be £3.734m as detailed in appendix 4.		
1.19	<u>Earmarked Reserves</u>		
	The table below gives a summary of earmarked reserves as at 1 April 2017 and provides an estimate of projected balances as at the end of the current financial year.		
1.20	Reserve Type	Balance as at 01/04/17	Estimated Balance as at 31/03/18
	Service Balances	1,413,108	1,393,230
	Schools Balances	1,556,300	489,341
	Single Status/Equal Pay	4,484,743	1,614,322
	Investment & Organisational Change	937,736	500,000
	Budget Strategy Reserve	2,891,326	546,326
	Benefits Equalisation	119,070	119,070
	County Elections	137,840	137,840
	Supporting People	386,638	0
	Unitary Development Plan (UPP)	480,000	480,000

	Building Control	121,719	121,719
	Waste Disposal	312,080	312,080
	Flintshire Enterprise Ltd	67,387	67,387
	Design Fees	200,000	100,000
	Winter Maintenance	215,000	215,000
	Car Parking	26,252	26,252
	Insurance Funds	1,471,156	1,473,092
	Cash Receipting Review	79,337	79,337
	LMS Curriculum	785,204	15,810
	Flintshire Trainees	397,814	397,814
	Kitchen Refurb	110,000	0
	Rent Income Shortfall	300,000	300,000
	Schools Kitchen Ventilation	200,000	0
	Customer Service Strategy	129,000	129,000
	Capita One	108,827	108,827
	PSBA	530,000	530,000
	Supervision Fees	141,224	141,224
	Transportation Review	170,200	170,200
	Grants & Contributions	2,554,749	2,480,866
	Total	20,326,710	11,948,736
1.21	Housing Revenue Account		
	The 2016/17 Outturn Report to Cabinet on 18 July 2017 showed an un-earmarked closing balance at the end of 2016/17 of £1.116m and a closing balance of earmarked reserves of £0.526m.		
1.22	The 2017/18 budget for the HRA is £33.633m which includes a movement of £0.035m from reserves.		
1.23	The Month 5 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%.		

2.00	RESOURCE IMPLICATIONS
2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first four months and the risks as known.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

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

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Budget Variances Appendix 2: Council Fund – Programme of Efficiencies Appendix 3: Council Fund – Movement on Un-earmarked Reserves Appendix 4: Housing Revenue Account Variances

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

7.00	GLOSSARY OF TERMS
7.01	Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.02	Council Fund: the fund to which all the Council's revenue expenditure is charged.
7.03	Financial Year: the period of twelve months commencing on 1 April.
7.04	Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.
7.05	Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.
7.07	Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

7.08	Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.
7.09	Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.
7.10	Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.
7.11	Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	0.293	Variance due to the realignment of budget for £0.0300m as approved by Cabinet within Month 4 revenue budget monitoring report and minor variances.
Other Minor Variances	0.005	
Disability Services		
Resources & Regulated Services	(0.304)	Realignment of budget for £0.300m as approved by Cabinet within Month 4 revenue budget monitoring report and minor variances.
Transition & Disability Services	0.025	Contribution to costs of Emergency Duty team
Other Minor Variances	(0.028)	
Mental Health Services		
Other Minor Variances	0.024	
Children's Services		
Family Support	(0.025)	Reduction in projected pay costs for additional hours
Out of County Placements	0.076	Net impact of changes in placements (new placements £0.163m offset by placements ended £0.087m)
Other Minor Variances	(0.002)	
Development & Resources		
Safeguarding Unit	0.026	Grant income no longer being received £0.022m, plus other minor movements
Other Minor Variances	(0.035)	
Total Social Services	0.055	
Community & Enterprise		
Customer And Housing Services	0.024	Minor variances.
Council Fund Housing	(0.006)	Minor variances.
Regeneration	(0.002)	Minor variances.
Revenues & Benefits	(0.008)	Minor variances.
Housing Programmes	(0.010)	Minor variances.
Total Community & Enterprise	(0.002)	
Streetscene & Transportation		
Ancillary Services & Performance		
Other Minor Variances	(0.007)	
Highways Network		
Highways Network	0.087	Public conveniences at Holywell and Mold (New Street) were due to close in April this year, however they will not close until March 2018 resulting in a pressure of £0.063m. Return of funding from the Road Safety Revenue grant for ineligible spend in 2016/17 £0.010m.
Transportation & Logistics		
Other Minor Variances	0.005	
Total Streetscene & Transportation	0.085	

Planning & Environment		
Business		
Minor Variances	(0.002)	
Community		
Minor Variances	(0.013)	
Development		
Development Management	(0.037)	Increase in Planning Fee Income.
Minor Variances	(0.009)	
Access		
Greenfield Valley	0.021	Appointment of 2 Assistant Ranger posts on a fixed term contract during Service Review.
Minor Variances	0.003	
Strategy		
Minor Variances	(0.007)	
Total Planning & Environment	(0.043)	
Education & Youth		
Inclusion & Progression	0.064	Increase in Out of County educational placements.
School Improvement Systems	0.027	Music Service lower than expected take up following pupil movement between schools.
Other Minor Variances	(0.018)	
Total Education & Youth	0.072	
Schools	(0.000)	
People & Resources		
HR & OD	(0.003)	Minor variances.
Corporate Finance	0.003	Minor variances.
Total People & Resources	0.000	
Governance		
Legal Services	(0.000)	Minor variances.
Democratic Services	0.000	Minor variances.
Internal Audit	(0.063)	Due to vacancies within the service. Future service delivery has been considered and the full impact of the vacancies are reported this month.
Procurement	(0.007)	Minor variances.
ICT	0.000	Minor variances.
Total Governance	(0.070)	
Organisational Change 1		
Public Libraries & Arts, Culture & Events	(0.000)	Minor variances.
Museums	0.000	Minor variances.
County Archives	(0.000)	Minor variances.
Leisure	0.000	Minor variances.
Community Assets	0.000	Minor variances.
Total Organisational Change 1	(0.000)	
Organisational Change 2		
Caretaking & Security	(0.034)	£0.034m underspend due to a reduction in repairs and maintenance costs to be offset against overspend on CCTV.
CCTV & Open Spaces	0.031	£0.031m overspend due to new equipment purchase to be met by the underspend in Caretaking and Security
Total Organisational Change 2	(0.005)	
Chief Executive	(0.003)	Minor variances.
Central and Corporate Finance	0.003	
Grand Total	0.092	

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	16.727	16.197	(0.530)	(0.823)	Residential and Nursing Care reflects a projected underspend of £0.201m, due to a decrease in service users, an increase in free nursing income from BCUHB and additional property income. Domiciliary Care reflects a projected underspend of £0.081m based on existing service users. Other underspends include a projected underspend of £0.086m on Intake/First Contact of which £0.065m is due to part year vacancy savings from within the Single Point of Access team. Locality Teams staffing reflects a projected underspend of (£0.156m) due to short term vacancy savings for a number of posts. Overall net minor variances amount to £0.006m.	Continue to monitor and review.
Reablement Services	0.469	0.374	(0.095)	(0.093)	Reablement reflects a projected underspend of £0.095m which is due to additional Continuing Health Care (CHC) funding from BCUHB	Continue to monitor and review.

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Community Equipment Contribution	0.503	0.393	(0.110)	(0.110)	Following review of and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have been updated resulting in a reduced level of contribution from FCC going forward. In the longer term this saving has been earmarked for funding of some of the revenue costs for 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	5.924	5.644	(0.280)	(0.286)	The main influences on the projected underspend of £0.280m are short term vacancy savings within provider home care services (£0.093m) and extra care schemes (£0.172m), due to recruitment and retention difficulties in the care sector. There is a further projected underspend of £0.029m on Residential Care due mainly to short term vacancy savings, with other minor variances making up the balance of £0.014m.	Continue to monitor and review.
Minor Variances	0.234	0.232	(0.002)	(0.003)		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Disability Services						
Resources & Regulated Services	19.503	19.762	0.259	0.563	There are long standing and ongoing demand influenced pressures within the externally provided Supported Living services amounting to £0.250m. Work Opportunities and Day Services pressure of £0.113m, which is due to the delay in letting a new contract under an alternative delivery model (ADM). Projected underspend of £0.142m on externally purchased care on Physical Disabilities and Sensory Impairment (PDSI).	Continue to monitor and review.
Disability Services	0.716	0.766	0.050	0.067	The net overspend of £0.050m is due to a pressure of £0.114m on the budget for school leavers in transition to adulthood which is offset by a projected underspend of £0.054m against the resource panel allocation for residential and domiciliary care and other minor projected underspends of £0.010m.	Continue to monitor and review.
Administrative Support	0.168	0.029	(0.139)	(0.128)	The projected underspend is due mainly to short term vacancy savings.	Continue to monitor and review.
Minor Variances	0.692	0.665	(0.027)	(0.052)		
Mental Health Services						
Residential Placements	1.127	1.447	0.320	0.300	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	2.513	(0.025)	(0.028)		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<i>Children's Services</i>						
Family Placement	2.464	2.620	0.156	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	0.414	0.058	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	5.067	0.169	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	3.641	4.341	0.701	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	(0.037)	(0.036)		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Development & Resources						
Charging Policy income	(2.641)	(2.758)	(0.117)	(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	0.915	0.105	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	0.814	(0.081)	(0.059)	The projected underspend is due to a number of short term vacancy savings	Continue to monitor and review.
Minor Variances	2.704	2.699	(0.006)	0.005		
Total Social Services	63.060	63.428	0.369	0.314		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Community & Enterprise						
Customer And Housing Services	1.580	1.582	0.003	(0.021)	Minor variances.	Continue to monitor and review.
Council Fund Housing	(0.372)	(0.401)	(0.029)	(0.023)	Minor variances.	Continue to monitor and review.
Regeneration	0.412	0.456	0.044	0.047	Continuing shortfall of £0.053m 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 (£0.009m).	Continue to monitor and review.
Revenues & Benefits						
	10.780	10.198	(0.582)	(0.573)	Underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.404m). Surplus on the Council Tax Collection Fund of (£0.156m). Other minor variances (£0.022m).	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Housing Programmes	0.140	0.131	(0.009)	0.001	Minor variances.	Continue to monitor and review.
Total Community & Enterprise	12.540	11.968	(0.572)	(0.570)		
Streetscene & Transportation						
Ancillary Services & Performance						
Waste Collection	7.118	7.495	0.377	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% - £199k

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Parking & Enforcement	(0.084)	(0.035)	0.049	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	0.798	0.792	(0.006)	0.000		
Highways Network						
Highways Network	7.466	7.757	0.290	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. Public conveniences at Holywell and Mold (New Street) were due to close in April this year, however they will not close until March 2018 resulting in a pressure of £0.063m.	Keep under review as part of MTFS. Reported in Programme Board Efficiency Tracker. Continue to monitor street lighting energy prices.
Transportation & Logistics						
Logistics & Resource Services	4.518	4.690	0.171	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

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
School Transport	4.734	5.119	0.385	0.385	Ongoing additional subsidy costs following re-procurement for covering various school transport routes £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.
Transportation	1.598	2.293	0.695	0.695	Ongoing additional subsidy costs following re-procurement for covering various public transport routes and the delay in introducing the Bus Subsidy efficiency in 17/18 £0.695m Bus Subsidy efficiency saving of £145k unlikely to be achieved in year. This is to be offset from any additional savings recognised from the School Transport re-procurement exercise if these come to fruition.	Keep under review as part of MTFs. Reported in Programme Board Efficiency Tracker
Technical Commissioning	0.677	0.669	(0.008)	(0.009)		
Management Costs	0.233	0.236	0.002	0.002		
Other Minor Variances	1.432	1.466	0.034	0.033		
Total Streetscene & Transportation	27.580	29.576	1.996	1.910		

**Budget Monitoring Report
Council Fund Variances**

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Business						
Pollution Control	0.479	0.574	0.095	0.096	An increase in prosecutions for unlicensed and unsafe residential properties has resulted in two temporary Environmental Health Officers being recruited to deal with this increase in demand.	Continue to monitor and review.
Minor Variances	1.087	1.080	(0.007)	(0.006)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Community						
Pest Control	0.004	0.040	0.036	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	0.859	(0.039)	(0.025)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Development						
Development Management	(0.386)	(0.110)	0.277	0.314	The projected Planning Fee Income shortfall is currently £0.300m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast.	Monitor Planning Application Fee levels and Pre Application Fee levels and amend projection as required
Minor Variances	0.158	0.146	(0.012)	(0.003)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Access						
Greenfield Valley	0.326	0.296	(0.030)	(0.051)	Vacancy savings and reduced zero hours contracts	Service review within Countryside is currently being undertaken
Minor Variances	1.015	1.026	0.011	0.008		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Shared Services						
Minor Variances	0.177	0.177	(0.000)	(0.000)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Strategy						
Minor Variances	0.834	0.826	(0.008)	(0.001)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Management Strategy	0.340	0.477	0.136	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
Total Planning & Environment	4.932	5.392	0.460	0.503		
Education & Youth						
Inclusion & Progression	6.808	6.803	(0.005)	(0.069)	Minor variances.	Continuously review and monitor known placements and challenge providers for accurate costings.
Minor Variances	4.152	4.153	0.001	(0.008)		
Total Education & Youth	10.960	10.956	(0.005)	(0.076)		
Schools	88.862	88.862	(0.000)	0.000		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
People & Resources						
HR & OD	2.029	2.265	0.237	0.240	The overspend is due to partial achievement of business planning efficiency and loss of income contribution from Wrexham for Occupational Health Services	Service Delivery options are being considered for the Occupational Health service.
Corporate Finance	2.099	2.320	0.221	0.218	This is due to the roll out of manager self serve and the operating model review taking longer than planned.	Continue to look for income maximisation and progress structural review.
Total People & Resources	4.128	4.585	0.458	0.457		
Governance						
Legal Services	0.688	0.724	0.037	0.037	Minor variances.	Continue to monitor and review.
Democratic Services	1.924	1.927	0.003	0.003	Minor variances.	Continue to monitor and review.
Internal Audit	0.443	0.380	(0.063)	0.000	The underspend is due to in-year vacancies within this section.	The underspend in this service will be within 2017/18 only as plans to recruit to a vacant post are in place.
Procurement	0.168	0.278	0.109	0.116	The overspend is due to a conscious decision to no longer pursue supplier income for registration onto the Councils payment portal.	Pressure is to be considered as part of the MTFs.
ICT	4.428	4.518	0.090	0.090	The overspend is mostly due to partial achievement of business planning efficiencies.	Continue to monitor and review. It is expected that the business planning efficiencies will be met in full in 2018/19
Total Governance	7.651	7.827	0.176	0.246		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 1						
Public Libraries & Arts, Culture & Events	1.583	1.577	(0.006)	(0.006)	Minor variances.	Continue to monitor and review.
Museums	0.067	0.067	(0.000)	(0.000)	Minor variances.	Continue to monitor and review.
County Archives	0.286	0.286	0.000	0.000	Minor variances.	Continue to monitor and review.
Leisure	3.860	3.946	0.086	0.086	The establishment of Aura Leisure and Libraries is set for 1st September. There has been a delay of 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	0.000	Minor variances.	Continue to monitor and review.
Total Organisational Change 1	5.821	5.900	0.079	0.079		

**Budget Monitoring Report
Council Fund Variances**

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 2						
Administrative Buildings	1.241	1.143	(0.098)	(0.126)	£0.098m estimated efficiencies resulting from the closure of phases 3 and 4 in County Hall.	
Enterprise Centres	(0.041)	(0.041)	(0.000)	(0.000)		
Agricultural Estates	(0.189)	(0.153)	0.035	0.046		
Property Holdings	0.015	0.025	0.010	0.006		
Property Asset And Development	0.446	0.383	(0.062)	(0.057)	£0.062m in year salary savings. Other minor variances.	
Caretaking & Security	0.302	0.268	(0.034)			
CPM & Design Services	0.691	0.474	(0.217)	(0.221)	£0.139m projected additional fee income above target. £0.070m in year salary savings. Other minor variances.	
Industrial Units	(1.153)	(1.003)	0.151	0.171	£0.151m as a result of unachieved rental income. This will be offset against office efficiencies.	
CCTV & Open Spaces	0.184	0.215	0.031	0.000		
Minor Variances	1.065	1.097	0.032	0.043		
Total Organisational Change 2	2.288	2.094	(0.194)	(0.189)		
Chief Executive	2.940	2.822	(0.119)	(0.116)	There are a number of in-year vacancy savings as well as underspends on specialist budgets such as sustainable development, Your Community/Your Council and public relations.	Continue to monitor and review.

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance	24.395	23.094	(1.301)	(1.303)	<p>An underachievement on the income target 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 (£1.608m) held centrally to mitigate any in year overspends - (£0.513m) resulting from remaining pressure budgeted in 17/18 no longer required, (£0.500m) due to funding being secured from the Regional Integrated Care Fund, a revenue grant allocation on a one off basis. An additional (£0.595m) of Welsh Government funding for Social Care has recently been confirmed.</p>	<p>Work is continuing to identify areas of opportunity to generate income. 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 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month 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.	Keep under review in year to consider potential for mitigation of 18/19 pressure.
					Minor variances (£0.004m).	
Grand Total	255.156	256.504	1.348	1.256		

2017/18 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2017/18 £(m)	2017/18 £(m)	2017/18 £(m)
People & Resources			
Finance - Implementation of Collaborative Planning Software to finance to improve and automate our processes thus enabling workforce efficiencies. Phased roll out of new finance model.	0.270	0.200	(0.070)
Review of Human Resources & Organisational Design operating model and job roles and various other efficiencies.	0.148	0.052	(0.096)
DBS recharges	0.058	0.025	(0.033)
Total People & Resources	0.476	0.277	(0.199)
Governance			
ICT - Reduction in management, staff and non pay costs.	0.350	0.264	(0.086)
Total Governance	0.350	0.264	(0.086)
Social Services			
Develop a 'progression' model for Supported Living.	0.250	0.076	(0.174)
Develop alternative approaches to in house day services and work opportunity schemes.	0.250	0.200	(0.050)
Total Social Services	0.500	0.276	(0.224)
Education & Youth			
Music Service to move to full cost recovery model.	0.035	0.014	(0.021)
Total Education & Youth	0.035	0.014	(0.021)
Organisational Change 1			
Alternative Delivery Models	0.415	0.335	(0.080)
Total Organisational Change 1	0.435	0.355	(0.080)
Community & Enterprise			
Council Tax Reduction Scheme.	0.200	0.604	0.404
Total Community & Enterprise	0.200	0.604	0.404
Streetscene & Transportation			
Develop energy production at landfill.	0.100	0.000	(0.100)
Review subsidised bus routes.	0.350	0.145	(0.205)
Total Streetscene & Transportation	0.450	0.145	(0.305)
Planning & Environment			
Staffing - management restructure.	0.125	0.062	(0.063)
Self financing for Public Protection Services.			
- Animal & Pest Control.			
- Licencing Charging.	0.030	0.000	(0.030)
Increase in planning fees (15% WG increase) and applications	0.015	0.000	(0.015)
Increase in number of planning applications	0.035	0.000	(0.035)
Total Planning & Environment	0.205	0.062	(0.143)
Total 2017/18 Budget Efficiencies		100	8.433
Total Projected 2017/18 Budget Efficiencies Underachieved		8	0.654
Total Projected 2017/18 Budget Efficiencies Achieved		92	7.779

APPENDIX 4

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2017	10.953	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		5.184
Less – allocation from the Contingency Reserve to support initial set up costs and final technical support for the Community Asset Transfer (CAT) of Holywell Leisure Centre and Alternative Delivery Model (ADM) agreed in 2016/17		(0.050)
Less – allocation from the Contingency Reserve to provide financial support to meet in-year budget pressures in 2017/18 for regional economic structures and support for events		(0.052)
Less – projected outturn overspend		(1.348)
Total Contingency Reserve as at 31st March 2018		3.734

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(33.593)	(33.575)	0.022	0.040	Minor Variance	
Capital Financing - Loan Charges	7.545	7.529	(0.016)	(0.000)		
Estate Management	1.633	1.650	0.017	0.023		
Landlord Service Costs	1.318	1.320	0.002	(0.004)		
Repairs & Maintenance	9.929	9.756	(0.172)	(0.175)	A saving of £0.172m is anticipated on Repairs and Maint. £0.64m relates to staffing costs, £0.120m relates to subcontractor spend. The remaining £0.012m relates to minor variances.	
Management & Support Services	2.272	2.275	0.002	0.008		
Capital Expenditure From Revenue (CERA)	10.890	11.025	0.135	0.099	The variance of £0.135m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces borrowing costs.	
HRA Projects	0.046	0.046				
Contribution To / (From) Reserves	(0.035)	(0.026)	0.009	0.009		
Total Housing Revenue Account	0.000	(0.000)	(0.000)	0.000		



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 19 October, 2017
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATION

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

REPORT DETAILS

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

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

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

DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT FROM
Thursday 16 th November 2017 10.00 a.m.	Fire & Rescue Service Budget Consultation	Consultation	Robert Robins
	Revenue Budget Monitoring 2017/18	Monthly Budget Monitoring.	Sara Dulson
	Forward Work Programme	Approval & Development	Robert Robins
Early December	Budget Consultation Meeting	To review, scrutinise and comment on the budget proposals for 2018/19.	
Thursday 14 th December 2017 10.00 a.m.	Community Endowment fund Workforce Quarterly Report	Colin Evans from the Community Foundation to present the Annual progress report	Karen Armstrong
	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	Sara Dulson
	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	
	Forward Work Programme	Approval and development	Robert Robins
Thursday 18 th January 2018 10.00 a.m.	Workforce Information Report – Quarter 2 2017/18	Monitoring: to provide Members with an update for the second quarter for 2017/18	Sharon Carney / Andy Adams
	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward Work Programme	Approval & Development	Robert Robins
Late January	Budget Consultation Meeting	To review, scrutinise and comment on the Budget proposals	

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

Thursday 15 th February 2018 10.00 a.m.	Workforce Information Report – Quarter 3 2017/18	Monitoring and an update for the third quarter for 2017/18.	Sharon Carney / Andy Adams
	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward Work Programme	Approval & Development	Robert Robins
Thursday 15 th March 2018 10.00 a.m.	Quarter 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 th April 2018 10.00 am	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward work programme	Approval and development	Robert Robins

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

By virtue of paragraph(s) 15 of Part 4 of Schedule 12A
of the Local Government Act 1972.

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