

Public Document Pack



Contact Officer:
Tracy Waters 01352 702331
tracy.waters@flintshire.gov.uk

To: Members of the Corporate Resources Overview & Scrutiny Committee

5 May 2016

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, 12th May, 2016 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 **APPOINTMENT OF CHAIR**

To appoint a Chair for the Committee.

2 **APPOINTMENT OF VICE-CHAIR**

To appoint a Vice-Chair for the Committee.

3 **APOLOGIES**

Purpose: To receive any apologies.

4 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

Purpose: To receive any Declarations and advise Members accordingly.

5 **MINUTES** (Pages 5 - 14)

Purpose: To confirm as a correct record the minutes of the meeting held on 14 April 2016 (copy enclosed).

6 **COMMUNITY ENDOWMENT FUND - ANNUAL REPORT** (Pages 15 - 18)

Report of Chief Executive enclosed. Portfolio of Cabinet Member for Corporate Management

Purpose: To note the annual report on the fund and be assured of progress.

7 **IMPROVEMENT PLAN 2016/17** (Pages 19 - 98)

Report of Chief Executive enclosed. Portfolio of Leader of the Council and Cabinet Member for Finance

Purpose: To enable the Committee to consider the draft Improvement Plan 2016/17

8 **MEDIUM TERM FINANCIAL STRATEGY 2016/17- 2018/19 AND THE COUNCIL FUND REVENUE BUDGET 2017/18** (Pages 99 - 108)

Report of Chief Executive and Corporate Finance Manager enclosed. Portfolio of Leader of the Council and Cabinet Member for Finance

Purpose: To enable the Corporate Resources Overview & Scrutiny Committee to comment on the report.

9 **USE OF AGENCY WORKERS** (Pages 109 - 114)

Report of Senior Manager, Human Resources and Organisational Development enclosed. Portfolio of Cabinet Member for Corporate Management

Purpose: To update Members on the use of Agency Workers

10 **REVENUE BUDGET MONITORING 2015/16 (MONTH 11)** (Pages 115 - 150)

Report of Corporate Finance Manager enclosed.

Purpose: To provide the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 11 and projected forward to year-end based on the most up to date information available.

11 **FORWARD WORK PROGRAMME** (Pages 151 - 156)

Report of Member Engagement Manager enclosed.

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

Yours faithfully

A handwritten signature in black ink, appearing to read 'Peter Evans', with a long horizontal flourish extending to the right.

Peter Evans
Democracy & Governance Manager

This page is intentionally left blank

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

14 APRIL 2016

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Thursday, 14 April 2016

PRESENT: Councillor Clive Carver (Chairman)

Councillors: Paul Cunningham, Peter Curtis, Andy Dunbobbin, Brian Lloyd, Vicky Perfect, David Roney, Nigel Steele-Mortimer, and Arnold Woolley

SUBSTITUTION:

Councillor Haydn Bateman for Marion Bateman

ALSO PRESENT:

Councillor Marion Bateman attended as an observer for the latter part of the meeting

APOLOGIES:

Councillors: Robin Guest, Ron Hampson, Richard Jones and Richard Lloyd

CONTRIBUTORS:

Councillor Aaron Shotton – Leader of the Council and Cabinet Member for Finance, Chief Executive and Corporate Finance Manager, Regional Service Manager for minute number 98

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

96. DECLARATIONS OF INTEREST

No declarations of interest were made.

97. MINUTES

The minutes of the meeting of the Committee held on 17 March 2016 had been circulated to Members with the agenda.

Matters Arising

On the issue of the 101 service presentation, the Member Engagement Manager advised that the Local Sergeant had put plans in place to ensure that additional officers in Saltney were to be trained on the use of the CCTV laptop.

The Chief Executive referred to page 7 on the Use of Consultants and advised that work was being carried out to provide assurance on Value for Money and this would be submitted to the June meeting of the Committee. Detailed analysis by the Corporate Service Manager and his team on the

£2.831m coded as consultancy spend was also being undertaken and this information would be circulated to Members shortly.

RESOLVED:

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

98. EMERGENCY PLANNING SERVICE UPDATE

The Chief Executive introduced Mr. Neil Culff, the new Regional Service Manager, to the Committee. He explained that information would be provided on what the service does for Flintshire and an update would also be given on the three Control of Major Accident Hazards Regulations (COMAH) sites in the county.

The remit of this Committee included a role on the requirements of the Civil Contingencies Act and the Chief Executive explained that reports had previously been considered by the Committee on regional emergency planning. The service, which had covered Flintshire and Denbighshire Councils was the only region in Wales to have a fully integrated service. Flintshire was the lead authority and the Project Board included representatives from each of the six North Wales constituent authorities.

The Regional Service Manager explained about his background before taking on this role. On the issue of the Civil Contingencies Act, he reminded Members that the responsibility for ensuring compliance with the Act lay with each individual local authority.

The Regional Service Manager provided a detailed presentation which covered the following areas:-

- Purpose of presentation
- Overview
- Service Overview
- Current work within Flintshire
- Future activity
- Control of Major Accident Hazards Regulations, 2015
- COMAH – detail
- COMAH plans

The Chief Executive commented on the internal structure referred to in the presentation and explained that tasks were allocated based on the required skills and knowledge in each area. Councillor David Roney referred to the Warwick Chemicals site in Mostyn and commented on a high powered gas pipeline through Rhewl, which he had been unaware of until recently. He commented on regular meetings held with Mold Councillors about the Synthite site and asked where Local Members fitted into the structure. The Chief Executive advised that the structure shown in the presentation was for the internal Corporate Emergency Management Team. He added that if

Councillor Roney had concerns about assurance of security issues at the Warwick site, this could be raised with the relevant people to ensure that meetings such as those with Local Members near other COMAH sites could take place.

In response to a further query from Councillor Roney about training, the Chief Executive commented on the different types of training that was carried out such as scenario planning and said that Member briefings which had been held in the past could be reconsidered; he added that a debrief on training exercises could also be provided for Members. He spoke of reassurance and community engagement which he said was always a priority.

Councillor Peter Curtis commented on the importance of testing and Councillor Arnold Woolley sought clarification on the protection of utilities, particularly water supplies. The Regional Service Manager said that Welsh Water had robust arrangements in place if the water supply became contaminated and the Local Authorities were in a position to provide support in the delivery of such supplies. He went on to explain that statutory agencies were classed as Category 1 responders and services such as utilities were Category 2 responders and he commented on the multi-agency arrangements that were in place. In response to a query from Councillor Woolley on the issue of communication, the Regional Service Manager said that it was the duty of Welsh Water to provide water to homes with the Council providing support where needed but the issue of communication was the responsibility of the service provider. The Chief Executive advised that following a training event or major incident, a detailed evaluation was undertaken to learn from any mistakes and to share good practices.

Councillor Paul Cunningham expressed his thanks for the work of the Emergency Planning Team and said that he had every confidence in what they did. Councillor Woolley sought clarification on whether enough information was available on the vulnerable and disabled residents in a community in the event of an incident. In response, the Chief Executive said that communication was always a challenge but progress had been made and added that even though training events were well planned, there were always lessons to be learned.

In response to a question from Councillor Haydn Bateman about the bomb scare that took place at County Hall earlier in the year, the Chief Executive said that the Council had reacted well to the event but advised that there were areas that could be improved on.

Following a query from the Chairman, the Regional Service Manager spoke of the importance of sharing public information before, during and after an event and spoke of the ongoing work with the Corporate Communications Team. He also referred to a Community Risk Register for North Wales and commented on other workstreams which were being worked on such as Business Continuity, Resilience Direct and revisiting the Rest Centre plan. The Regional Service Manager commented on the Exercise Centurion Shield event that had taken place in Buckley which had provided vital information on

the identify of local vulnerable people in the area which could ensure that a targeted plan was put in place if such an incident occurred. The Chief Executive said that it had been an invaluable exercise to highlight local knowledge of those in the community who were vulnerable which would allow the appropriate support network to be put in place if required.

On the issue of COMAH sites in the County, the Regional Service Manager advised that there were three sites in Mostyn, Mold and Sandycroft, all of which were upper tier sites. The Chief Executive explained that the Euticals site had been a COMAH site in the clean-up stage but no longer had this designation. The Regional Service Manager said that a multi-agency plan and exercise schedule was in place; the Chief Executive suggested that these documents could be shared with Members but added that these would be redacted versions of the plans. Councillor Woolley welcomed the plans in place for each of the COMAH sites but sought clarification on areas that were 'down-wind' of these sites that could be affected in the event of an emergency. The Regional Service Manager explained that advice would be sought and the issue dealt with depending on the information that was available and spoke of the good working relationships in place with the COMAH operators and Competent Authority.

Councillor Brian Lloyd commented on the quarterly meeting held with the Managing Director of the Synthite Limited site in Mold. Councillor Roney said that he would contact the Management Team at Warwick Chemicals about setting up similar meetings.

On behalf of Councillor Richard Jones who had been unable to attend this meeting, the Member Engagement Manger asked how contact numbers were kept relevant and suggested that job titles rather than names should be shown in the list. Councillor Jones had also suggested that an audit of the plan should be carried out at least once a year. The Regional Service Manager said that an updated contact list was being reviewed and he agreed that it should reflect job titles not names. The Chief Executive suggested that both could be used and advised that the plan was reviewed frequently.

The Member Engagement Manager said that during earlier discussions it had been requested that the following documents be circulated to the Committee following the meeting:

- Community Risk Register
- Redacted COMAH plans
- Exercise schedules for the sites

RESOLVED:

- (a) That the Committee thanks the Chief Executive and the Regional Service Manager for the presentation and is assured by the update;
- (b) That the Committee shall receive 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 or exercises which have taken place; and

- (c) That a pack, comprising such material as the community risk register, suitable redacted versions of the COMAH plans and the exercise schedule for sites, be circulated to Members in due course.

99. REVENUE BUDGET MONITORING 2015/16 (MONTH 10)

The Corporate Finance Manager introduced a report to provide Members with the Revenue Budget Monitoring 2015/16 (Month 10) for the Council Fund and Housing Revenue Account (HRA) which was to be submitted to Cabinet on 19 April 2016.

For the Council Fund, the projected net in-year expenditure was forecast to be £1.110m lower than budget. Appendix 1 detailed the movements from Month 9 which included an efficiency of £0.116m in Governance that would not be achieved in 2015/16 and a projected under-recovery of contribution to the pension fund of £0.178m in Central & Corporate Finance; both of these figures had been offset by an underspend in Social Services and in Central & Corporate Finance.

Appendix 3 provided details of the latest position of the programme of efficiencies and it was projected that £10.628m (83%) would be achieved resulting in a net underachievement of £2.246m. On the issue of inflation, it was anticipated that £0.064m for food inflation would not be required and there was a surplus of £0.061m remaining from inflation set aside for pay. Therefore £0.125m was now projected to underspend and the balance of 2014/15 inflation and £0.110m from the in-year inflation had been included as an efficiency within the 2016/17 budget. Taking into account previous allocations and the current underspend at Month 9, the balance on the contingency reserve at 31 March 2016 was projected to be £4.746m. The Corporate Finance Manager advised that various requests to carry forward funding into 2016/17 had been identified and details were shown in appendix 6; all were recommended for approval.

The Month 10 Monitoring Report for the HRA was projecting in-year expenditure to be £0.092m lower than budget and a projected closing balance as at 31 March 2016 of £1.329m was 4.3% of total expenditure which satisfied the prudent approach of ensuring a minimum level of 3%.

Councillor Haydn Bateman asked whether appeals as a result of Single Status had been budgeted for. In response, the Corporate Finance Manager said that a closure report on Single Status had previously been submitted to Cabinet and added that there were some outstanding elements such as appeals but a provision had been included in the budget for this.

RESOLVED:

- (a) That the Revenue Budget Monitoring 2015/16 (Month 10) report be received;
- (b) That the Committee confirms that it is not making any formal recommendations to Cabinet on this occasion.

100. VARIATION IN ORDER OF AGENDA ITEMS

The Member Engagement Manager suggested that the Forward Work Programme item be brought forward whilst the Committee awaited the arrival of the Regional Director for BT.

RESOLVED:

That consideration of the Forward Work Programme report be brought forward.

101. FORWARD WORK PROGRAMME

The Member Engagement Manager introduced the report to consider the Forward Work Programme for the Committee.

He detailed the items for consideration at the 12th May 2016 meeting and advised that a report on the Use of Agency Workers would also be submitted to that meeting. In providing details of the reports to be considered at the 16th June 2016 meeting, he added that a report on the Use of Consultants would be submitted to that meeting.

RESOLVED:

- (a) That the Forward Work Programme, as amended at the meeting, be approved; and
- (b) That the Member Engagement Manager, in consultation with the Chair, Vice-Chair and officers, be authorised to vary the work programme between meetings.

102. PRESENTATION BY REGIONAL DIRECTOR OF BT

The Chairman introduced Miss Alwen Williams, the Regional Director of BT to the Committee.

Miss Williams provided a detailed presentation which covered the following areas:

- Wales Progress
- Flintshire Progress
- Local Authority Coverage

- And what about those not covered by Superfast Cymru
- New Residential Developments

The Chairman referred to businesses on the Hawarden Business Park and raised concern about problems that were being experienced because of lower speed of broadband than other locations also on the Hawarden Exchange. He said that this appeared to be because two services could not operate the same service in the same place and he spoke of a housing development on the other side of the road that had fibre to the cabinet enabled. In referring in particular to Cabinet 26 on the Hawarden Exchange, he asked when the Cabinet would go live. Miss Williams confirmed that public money could not be used to overbuild where other publicly funded networks were already available and advised that she would discuss the concerns raised with the Superfast Broadband Development Team.

The Chairman also commented that he was aware of some areas where developers had put in a broadband service as part of a development which locked in the householders to the developer's choice of broadband provider. He went on to raise the issue of nuisance telephone calls which could be alleviated by the use of a device which identified the caller and prevented such calls reaching the recipient. However he explained that a problem with this was that any calls from Flintshire County Council would show as 'number withheld' and therefore these could not be identified. Miss Williams said that nuisance calls were an increasing issue and recent changes had been put in place such as the development of devices to remove such calls but added that she would need to discuss the issue of calls from organisations such as the Council with the appropriate BT team. She also provided details of a service which could assist in the removal of nuisance calls by asking the caller to record their name to let the receiver of the call know who was calling; any calls that could not give a name would not be connected to the receiver.

Councillor Arnold Woolley sought clarification on whether any guidance was available from Welsh Government (WG) for Local Authority Planning Committees on the inclusion by developers of the provision of a broadband service within major housing developments. Miss Williams advised that developers could now work with Openreach to include fibre connectivity as part of their housing development. If the developer did this, the householder then had the choice to pick their own service provider to provide their fibre broadband service. . In response to a further comment from Councillor Woolley, Miss Williams spoke of regular meetings that WG held about broadband exploitation and of a five year programme by BT that was in place to ensure that enough guidance and information was available for businesses to make the correct choice about the connectivity solutions that were available.

Councillor Andy Dunbobbin welcomed the presentation and asked for further information on the resilience of the materials used in the installation of fibre broadband connectivity. In response, Miss Williams advised that the benefit of fibre was that it was waterproof and she spoke of copper and

aluminium, both of which could degrade over time. She added that the final connection to a property would be copper so a consistent programme of upgrades to avoid degradation of the material was in place. Fault reports were also monitored as part of a proactive fault reduction programme to identify whether there were any patterns in the reasons for the faults; this was an ongoing programme. Miss Williams spoke of the BT research facility in Adastral Park Ipswich and of a g.fast programme that was being trialled in Swansea which was effectively providing between 300 to 500 mbps and it was anticipated that this would be available for 10 million properties by 2020. She advised that BT now owned the mobile provider EE and the extended use of mobile technology such as 5G was progressing. She added that BT were keen to explore how fibre networks could be used to extend the provision of 4G and broadband to properties that coverage previously did not reach.

In response to a question from Councillor Haydn Bateman about Openreach, Miss Williams said that BT owned Openreach and spoke of the benefits of this. She explained that she worked closely with Openreach on service delivery but understood from customer complaints that the standard of service needed improving. A new Chief Executive for Openreach was in place and capital spend to improve the core network had been committed. Miss Williams spoke of 1,000 jobs that had been repatriated from India to provide front end customer service and added that 750 people were employed by EE in Merthyr Tydfil who were now part of BT in Wales.

The Chairman allowed Councillor Marion Bateman, who was an observer at the meeting, to ask a question. She referred to an issue where BT had given an end date for a service but this had not been kept because Openreach had not completed the work that was required. Councillor Bateman asked whether this issue could be raised with Openreach by BT. In response, Miss Williams confirmed that as BT was a customer of Openreach, if a delivery date was not achieved by Openreach which would mean the terms of the contract had not been met, then BT could speak to Openreach to discuss possible options. She spoke of superfast broadband contracts and commented on problems that had occurred such as with civil engineering works but added that BT worked closely with Openreach to provide feedback to them to ensure that they were aware of any issues that arose.

Councillor Aaron Shotton indicated that he had suggested that Miss Williams be invited to attend a meeting to allow the Committee to raise any issues or areas of concern with her. He welcomed the close working between BT and the Council.

The Chairman thanked Miss Williams for her presentation and her technical knowledge.

RESOLVED:

That Miss Alwen Williams, the BT Regional Director for Wales be thanked for her attendance and the detailed presentation which she delivered to the Committee.

103. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10.00am and ended at 12.24 pm)

.....
Chairman

This page is intentionally left blank



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 12 May 2016
Report Subject	Community Endowment Fund – Annual Report
Cabinet Member	Corporate Management
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Flintshire Community Endowment Fund (the Fund) was established in September 2013 following Cabinet approval to transfer approximately £200k of 16 educational trust funds which were moribund or ineffective to the Community Foundation in Wales.

The Fund has since been managed and invested in by the Community Foundation in Wales and local grants have been awarded by the grants panel. This report and accompanying presentation provides an update on the progress and performance of the Fund since it was last reported in March 2015.

There is also scope to transfer the management and administration of the Welsh Church Act Fund which is currently administered by the Council; a further report will be brought back to this committee for consideration.

RECOMMENDATIONS

1	Members continue to endorse the work of the Community Foundation in Wales and the award of local grants.
2	Members approve further investigation into the transfer of the Welsh Church Act Fund for Flintshire, Denbighshire and Wrexham to the Community Endowment Fund for Wales.

REPORT DETAILS

1.00	EXPLAINING THE FLINTSHIRE COMMUNITY FOUNDATION
1.01	The Flintshire Community Endowment Fund has been managed by the Community Foundation in Wales since 2013. A report on the Fund's progress and performance is provided annually by a representative for the Community Foundation in Wales.
1.02	Colin Evans, an Associate of the Community Foundation in Wales will provide a presentation on the fund's performance at the meeting.
1.03	A grant panel was held in March 2016 and grants were awarded to 5 groups and 12 individuals totalling £10,250. Further information about these awards will be made at the meeting.
1.04	<p>The Community Foundation in Wales has also approached us about managing and administering the Welsh Church Act Fund from which the Council provides approximately 35 grant awards per year of an average annual total of £8,000. These awards are made by a Council Officer in conjunction with the Funding Officer from Flintshire Local Voluntary Council and approved by the Cabinet through delegated powers.</p> <p>Council officers wish to scope the benefits and risks by transferring this Fund (of which the Council would still remain the Trustee). The Council also manage the Fund on behalf of Wrexham and Denbighshire councils; their considerations would need to be sought as part of this proposal.</p> <p>A further report to this Committee taking these considerations into account will be provided in the autumn prior to any agreement or otherwise given by Cabinet.</p>
2.00	RESOURCE IMPLICATIONS
2.01	The Fund continues to be invested positively gaining interest for future award giving.
2.02	The Fund is administered by the Community Foundation for Wales in an effective manner with minimum input from the Council.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	A Grants Panel involving Council officers and members along with a representative from Flintshire Local Voluntary Council and a local philanthropist ensures that the Fund awards are made as consistently and effectively as possible.

4.00	RISK MANAGEMENT
4.01	Financial risks to the Fund are affected by either a reduced rate of interest dependent upon market conditions of the investment portfolios and also by lack of further growth of the Fund by donors and philanthropists.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Karen Armstrong, Policy and Performance Manager Telephone: 01352 702740 E-mail: Karen.armstrong@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>(1) Community Foundation in Wales: The Community Foundation in Wales is a unique charity which promotes and manages philanthropy. Their role is to strengthen communities in Wales by awarding grants to projects that make a sustainable impact on local needs, and to help their clients make the most of their charitable giving.</p> <p>(2) Welsh Church Act Fund: The Welsh Church Act 1914 is an Act of Parliament under which the Welsh part of the Church of England was separated and dis-established. The Welsh Church Act Trust was established from the proceeds and assets, which were distributed evenly amongst the former County Councils in Wales and further divided between the Unitary Authorities with their establishment in 1996.</p>

This page is intentionally left blank



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 12 May 2016
Report Subject	Improvement Plan 2016/17
Cabinet Member	Leader of the Council
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Improvement Plan for 2016/17 has been refreshed and updated to reflect the key priorities of the Council for next year. The structure of the plan is retained with the eight priorities and the sub-priorities. Five of the eight priorities continue with a refresh of longer term projects or ambitions, whereas the remaining three have been reviewed to reflect longer term projects or ambitions, local circumstances and priorities.

There is also a new section within each sub-priority which references national issues which have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2016-2020.

Following presentation of the initial draft to Cabinet on 19 April 2016, relevant sections of the Improvement Plan are being presented to Overview and Scrutiny Committees for consultation and input, along with the proposed targets for the national performance indicators. This committee has the opportunity to comment on the Improvement Plan as a whole and with specific reference to the “Modern and Efficient Council” priority.

RECOMMENDATIONS

1	To review and comment on: <ul style="list-style-type: none"> i. The content of the Improvement Plan and ‘How we measure achievement’ document for the Priority “Modern and Efficient
---	---

	<p>Council”.</p> <p>ii. The strategic approach to the Improvement Plan and its delivery.</p> <p>iii. The proposed targets for the national performance indicators.</p>
--	--

REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN AND TARGET SETTING
1.01	It is a requirement of the Local Government (Wales) Measure 2009 (the measure) to set Improvement Objectives and publish an Improvement Plan. It is a statutory requirement for the County Council to adopt the Improvement Plan.
1.02	Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For 2013/14 the Council thoroughly reviewed the priorities to streamline them and rest them with clearer outcome based aims. A revised set of eight priorities supported by a structure of sub-priorities was adopted.
1.03	The Plan presentation also changed providing detail for each of the priorities which were to have the most impact during the year. This has helped the organisation to concentrate on the outcomes where most immediate attention was needed.
1.04	In recent years the Plan has been effective in setting priorities and achieving outcomes. This has been validated by the Wales Audit Office (WAO) as below.
1.05	<p>The WAO in its Corporate Assessment report of March 2015 said that <i>“the Council has established a wide-ranging set of clearly-stated priorities that have a broad base of support within the Council and among partners”</i>.</p> <p>In addition the report commented on: <i>“The Council sets out its vision clearly within its Improvement Plan, as required by the Local Government Measure 2009 (the Measure). For 2014-15, the Council’s coherent set of eight strategic priorities is underpinned by more detailed sub-priorities, some of which are identified clearly as areas of particular focus during the year. Though wide-ranging, the Council’s vision demonstrates a clear commitment to continuous improvement, reflected by targets for improving the efficiency and effectiveness of its services, particularly those associated with its in-year Improvement Objectives.”</i></p> <p>The format and content of the Plan was also commented upon: <i>“The Council has worked hard to improve the quality of this key plan and the Improvement Plan for 2014-15 is a clear and accessible document that sets out far more clearly than before what the Council plans to do and how its success might be measured and evaluated.”</i></p>
1.06	For 2016/17 a review of the current priorities and sub-priorities has

	<p>been undertaken to set: -</p> <ul style="list-style-type: none"> • priorities that continue into 2016/17 for sustained attention; • activities that can now be removed as completion of a time-limited piece of work e.g. Universal Credit preparation, use of the National Procurement Service; • priorities which could be broadened to include more strategic issues e.g. ‘Creating jobs and growing the local economy’, the care home market; • sub-priorities which could be merged e.g. Fuel Poverty and Maximising Income; • emerging priority activities for 2016/17 e.g. Improving chances for Looked after Children, mental health. <p>Sub-priorities have also been set to take into account Cabinet and Overview and Scrutiny priorities, priorities of partners, public views and service demands and national policy and legislation.</p>
1.07	<p>For each sub-priority which continues to be high profile for 2016/17 there has been a review based on: -</p> <ul style="list-style-type: none"> • the reasoning for the priority status; • what we will do and how we will measure achievement; and • the risks that will need to be managed. <p>In addition there is a section on national policy issues which may impact our ability to deliver and achieve.</p>
1.08	<p>The Improvement Plan in totality is presented as 2 documents that are inter-related; firstly the ‘public’ version of our statements of intent around the 8 priorities and secondly the document that describes the targets and milestones on which achievement will be measured. This is the document that is used by Cabinet and Overview and Scrutiny Committees to monitor progress during the year.</p> <p>Appendix 1 is the draft Improvement Plan, including the ‘How we will Measure Achievement’ document.</p>
1.09	<p>The main changes within the “Modern and Efficient Council” priority are to be found within the ‘Developing Communities’ sub-priority for 2016/17. This builds on what has been completed in year one (2015/16) with support for local communities.</p> <p>It concentrates on:</p> <ul style="list-style-type: none"> • Developing the community and social sectors to support local Communities to be more self-sufficient. • Creating alternative delivery models within the community and Social sector to sustain valued public services. • Developing social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities. • Realising social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping

	<p>local money in the community.</p> <ul style="list-style-type: none"> • Ensuring our Armed Forces Community and their families are recognised for their commitment.
1.10	The final Improvement Plan will be available as a web-based document published on the website before the end of June following endorsement by County Council.
1.11	<p>In addition to the performance measures in the Improvement Plan, the Council has a duty to collect and report annually on a number of statutory measures to Welsh Government:</p> <ul style="list-style-type: none"> • National Strategic Indicators (NSIs) • Public Accountability Measures (PAMs) <p>Some proposed deletions for indicators in Social Services are based on new requirements for additional measures as part of the statutory Outcomes Framework.</p>
1.12	<p>Targets are set for the current year and the next year based on historical trend, comparative performance and local circumstances. Such considerations are detailed in the 'rationale' for the target.</p> <p>Classifications are also set for each performance indicator and the rationale for the selection is stated: -</p> <ul style="list-style-type: none"> • Improvement - current performance is poor and improvement is being targeted. • Incremental - current performance is fair but stepped, incremental improvement is being sought. • Maintenance - current performance is good and we are seeking to maintain that level. <p>Appendix 2 is a schedule of all of the national performance indicators for the Council, which are being considered separately by the relevant Overview and Scrutiny committees. These discussions will also consider any updates to missing data as at this point.</p>

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Following presentation of the initial draft to Cabinet on 19th April 2016, relevant sections of the Improvement Plan are now being presented to Overview and Scrutiny Committees for consultation and input.

4.00	RISK MANAGEMENT
4.01	<p>Delivery of the plan objectives are risk managed as part of each of the sub-priorities of the Improvement Plan. They are monitored and reported against quarterly to the Overview and Scrutiny Committees.</p> <p>The risks to the statutory requirements of the Plan include: not publishing the plan within statutory timescales (30 June) and not adhering to the prerequisite content. Both these risks are managed through adherence to well established procedures for i) publishing the Plan and ii) ensuring that the content of the plan reflects the requirements of the Measure.</p> <p>An additional risk is that Members do not endorse the Plan; consultation with Members both individually and as part of the Scrutiny process allows for full engagement.</p>

5.00	APPENDICES
5.01	<p>Appendix 1 – Improvement Plan 2016/17 and “How we measure achievements” document.</p> <p>Appendix 2 – Proposed national performance indicator targets.</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Louise Mackie, Policy and Performance Support Officer Telephone: 01352 702154 E-mail: louise.mackie@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>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.</p>
7.02	<p>Corporate Assessment: in 2013/14 the Wales Audit Office (WAO) began a new four year cycle of Corporate Assessments of improvement authorities in Wales. An in depth Corporate Assessment reports on the Council’s track record of performance and outcomes as well as the key arrangements necessary to underpin improvements in services and functions. Flintshire’s first Corporate Assessment was conducted in late 2014 and the report on its outcomes was included in the Annual Improvement Report reported to Cabinet in March 2015.</p>
7.03	<p>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</p>

7.04	Wales Audit Office: works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.
7.05	Social Enterprise: businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.
7.06	Community Benefit Clauses: benefits to local communities from major procurements e.g. training and employment opportunities, community facilities.
7.07	Alternative Delivery Models (ADMs): new approaches to service delivery designed to sustain important services and meet future need.

Flintshire County Council

Draft Improvement Plan 2016/17

Priority: Housing

Sub-Priority: Appropriate and Affordable Homes

Impact: Improving the choice and quality of local housing

This is a priority this year because we need to:

- Prevent homelessness.
- Meet the diverse housing and accommodation needs of the local population.
- Develop more opportunities for people to access affordable rent and low cost home ownership.

National Policy Issues:

- Capping of social rents to the Local Housing Allowance (LHA) levels.
- Local Authorities to be able to access grant funding to support new build affordable and social housing.
- Sufficiency of resourcing to fulfil the new duties of the Wales Housing Act.

What we will do in 2016/17:

- 1) Deliver a proactive Housing Solutions service to prevent homelessness for as many households as possible.

Achievement will be measured through:

- Number of housing enquiries resolved at first point of contact
- Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

- 2) Stimulate the growth of affordable housing.

Achievement will be measured through:

- Increasing the numbers of new Council and affordable homes through the SHARP programme
- Maximising the number of new affordable homes provided through the planning system
- Increase the numbers of affordable homes provided through the Social Housing Grant (SHG) programme (will include Extra Care provision)

Risks to manage:

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

What we mean by:

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

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

Priority: Housing

Sub-Priority: Modern, Efficient and Adapted Homes

Impact: Improving the choice and quality of local housing

This is a priority this year because we need to:

- Provide good quality housing for residents and maximise funding to improve homes.
- Reduce the number of empty properties in the County.
- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

National Policy Issues:

- Maintain the funding of Major Repairs Allowance (MRA) so that the Council can meet the WHQS standard by 2020
- Maintain current rent policy so that the Council can achieve WHQS by 2020

What we will do in 2016/17:

- 1) Deliver financial support to repair, improve and adapt private sector homes.

Achievement will be measured through:

- Repairing / improving 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan
- Improving the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants

- 2) Reduce the number of long term vacant homes.

Achievement will be measured through:

- Bringing empty homes back into use for residential living through the Welsh Government Houses into Homes Scheme

- 3) Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) for all Council homes.

Achievement will be measured through:

- Completing WHQS work schemes to a value of £21m, in line with the Housing Asset Management Strategy

Risks to manage:

- The increased work programme to deliver the WHQS will not be met due to the scale of the programme.
- Council funding for adaptations and home loans will not be sufficient to meet demand.
- Financial assistance available to repair homes is not taken up by residents.
- Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.

What we mean by:

Major Repairs Allowance (MRA) – A grant paid to the 11 Local Housing Authorities who still manage and maintain their council housing which must be used to meet the WHQS.

WHQS – Welsh Government’s physical quality standard for modern social housing.

Home Improvement Loan – a national loan scheme delivered by Local Authorities that enables short to medium term loans to be provided to owners of sub-standard properties who meet the affordability criteria.

Adaptations – changes to a person’s home to enable her/him to live as independently as possible.

Disabled Facilities Grant – a grant available for larger adaptation to a person’s home.

Houses in to Homes Scheme – A Welsh Government scheme to provide loans to bring empty houses or commercial buildings back into use as homes for sale or rent.

Priority: Living Well

Sub-Priority: Independent Living

Impact: Enabling more people to live independently and well at home

This is a priority this year because we need to:

- Help people to live independently as they get older.
- Support people with dementia.
- Develop a model of support for persons with a disability which enables independent living.
- Support whole families to live independently.

National Issues:

- Implementation of the Social Services and Well-being Act.
- Living Wage Issues for care providers, Care Market fragility.
- Aging population locally and nationally.

What we will do in 2016/17:

- 1) Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.

Achievement will be measured through:

- Delivering the dementia awareness training programme to the care homes workforce
- Working with Betsi Cadwaladr University Health Board to develop an action plan around supporting the quality and breadth of nursing provision
- Addressing pressures in domiciliary care and the care home market and improve recruitment and retention.

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

Achievement will be measured through:

- Establishing a baseline for the people offered advice and support through the single point of access
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Wellbeing Act

- 3) Improve outcomes for looked after children.

Achievement will be measured through:

- Developing a unified Corporate Parenting Strategy
- Supporting children in stable, local placements
- Improving the stability of school placements and the transfer process where moves are needed
- Strengthen partnership working with Health to ensure timely access to health assessments.

Risks to manage

- Fragility and sustainability of the care home sector.
- The quality of care home services will not meet required standards.
- Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach together.
- Demand and aspirations for independent living will not be met.

What we mean by:

Community Circles - A way for friends and family to support someone, through regular meetings with a facilitator.

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

Co-operative - A jointly owned enterprise engaging in the production or distribution of goods or the supplying of services, operated by its members for their mutual benefit.

'Age-Friendly' Communities - encourage and enable older people to engage with their surroundings and continue to engage socially within those communities, thereby maintaining their health, independence and wellbeing.

"What Matters" Conversation - The new model of eligibility for social care is based on a discussions with individuals about "what matters" to them.

Priority: Living Well

Sub-Priority: Integrated Community Social & Health Services

Impact: Enabling more people to live independently and well at home

This is a priority this year because we need to:

- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop Health and Social Care models for the future.
- Avoid unnecessary admissions to hospital and support early and successful hospital discharges.
- Co-ordinate the provision of support for service users more effectively with BCUHB and other providers.
- Work together with BCUHB to support people with dementia within the local community.

National Issues:

- Implementation of the Social Services and Well-being Act.
- Living Wage Issues for care providers, Care Market fragility.
- Aging population locally and nationally

What we will do in 2016/17:

- 1) Ensure that effective services to support carers are in place as part of the integrated social and health services.

Achievement will be measured through:

- Developing and implementing the action plan resulting from the review of the carers' strategy

- 2) Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievement will be measured through:

- Agreeing the priorities and implementation plan for funding for 2016/17
- Maintaining the rate of delayed transfers of care for social care reasons

- 3) Work through the Children's Services Forum and participation group to improve access to CAMHS

Achievement will be measured through:

- Number and average waiting time for Looked After Children (LAC) to access CAMHS

- 4) Further develop dementia awareness across the county

Achievement will be measured through:

- Number of events (and take-up) aimed at raising awareness of dementia across the county
- Number of dementia friendly towns in Flintshire

Risks to manage:

- Funding between Health and the Council does not transfer smoothly e.g. CHC, ICF, Primary Care Funds
- Service provision is not co-ordinated/integrated.

What we mean by:

Intermediate Care Funds – Funding from Welsh Government being used to support older people to maintain their independence and remain in their own home for as long as possible.

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

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

Priority: Living Well

Sub-Priority: Safeguarding

Impact: Ensuring adults, young people and children are safeguarded

This is a priority this year because we need to:

- Have a Council wide approach to safeguard and protect vulnerable people.
- Develop further awareness and support for the Council's approach to safeguarding including the prevention of human trafficking and child sexual exploitation.
- Comply with the new codes of practice for Safeguarding within the Social Services and Wellbeing Act (Wales).

National Issues:

- Continuity of funding and collaboration with other partners.

What we will do in 2016/17:

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

Achievement will be measured through:

- Developing a corporate safeguarding policy which operates as a framework for each service within the Council
 - Development of a performance framework and reporting cycle
 - Review corporate and service policies and procedures to identify breadth and depth of safeguarding coverage
- 2) Ensure that the workforce are trained in line with the new Codes of Practice for Safeguarding.
Achievement will be measured through:
 - Carrying out a training needs analysis across the Council
 - Referral rates from services other than Social Services
 - 3) Ensure that our response rates to referrals remain within statutory targets
Achievement will be measured through:
 - Statutory procedural targets for child and adult protection

Risks to manage:

- Safeguarding arrangements do not meet the requirements of the SSWB Act.

What we mean by:

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

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

Adult at Risk - A person over the age of 18 who is (a) experiencing or is at risk of abuse or neglect, (b) has needs for care and support (whether or not the authority is meeting any of those needs), and (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

Priority: Economy and Enterprise

Sub-Priority: Business Sector Growth & Regeneration

Impact: Growing the economy and creating jobs

This is a priority this year because we need to:

- Grow the local and regional economy, with a target to increase Flintshire's Gross Value Added (GVA) to the UK average (currently 88%) by 2030.
- Secure the infrastructure investment needed to facilitate growth both regionally and locally.
- Build upon the success of the advanced manufacturing sector in Flintshire and facilitate business innovation, adaptability and supply chain development.
- Protect the economic viability of our town centres and rural areas.
- Work collaboratively to achieve key priorities for major infrastructure projects which will support economic growth objectives

National Policy Issues:

- Recognition that Flintshire is part of the Northern Powerhouse and a key player in the delivery of the Cheshire and Warrington Local Enterprise Partnership (LEP) Growth deal for the Mersey Dee area and for North Wales.
- Devolution of powers to support economic growth in North Wales (opportunity and possible threat if powers are insufficient and do not match those in England).
- Infrastructure investment to create the platform for advancing economic growth.
- Change from national to local control of business rates

What we will do in 2016/17:

- 1) Strategic / Regional positioning in readiness for future accelerated growth ([Northern Powerhouse](#), [LEP](#))

Achievement will be measured through:

- Contributing to the development and delivery of a clear cross border economic growth strategy for Flintshire
- Success in gaining approval and/or funding for programmes which will support economic growth

- 2) Maximise the economic value of transformation projects ([DEZ / SHARP / Northern Gateway](#) / [Warren Hall, V&VP](#))

Achievement will be measured through:

- Monitoring and supporting the implementation of the transformation projects
- Supporting supply chain development
- Converting business enquiries to investment within Flintshire

- 3) Facilitate the creation of jobs

Achievement will be measured through:

- Creating jobs within Flintshire
- Creating jobs within Flintshire through our large scale capital programmes (WHQS and SHARP)

4) Strengthen the economic benefits of town centres and the visitor economy

Achievement will be measured through:

- Supporting the development and management of visitor facilities in key urban areas and along the Dee coastline.
- Facilitating private sector investment in town centres.
- Expanding the North East Wales Ambassadors programme in Flintshire.

Risks to manage:

- The Northern Powerhouse and LEP could pose risks to the growth of the Flintshire economy if there is not devolution of powers and freedoms to match those being developed in England.
- Infrastructure investment does not keep pace with needs and business is lost to the economy.
- Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment.
- Devolved powers in Wales do not match those in England.

What we mean by:

Gross Value Added (GVA) - Measures the contribution to the economy of each individual producer, industry or sector.

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

Welsh Housing Quality Standard (WHQS) - Welsh Government's physical quality standard for modern social housing.

Strategic Housing and Regeneration Programme (SHARP) - Programme to build 500 new homes over the next five years.

North East Wales Ambassadors programme - a network committed to encouraging visitors to the region, projecting a positive image and generating more business for local suppliers.

Priority: Skills and Learning

Sub-Priority: Apprenticeships and Training

Impact: Improving learning provision and opportunities to achieve better learner outcomes

This is a priority this year because we need to:

- Extend and improve the available education, employment and training opportunities
- Improve the employment prospects of local people to meet the needs of local employers
- Help young people take the step from education to employment
- Reduce barriers to engagement, ensure equality of access and participation opportunities for all children and young people

National Policy Issues:

- Delays of the European Social Fund (ESF) Programmes affecting delivery of local targets.
- Implementation of the Apprenticeship levy

What we will do in 2016/17:

- 1) Work with the public, private and voluntary sectors to maximize the number of apprenticeships, traineeships and work experience opportunities.
- 2) Increase training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes.
- 3) Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network (BEN).
- 4) Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging through:
 - Targeting vocational and employability skills
 - Enhancing personal support, including coaching, mentoring and help with transition
 - Realise the benefits of regional European Social Fund (ESF) programmes (Trac, Adtrac, Opus, Communities 4 Work)
 - Increasing the use of release on temporary licence (ROTL) for young people in the youth justice service; to better engage with post-custody education, training and employment prior to release.

Achievement will be measured through:

- Increasing the numbers of training and apprenticeship opportunities
- Increasing training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
- The number of entrepreneurs supported through the Flintshire BEN
- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Increasing the numbers of learners achieving the Level 1 Threshold

- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Rolling out ROTL to new institutions/partners
- Meeting ESF programme targets

Risks to manage:

- Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future
- Training places will not match current and future employer aspirations and needs
- Timescales of ESF programmes will not meet local targets and requirements.

What we mean by:

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

Young Entrepreneur Programme: an opportunity for young people to work with mentors on their business ideas.

Flintshire Business Entrepreneurship Network (BEN): employers working together to support Entrepreneurship Programmes.

Youth Engagement and Progression Framework: aims to reduce the number of young people not in education, employment or training (NEET).

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

Level 1 Threshold: 16 year old learners achieve five or more A*-G grades at GCSE or equivalent.

Priority: Skills and Learning

Sub-Priority: Modernised and High Performing Education

Impact: Improving learning provision and opportunities to achieve better learner outcomes

This is a priority this year because we need to:

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

National Policy Issues:

- Sustainable multi-year funding strategy for education funding following the National Assembly for Wales elections in May
- Rationalisation of the provision, planning and accountability processes for education related specific grants.
- Affordability of the 21st Century Schools programme new phases
- Simplification of the process for school place planning and provision

What we will do in 2016/17:

Make a difference through our Education & Youth Improvement and Modernisation Strategy by raising standards through:-

- 1) Working effectively with the Regional School Improvement Service (GwE) to:
 - Develop leadership capacity in schools through school modernisation and regional working;
 - Share best teaching practice and resources across schools most in need;
 - Identify and target support for those schools most in need;
 - Develop the capacity of schools to respond to national initiatives and curriculum reforms; and
 - Improve skills in digital literacy, literacy and numeracy
- 2) Reducing the impact of poverty and disadvantage through the national school improvement priority, Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy (2014-18), "Delivering Together".
- 3) Improving outcomes for Looked After Children and young people exiting the Youth Justice System.
- 4) Continuing to implement Band A of the 21st Century Schools Programme.
- 5) Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.
- 6) Securing a sustainable strategy for repairs and maintenance of school buildings.
- 7) Securing a sustainable set of transport policies and efficient delivery practices.

8) Developing an effective local approach to national inclusion reforms.

Achievement will be measured through:

- Improving outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at Foundation Phase and Key Stages 2 & 3
- Improving outcomes in Key Stage 4 including Level 2 Inclusive Threshold, Capped Points Score and A*-A Threshold
- Raising standards achieved by learners who are entitled to free school meals
- Improving the number of hours in education, training or employment that young people in the youth justice system can access
- Completing key milestones for the 21st Century School and School Modernisation programmes
- Develop and implement a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.
- Maintaining levels of 16 year olds in education, employment and training above the Council's benchmark position
- Securing a sustainable strategy for repairs and maintenance of school buildings.
- Securing a sustainable set of transport policies and efficient delivery practices.
- Developing an effective local approach to national inclusion reforms.

Risks to manage:

- Schools do not receive and/or make best use of the support they need from the Council and GwE
- Numbers of school places not matching the changing demographics.
- Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets
- Leadership capacity does not match school needs

What we mean by:

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

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

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

Level 2 Inclusive Threshold: 16 year old learners achieve five or more A*-C grades at GCSE including Mathematics and English/Welsh first Language.

Capped Points Score: 16 year old learners are awarded points for each grade they achieve. The best eight subjects then make their Capped Points Score.

A*-A Threshold: 16 year old learners who achieve five or more A* or A grades at GCSE

21st Century Schools - a national programme of funding to improve school buildings and environments.

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

Priority: Safe Communities

Sub-Priority: Community Safety

Impact: Keep people and communities safe

This is a priority this year because we need to:

- Support victims of domestic abuse.
- Minimise the impact of substance misuse on the individuals, their families and communities in the County.
- Understand the requirements of the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

National Issues:

- Sustainability of short-term grant funded schemes.

What we will do in 2016/17:

- 1) Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.

Achievement will be measured through:

- Reviewing the performance of the delivery framework of the NWSCB
- Flintshire Public Service Board (PSB) adopting and following the key priorities of the regional Community Safety Plan

- 2) Contribute to the delivery of the North Wales Community Safety Plan priorities:

- Reducing the impact of domestic abuse on high risk repeat victims.
- Managing the impacts of substance misuse through improved service provision.
- Managing the impacts of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

Achievement will be measured through:

- Addressing high risk repeat instances of domestic abuse
- Continuing to meet Welsh Government targets for 'completed treatments' and waiting times for substance misuse services.
- Agreeing a coordinated response to meeting the requirements of the Act

- 3) Reduce the fear of crime by making best use of the latest technologies including closed circuit television (CCTV).

Achievement will be measured through:

- Agreement of a forward plan for the resilience of the control room ([location and technology renewal](#))
- Agreement of a new business and funding plan for the future service
- Maintaining continuity of service during the service review
- Maintaining continuity of Council and Town and Community Council partnership funding during the service review

Risks to manage:

- Lack of sustainable funding to deliver nationally determined community safety priorities.
- Retention of experienced and skilled staff due to the short term grant funding regime.

What we mean by:

- **Substance Misuse** – the continued use of drugs or alcohol despite negative consequence to the individual using, their friends, family and the community.
- **CCTV** – to prevent and respond to crime and disorder.

DRAFT

Priority: Poverty

Sub-Priority: Maximising Income

Impact: Protecting people from poverty

This is a priority this year because we need to:

- Support people to manage the ongoing impact of Welfare Reform.
- Help people claim the benefits they are entitled to.
- Help people manage their financial commitments.
- Reduce the risk of poverty for families, children and young people.
- Reduce the impact of rises in fuel costs.

National Policy Issues:

- UK Government welfare reforms are adversely affecting local people
- Sustainability of funding for fuel poverty measures.
- Delays of the European Social Fund (ESF) Programmes affecting delivery of local targets.

What we will do in 2016/17:

- 1) Provide advice and support services to help people protect their income.

Achievement will be measured through:

- Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled
- Assisting people with Welfare Reform changes through the effective application of the Council's DHP Policy
- Supporting Flintshire residents to better manage their financial commitments
- Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances

- 2) Helping people to get closer to work and / or be work ready through a range of Government and European funded programmes.

Achievement will be measured through:

- The numbers of local people getting closer to work or becoming ready to enter work having benefitted from accessing Government or European funded programmes

- 3) Deliver energy efficiency measures to homes in Flintshire.

Achievement will be measured through:

- Reducing the overall annual fuel bill for residents
- The number of homes receiving energy efficiency measures
- Creating and launching a national energy efficiency materials and supplier framework

Risks to manage:

- Demand for advice and support services will not be met.
- Debt levels will rise if tenants are unable to afford to pay their rent.
- The local economy will suffer if residents have less income to spend.

- Residents do not take up the energy efficiency measures available.
- Available funding for energy efficiency measures falls short of public demand.

What we mean by:

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

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

DRAFT

Priority: Environment

Sub-Priority: Transport Infrastructure and Services

Impact: Safely accessing employment, local services and facilities

This is a priority this year because we need to:

- Maintain accessibility to and between employment, homes, leisure, health and social activities.
- Support and enable safe and affordable travel services.
- Minimise congestion and delays on our highway network.

National Issues:

- Sufficiency of national funding and investment for infrastructure improvement projects and transport services.

What we will do in 2016/17:

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

Achievement will be measured through:

- Submission of successful funding bids to WG for Local Transport funding.
 - Successfully delivering schemes funded through the Local Transport Fund (infrastructure)
 - Preparing the existing route map and integrated network map for “Active Travel” setting out our aspirations for improved walking and cycling infrastructure and facilities; having a positive impact on the resilience of wider transport network.
 - Securing funding via the Rural and Community Development Fund (community transport)
- 2) Prioritise the Council’s road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.

Achievement will be measured through:

- Monitoring the condition of the highway’s infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire’s network

- 3) Use available funding to support the Council’s priorities to improve road safety on the County’s highway network.

Achievement will be measured through:

- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentration on the road network through the Welsh Government’s Grant Aid Programme
- Delivering WG funded schemes identified as part of Safe Routes in Communities
- Delivering WG funded road safety initiatives to reduce the risk of collisions of high risk groups (measures for older drivers, newly qualified young drivers and motorcyclists)

- 4) Work closely with the communities to develop innovative and sustainable community transport schemes.

Achievement will be measured through:

- Working with interested local communities to develop a Community Transport Strategy
- Developing community transport schemes to compliment the core network of bus services
- Development of community transport "hubs" within available funding

Risks to manage:

- Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth is not found.
- Sustainable transport options do not remain attractive to users.
- Sufficient funding will not be found to continue to provide subsidised bus services.

What we mean by:

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

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

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

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

Priority: Environment

Sub-Priority: Sustainable Development & Environmental Management

Impact: Protecting our local environment

This is a priority this year because we need to:

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

National Issues:

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

What we will do in 2016/17:

- 1) Establish an Environment working Group to ensure that the Council adopts an integrated approach to service delivery which meets the aims and objectives of the Single Environment Grant (SEG).

Achievement will be measured through:

- Gaining approval to the grant submission
- Establishing a Single Environment Group
- Monitoring progress and claiming the equivalent grant funding

- 2) Agree the Local Development Plan's vision and objectives, and options to accommodate growth.

Achievement will be measured through:

- Undertaking a renewable energy assessment for the LDP in partnership with Wrexham Council which will inform the pre-deposit and later deposit plan
- Agree a revised timetable and delivery agreement with Welsh Government leading to the pre-deposit plan
- Publicising the pre-deposit plan
- Completing the public consultation on the pre-deposit plan

- 3) Reducing our Carbon footprint.

Achievement will be measured through:

- Creating two solar farms on Flintshire County Council land
- Install an electricity link between Brook Hill Landfill site and Alltami Depot or agree a virtual private network with Scottish Power to fully utilise the energy generated and reduce costs

- Undertaking a heat mapping and master planning exercise in Flint to assess the potential opportunity for a biomass centre
 - Creating a waste transfer station in Greenfield
 - Improving recycling performance
 - Reducing our carbon emissions
- 4) Reviewing the Flood Risk Management Strategy.
- Achievement will be measured through:***
- Completing Flintshire's Local Flood Risk Management Plans
 - Developing a list of priority flood alleviation schemes based on transparent criteria
- 5) Reducing the occurrence and impact of environmental crime.
- Achievement will be measured through:***
- Identification of environmental crime hotspots from local intelligence and service requests
 - Targeted enforcement campaigns in hotspot areas

Risks to manage:

- Reduction of the Single Environment Grant.
- Recycling programmes are not supported by the public and employees.
- Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid.
- Funding will not be secured for priority flood alleviation schemes.
- Customer expectations around the delivery of flood alleviation schemes are not effectively managed.
- Environmental crime programmes are not supported by the public and employees.

What we mean by:

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

Renewable Energy Schemes: schemes designed to use energy from a source that is naturally replenished e.g. sunlight.

Carbon Reduction Commitment: a mandatory scheme aimed at improving energy efficiency and reducing emissions in large public sector and private organisation.

Energy Generation: generation of heat and electricity.

Biomass: biologically material derived from living or recently living organisms.

Waste Transfer Station: Facility to bulk and bale waste for onward transportation.

Environmental Crime: e.g. dog fouling, littering and fly tipping.

Priority: Modern & Efficient Council

Sub-Priority: Developing Communities

Impact: Supporting communities to become more resilient

This is a priority this year because we need to:

- Build on what has been completed in year one (2015/16) with support for local communities. In year two this will be concentrated on:
 - Developing the community and social sectors to support local communities to be more self-sufficient.
 - Creating alternative delivery models within the community and social sector to sustain valued public services.
 - Developing social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities.
 - Realising social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping local money in the community.
 - Ensuring our Armed Forces Community and their families are recognised for their commitment.

National Policy Issues:

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

What we will do in 2016/17:

- 1) Develop the community and social sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business.

Achievement will be measured through:

- Monitoring the number of new social enterprises developed
- Monitoring the number of social enterprises supported to thrive and prosper
- Monitoring community benefits delivered by new social enterprises

- 2) Encourage volunteers and active citizens.

Achievement will be measured through:

- Monitoring the impact of the local volunteering policy

- 3) Ensure community benefit through our commissioning of goods and services and their impact.

Achievement will be measured through:

- Establishing a Community Benefits Board with an action plan
- Monitoring the percentage of community benefit clauses included in new procurement contracts

- 4) Design and implement alternative delivery models (ADMs) to sustain important services to meet future need.

Achievement will be measured through:

- Monitoring the level of efficiencies ADMs have supported
- Monitoring the number of services sustained through delivery via alternative models

- 5) Empower communities to run and manage facilities in their locality through Community Asset Transfers (CATs).

Achievement will be measured through:

- Monitoring the number of public assets safely transferred to the community
- Monitoring community benefits delivered by Community Asset Transfers

- 6) Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services

Achievement will be measured through:

- Monitoring the achievements of the Armed Forces Covenant Action Plan

Risks to manage:

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

What we mean by:

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

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

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

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

Priority: Modern & Efficient Council

Sub-Priority: Improving Resource Management

Impact: Front line services are efficiently and effectively supported

This is a priority this year because we need to:

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

National Policy Issues:

- Reduction in capital investment and resources.

What we will do in 2016/17:

- 1) Develop and implement a renewed three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.

Achievement will be measured through:

- Revising our plan to meet the £38m funding gap for 2016-2019
- Matching our priorities with revenue and capital investment
- Achieving our efficiency targets

- 2) Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation.

Achievement will be measured through:

- Monitoring the impact of people performance management
- Monitoring the impact of the new Employee Development and Talent Management scheme on retention of our capability
- Monitoring the impact of the People Strategy in service portfolios

- 3) Rationalise the Council's use of corporate accommodation.

Achievement will be measured through:

- Reducing the floor space and costs of occupied office accommodation
- Increasing the number/percentage of employees who work in an agile way

- 4) Optimise purchasing efficiencies through the use of local, regional and national procurement arrangements and through the increased use of electronic solutions.

Achievement will be measured through:

- Creating efficiencies through the use of local, regional and national procurement arrangements
- Reducing the cost of procurement through the use of end to end electronic purchasing

- 5) Embrace digital channels as the default in service design where possible to provide access to online services at a time and location convenient to the customer.

Achievement will be measured through:

- Increase the number of transactional services online and via the Flintshire App
- Increase the take-up of online services
- Respond to customer feedback ensuring information is accessed at first point of contact online

Risks to manage:

- The scale of the financial challenge.
- The capacity and capability of the organisation to implement necessary changes.
- The pace of procurement collaborations and our limited control over their development.
- Public attitude to accessing services on-line.

What we mean by:

Employee Development and Talent Management scheme: our scheme that seeks to encourage employee engagement, talent management, behaviour and competencies development, learning and skills development.

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

Digital Channels: Alternative channels of communication e.g. e-mail, social media, text messaging.

Transactional Services: Council services for which customers pay.

FLINTSHIRE COUNTY COUNCIL

IMPROVEMENT PLAN 2016/17

How achievement will be measured - Supporting milestones and measures

Priority	Sub-Priority	Impact
Housing	Appropriate & Affordable Homes	Improving the choice and quality of local housing

What we will do in 2016/17:

1. Deliver a proactive Housing Solutions service to prevent homelessness for as many households as possible.

Achievement will be measured through:

- Number of housing enquiries resolved at first point of contact
- Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

Achievement Measures	Lead Officer	Baseline Data (2015/16)	2016/17 Target	2017/18 Aspirational Target
Number of housing enquiries resolved at first point of contact	Chief Officer – Community and Enterprise	tbc	XXX	XXX
Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months (HHA/013)		89%	87%	92%

2. Stimulate the growth of affordable housing.

Achievement will be measured through:

- Increasing the numbers of new Council and affordable homes through the SHARP programme
- Maximising the number of new affordable homes provided through the planning system.
- Increase the numbers of affordable homes provided through the Social Housing Grant (SHG) programme

Achievement Milestones for strategy and action plans:

- Development of the Flint Extra Care provision by Autumn 2017

Achievement Measures	Lead Officer	Baseline Data (2015/16)	2016/17 Target	2017/18 Aspirational Target
The number of new Council and affordable homes through the SHARP programme	Chief Officer – Community and Enterprise	0	12	12

The number of new affordable homes provided through the planning system.	Enterprise	69	35	35
The number of affordable homes provided through the Social Housing Grant (SHG) programme		tbc	135	135

Priority	Sub-Priority	Impact
Housing	Modern, Efficient and Adapted Homes	Improving the choice and quality of local housing

What we will do in 2016/17:

1. Deliver financial support to repair, improve and adapt private sector homes.

Achievement will be measured through:

- Repairing / improving 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan
- Improving the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants

Page 59

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan.	Chief Officer – Community and Enterprise	23	30	40
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.		455	316	316
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.		310	247	247

2. Reduce the number of long term vacant homes.

Achievement will be measured through:

- Bringing empty homes back into use for residential living through the Welsh Government Houses into Homes Scheme

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
----------------------	--------------	-----------------------	----------------	-----------------------------

The number of empty homes brought back into use the Welsh Government Houses into Homes Scheme	Chief Officer – Community and Enterprise	4	8	8
---	--	---	---	---

3. Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) for all Council homes.

Achievement will be measured through:

- o Completing WHQS work schemes to a value of £21M, in line with the Housing Asset Management Strategy

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Capital Works Target – Roofs & Associated Components	Chief Officer – Community and Enterprise	112	209	658
Capital Works Target – Windows		112	209	287
Capital Works Target – External Doors		112	209	287
Capital Works Target – Kitchen replacements		1393	1030	1048
Capital Works Target – Bathrooms		1688	1398	1488
Capital Works Target – Central Heating		192	190	206
Capital Works Target – Electrical Systems		50	50	50
Capital Works Target – Smoke Detectors		508	500	500

Priority	Sub-Priority	Impact
Living Well	Independent Living	Enabling more people to live independently and well at home

What we will do in 2016/17:

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

Achievements will be measured through:

- Delivering the dementia awareness training programme to the care homes workforce
- Working with Betsi Cadwaladr University Health Board to develop an action plan around supporting the quality and breadth of nursing provision
- Addressing pressures in domiciliary care and the care home market and improve recruitment and retention.

Achievement Milestones for strategy and action plans:

- Implement joint monitoring tools to support the quality of nursing care by October 2016
- Recruit coordinators for Community Circles April 2016 and evaluate the project September 2016
- Reduce and streamline paperwork to free up staff September 2016
- Agree local, regional and national priorities arising from the review of residential care, and develop action plan by September 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Monitoring numbers of agency staff used	Chief Officer – Social Care	N/A New Measure	Management Information	Management Information
Numbers of homes which are a 'service of concern'		tbc	3	3
Numbers of homes in 'escalating concerns'		tbc	2	2

2. Support greater independence for individuals with a frailty and / or disability.

Achievements will be measured through

- Establishing a baseline for the people offered advice and support through the single point of access
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Wellbeing Act

Achievement Milestones for strategy and action plans:				
<ul style="list-style-type: none"> Loneliness and isolation adopted as part of the “what matters” conversation by October 2016 				
Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of adults who received advice or assistance from the information, advice and assistance service during the year and have not contacted the service again (New National Outcomes Framework for Social Services)	Chief Officer – Social Care	N/A	Establish Baseline	TBC once Baseline Established
Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year (New National Outcomes Framework for Social Services)		N/A	Establish Baseline	TBC once Baseline Established
Achievement of outcomes for people with a learning disability		N/A new measure	Establish Baseline	TBC once Baseline Established
The number of communities committed to becoming ‘Age-Friendly’		N/A new measure	1	2

Page 59

3. Improve outcomes for looked after children				
Achievements will be measured through: <ul style="list-style-type: none"> Developing a Corporate Parenting Strategy Supporting children in stable, local placements Improving the stability of school placements and the transfer process where moves are needed Strengthen partnership working with Health to ensure timely access to health assessments. 				
Achievement Milestones for strategy and action plans: <ul style="list-style-type: none"> Developing a unified Corporate Parenting Strategy by October 2016 				
Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
SCC/002 Stability of School placements	Chief Officer – Social	tbc %	XX%	XX%

Timeliness of health assessments (formerly SCC\039 - last measured nationally 2013/14)	Services	tbc %	81%	85%
SCC/037 Educational attainment of looked after children	Chief Officer – Education & Youth	tbc points	XX points	XX points

Priority	Sub-Priority	Impact
Living Well	Integrated Community Social and Health Services	Enabling more people to live independently and well at home

What we will do in 2016/17:

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

Achievements will be measured through

- o Developing and implementing the action plan resulting from the review of the carers' strategy

Page 60

Achievement Milestones for strategy and action plans:

- o Developing the action plan resulting from the review of the carers' strategy by June 2016
- o Implementing the action plan resulting from the review of the carers' strategy by October 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service (formerly SCA/018c – no longer collected nationally)	Chief Officer – Social Services	Q3 = 89.9%	92 – 98%	98%
The percentage of identified carers of adult service users who access the 'Bridging the Gap' respite and report it having a positive impact on their caring role		N/A	Establish Baseline	TBC once Baseline Established

2. Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievements will be measured through

- o Agreeing the priorities and implementation plan for funding for 2016/17

- Maintaining the rate of delayed transfers of care for social care reasons

Achievement Milestones for strategy and action plans:

- Agreeing the priorities and implementation plan for funding for 2016/17 by October 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
SCA/001 Monitoring the rate of delayed transfers of care for social care reasons (rate per 1000)	Chief Officer – Social Services	Q3 = 3.03	2	1.4

3. Work through the Children's Services Forum and participation group to improve access to CAMHS

Achievements will be measured through

- Number of Looked After Children (LAC) waiting to access CAMHS
- Average waiting time for Looked After Children (LAC) accessing CAMHS

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of Looked After Children (LAC) waiting to access CAMHS	Chief Officer – Social Services	N/A New Measure	Establish Baseline	TBC once Baseline Established
Average waiting time for Looked After Children (LAC) accessing CAMHS		N/A New Measure	Establish Baseline	TBC once Baseline Established

4. Further develop dementia awareness across the county

Achievements will be measured through

- Number of events (and take-up) aimed at raising awareness of dementia across the county
- Number of dementia friendly towns in Flintshire

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number events aimed at raising awareness of dementia across the county	Chief Officer – Social Services	3	3	3
Number of dementia friendly towns in Flintshire	Chief Officer – Social Services	2	2	2

Priority	Sub-Priority	Impact
Living Well	Safeguarding	Ensuring adults, young people and children are safeguarded

Page 26

What we will do in 2016/17:

31. Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.				
<p>Achievements will be measured through</p> <ul style="list-style-type: none"> Developing a corporate safeguarding policy which operates as a framework for each service within the Council. Development of a performance framework and reporting cycle Review corporate and service policies and procedures to identify breadth and depth of safeguarding coverage. <p>Achievement Milestones for strategy and action plans:</p> <ul style="list-style-type: none"> Developing, endorsing and introducing a corporate safeguarding policy by October 2016 Developing a performance management framework and reporting cycle by September 2016 Identification of corporate and service policies needing review to include safeguarding by December 2016 Developing training programme for implementation across the workforce September 2016 				
Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target

Embedding safeguarding awareness and procedures within appropriate policies (policy reviews)	Chief Officer – Social Services	0	25%	100%
Increased referral rates from services other than Social Services (TBC)		tbc %	Management Information	Management Information
SCA/019 – Adult protection referrals where the risk was managed		Q3 = 98.82%	98-100%	98-100%
SCC/014 – Initial child protection conferences held within 15 days of the strategy discussion		93% tbc	95%	98%
SCC/034 – Child protection reviews completed in time		98% tbc	98%	100%

Priority	Sub-Priority	Impact
Economy and Enterprise	Business Sector Growth & Regeneration	Growing the economy and creating jobs

What we will do in 2016/17:

1. Strategic / Regional positioning in readiness for future accelerated growth

Achievements will be measured through

- Contributing to the development and delivery of a clear cross border economic growth strategy for Flintshire
- Success in gaining approval and/or funding for programmes which will support economic growth

Quarterly summary progress monitoring:

- Contributing to the development and delivery of a clear cross border economic growth strategy for Flintshire
- Success in gaining approval and/or funding for programmes which will support economic growth

2. Maximise the economic value of transformation projects

Achievements will be measured through

- Monitoring and supporting the implementation of the transformation projects
- Supporting supply chain development
- Converting business enquiries to investment within Flintshire

Quarterly summary progress monitoring:

- DEZ project
- SHARP project
- Northern Gateway project
- Warren Hall project
- Vibrant and Viable Places project

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target

Delivery of supply chain development events	Chief Officer – Community & Enterprise	N/A New Measure	3	3
Number of business enquiries converted to investment within Flintshire		74%	Management Information	Management Information

3. Facilitate the creation of jobs

Achievements will be measured through

- Creating jobs within Flintshire
- Creating jobs within Flintshire through our large scale capital programmes (WHQS and SHARP)

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of new jobs in Flintshire	Chief Officer – Community & Enterprise	2,139	1,200	1,200
Number of new jobs through large scale capital programmes (WHQS)		43	32	40
Number of new jobs through large scale capital programmes (SHARP)		tbc	XX	XX

4. Strengthen the economic benefits of town centres and the visitor economy

Achievements will be measured through

- Supporting the development and management of visitor facilities in key urban areas and along the Dee coastline
- Facilitating private sector investment in town centres
- Expanding the North East Wales Ambassadors programme in Flintshire

Achievement Milestones for strategy and action plans:

- Implement the Coastal Community Fund programme investments in Flintshire's coastal tourism infrastructure by 31/03/17
- Complete the Town Action Plan improvement project to St Mary's Church Square in Flint by 31/12/16
- Develop a plan to increase the coverage of brown and white visitor signs in Flintshire by 31/03/17
- Implement parking improvements in Talacre by end 30/06/16

Quarterly summary progress monitoring:

- Support the development of community-led visitor facilities

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of town centre private sector investment proposals supported	Chief Officer – Community & Enterprise	4	3	3
Number of new Ambassadors recruited		20	15 (additional)	15 (additional)

Priority	Sub-Priority	Impact
Skills and Learning	Apprenticeships and Training	Improving learning provision and opportunities to achieve better learner outcomes

What we will do in 2016/17:

1. Work with the public, private and voluntary sectors to maximize the number of apprenticeships, traineeships and work experience opportunities.
2. Increase training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
3. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network
4. Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging through:
 - Targeting vocational and employability skills
 - Enhancing personal support, including coaching, mentoring and help with transition
 - Realise the benefits of regional European Social Fund programmes
 - Increasing the use of release on temporary licence (ROTL) for young people in the youth justice service; to better engage with post-custody education, training and employment prior to release.

Page 17

Achievements will be measured through

- Increasing the numbers of training and apprenticeship opportunities
- Increasing training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
- The number of entrepreneurs supported through the Flintshire BEN
- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Increasing the numbers of learners achieving the Level 1 Threshold
- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Rolling out ROTL to new institutions/partners
- Meeting ESF programme targets

Achievement Milestones for strategy and action plans:

- Participation in ROTL by new institutions/partners 31/03/17

Achievement Measures	Lead Officer	Baseline Data (Summer 2015)	2016/17 Target (Summer 2016)	2017/18 Aspirational Target (Summer 2017)
Increased numbers of training and apprenticeship opportunities:	Chief Officer – Education & Youth Chief Officer – Community & Enterprise	Source: https://statswales.wales.gov.uk/Catalogue/Education-and-Skills/Post-16-Education-and-Training/Further-Education-and-Work-Based-Learning/Learners/Work-Based-Learning/uniquelearnersworkbasedlearning-by-programmetype-domicile		
<ul style="list-style-type: none"> Apprenticeships 		2,300 (2013/14 Academic Year)	Management Information	Management Information
<ul style="list-style-type: none"> Traineeships 		235 (2013/14 Academic Year)	Management Information	Management Information
Increase number of training and apprenticeship opportunities through Futureworks Flintshire Apprenticeships Academy and our major capital programmes (WHQS & SHARP):		10 tbc (WHQS only)	7 tbc (WHQS 3 & SHARP 4, SHARP tbc)	4 tbc (WHQS only)
The number of entrepreneurs supported through the Flintshire BEN		100	150	tbc
Improved local skills base to improve employability and earning prospects through improved qualifications:		Source: Annual Labour Force Survey: https://www.nomisweb.co.uk/reports/lmp/la/1946157387/report.aspx?town=flintshire#tabquals		
<ul style="list-style-type: none"> Number of Flintshire residents qualified to NVQ 2 level 		70.2% (Dec 2014)	Management Information	Management Information
<ul style="list-style-type: none"> Number of Flintshire residents qualified to NVQ 3 level 		51% (Dec 2014)	Management Information	Management Information
<ul style="list-style-type: none"> Number of Flintshire residents qualified to NVQ 4 level & above 		28% (Dec 2014)	Management Information	Management Information
Increased numbers of learners achieving the Level 1 Threshold*		XX%	96.2%	XX%
Securing high levels of 16 years olds in education, employment and training (Source: http://gov.wales/statistics-and-research/young-people-not-education-employment-training/?lang=en)		98.7% (Y11 school leavers 2014)	98.9%	XX%
Reducing the percentage of 18 – 24 year olds claiming Jobseekers		XX%	4.9%	XX%

Allowance				
-----------	--	--	--	--

**Education targets are based on knowledge of cohort abilities and therefore do not show consistent increases year on year.*

Meeting European Social Fund programme targets:

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target	
European Social Fund (Trac):	Chief Officer – Education & Youth				
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		N/A New Measure	XX%	XX%	
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		N/A New Measure	XX%	XX%	
European Social Fund (Adtrac):					
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		N/A New Measure	XX%	XX%	
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		N/A New Measure	XX%	XX%	
European Social Fund (Opus):		Chief Officer - Community & Enterprise			
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 			N/A New Measure	50	83
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 			N/A New Measure	50	86
Communities 4 Work: (target setting process not yet undertaken)					
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		XX%	XX%	XX%	
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		XX%	XX%	XX%	

Priority	Sub-Priority	Impact
Skills and Learning	Modernised and High Performing Education	Improving learning provision and opportunities to achieve better learner outcomes

What we will do in 2016/17:

Make a difference through our Education & Youth Improvement and Modernisation Strategy by raising standards through: -

1. Working effectively with the Regional School Improvement Service (GwE) to:
 - Develop leadership capacity in schools through school modernisation and regional working;
 - Share best teaching practice and resources across schools most in need;
 - Identify and target support for those schools most in need;
 - Develop the capacity of schools to respond to national initiatives and curriculum reforms; and
 - Improve skills in digital literacy, literacy and numeracy
2. Reducing the impact of poverty and disadvantage through the national school improvement priority, Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy (2014-18), "Delivering Together".
3. Improving outcomes for Looked After Children and young people exiting the Youth Justice System.
4. Continuing to implement Band A of the 21st Century Schools Programme.
5. Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.
6. Securing a sustainable strategy for repairs and maintenance of school buildings.
7. Securing a sustainable set of transport policies and efficient delivery practices.
8. Developing an effective local approach to national inclusion reforms.

Achievements will be measured through

- Improving outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at Foundation Phase and Key Stages 2 & 3
- Improving outcomes in Key Stage 4 including Level 2 Inclusive Threshold, Capped Points Score and A*-A Threshold
- Raising standards achieved by learners who are entitled to free school meals
- Improving the number of hours in education, training or employment that young people in the youth justice can access
- Completing key milestones for the 21st Century School and School Modernisation programmes
- Develop and implement a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.
- Maintaining levels of 16 year olds in education, employment and training above the Council's benchmark position
- Securing a sustainable strategy for repairs and maintenance of school buildings.
- Securing a sustainable set of transport policies and efficient delivery practices.
- Developing an effective local approach to national inclusion reforms.

Achievement Milestones for strategy and action plans:

- Completion of 21st Century Schools (Band A) milestones in line with target dates:
 - Holywell Campus Project Phase 1 (buildings) by 31/08/16
 - Holywell Campus Project Phase 2 (external and pitches) by 28/02/17
 - Deeside 6th, Coleg Cambria by 31/08/17
 - Remainder of Band A Programme to be complete by 31/03/19
- Developing an effective local approach to national inclusion reforms in line with the legislative timetable by **XX/XX/XX**

Quarterly summary progress monitoring:

- Develop and implement a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme
- Securing a sustainable strategy for repairs and maintenance of school buildings
- Securing a sustainable set of transport policies and efficient delivery practices

Achievement Measures	Lead Officer	Baseline Data (Summer 2015)	2015/16 Target (Summer 2016)	Aspirational Target (Summer 2017)
Outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at all Key Stages				
The percentage of learners achieving the Foundation Phase Indicator	Chief Officer Education and Youth	87%	87.9%	88.5%
* Improved Outcomes in Mathematics at:				
○ Key Stage 4		69.4%	74.4%	75.2%
○ Key Stage 3		92.0%	93.8%	94.2%
○ Key Stage 2		90.9%	87.9%	88.8%
○ Foundation Phase		90.2%	88.4%	86.5%
* Improved Outcomes in English at:				
○ Key Stage 4		72.2%	76.1%	76.5%
○ Key Stage 3		91.4%	93.0%	93.1%
○ Key Stage 2		90.1%	87.3%	87.5%
○ Foundation Phase		89.0%	86.2%	83.5%
* Improved Outcomes in Welsh (first language) at:				

o Key Stage 4		54.6%	74.7%	78.7%
o Key Stage 3		80.0%	92.1%	92.9%
o Key Stage 2		86.4%	85.4%	85.2%
o Foundation Phase		91.2%	85.6%	93.2%
EDU/003 - The percentage of learners achieving the Core Subject Indicator at Key Stage 2		87.9%	89.1%	89.4%
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3		87.1%	89.3%	90.1%
Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent				
Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades	Chief Officer Education and Youth	342.1points	362.7 points	375.0 points
EDU/017 - The percentage of learners achieving the Level 2 Threshold Inclusive of Mathematics and English and/or Welsh 1 st Language		60.6%	65.1%	69.0%
Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable				
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)	Chief Officer Education and Youth	92.1%	96.6%	97.6%
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)		35.2%	43.9%	54.4%
Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)		308.1points	338.7 points	344.6 points
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3		71.3%	76.5%	78.8%
Access to education, training or employment for young people in the Youth Justice System				
The number of hours ETE that are offered to those young people of school age in the youth justice system.	Chief Officer Education and Youth			

• 25 hours		83%	60%	75%
• 16+ hours		90%	65%	80%
Maintaining levels of 16 year olds in education, employment and training above the Council's benchmark position				
Securing high levels of 16 years olds in education, employment and training (Source: http://gov.wales/statistics-and-research/young-people-not-education-employment-training/?lang=en)		98.7% (Y11 school leavers 2014)	98.9%	XX%

- * Key Stage Definitions:
- Key Stage 4 = achieving A*-C at GCSE
 - Key Stage 3 = achieving Level 5 or above
 - Key Stage 2 = achieving Level 4 or above

Education targets are based on knowledge of cohort abilities and therefore do not show consistent increases year on year.

Priority	Sub-Priority	Impact
Safe Communities	Community Safety	Keep people and communities safe

What we will do in 2016/17:

1. Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.

Achievement will be measured through:

- o Reviewing the performance of the delivery framework by the NWSCB
- o Flintshire Public Services Board (PSB) adopting and following the key priorities of the regional Community Safety Plan

Achievement Milestones for strategy and action plans:

- Reviewing of a delivery framework by the NWSCB by 01/10/2016
- Flintshire Public Services Board (PSB) adoption of the key priorities of the regional Community Safety Plan by 31/12/2016

2. Contribute to the delivery of the North Wales Community Safety Plan priorities:

- Reduce the impact of domestic abuse on high risk repeat victims
- Manage the impacts of substance misuse through improved service provision
- Managing the impacts of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

Achievement will be measured through:

- o Addressing high risk repeat instances of domestic abuse
- o Continuing to meet Welsh Government targets for ‘Completed treatments’ and waiting times for substance misuse services
- o Agreeing a coordinated response to meeting the requirements of the Act.

Achievement Milestones for strategy and action plans:

- Agreeing a coordinated response to meeting the requirements of the Act by 31/03/17

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC (target is set in line with the Home Office target)	Chief Officer – Planning and	XX%	28%	28%

Page 74

Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)	Environment	XX%	80% (WG target)	80% (WG target)
Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%) (KPI 6)		XX%	80% (WG target)	80% (WG target)

3. Reduce fear of crime by making best use of the latest technologies including closed circuit television (CCTV).

Achievement will be measured through:

- Agreement of a forward plan for the resilience of the control room (location and technology renewal)
- Agreement of a new business and funding plan for the future service
- Maintaining continuity of service during the service review
- Maintaining continuity of Council and Town and Community Council partnership funding during the service review

Achievement Milestones for strategy and action plans:

- Agreement of a forward plan for the resilience of the control room (location and technology renewal) by 31/03/17 tbc
- Agreement of a new business and funding plan for the future service by 31/03/17 tbc

Quarterly summary progress monitoring:

- Maintaining continuity of service during the service review
- Maintaining continuity of Council and Town and Community Council funding during the service review

Priority	Sub-Priority	Impact
Poverty	Maximising Income	Protecting people from poverty

What we will do in 2016/17:

1. Provide advice and support services to help people protect their income.

Achievement will be measured through:

- o Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled
- o Assisting people with Welfare Reform changes through the effective application of the Council's DHP Policy
- o Supporting Flintshire residents to better manage their financial commitments
- o Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances

Page 76

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Chief Officer – Community and Enterprise	£1,900,000	£2,000,000	£2,300,000
Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes		£XXX	Management Information	Management Information
Number of residents supported to better manage their financial commitments		168	Management Information	Management Information
Speed of processing of Housing Benefit claims (days):				
▪ new claims		20 days	20 days	19 days
▪ change of circumstances		7 days	8 days	17 days

2. Helping people to get closer to work and / or be work ready through a range of Government and European funded programmes.

Achievement will be measured through:

- o The numbers of local people getting closer to work or becoming ready to enter work having benefitted from accessing Government and / or European funded programmes.

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
European Social Fund - Trac: (as reported to Welsh European Funding Office -WEFO)				
<ul style="list-style-type: none"> Number of people entering employment 		XX	XX	XX
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		XX	XX	XX
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		XX	XX	XX
European Social Fund - Adtrac: (as reported to Welsh European Funding Office - WEFO)				
<ul style="list-style-type: none"> Number of people entering employment 	Chief Officer - Community & Enterprise	XX	XX	XX
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		XX	XX	XX
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 	Chief Officer – Education & Youth	XX	XX	XX
European Social Fund - Opus: (as reported to Welsh European Funding Office - WEFO)	Chief Officer – Social Services			
<ul style="list-style-type: none"> Number of people entering employment 		N/A New Measure	12	31
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		N/A New Measure	50	83
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		N/A New Measure	50	86
European Social Fund – Communities 4 Work: (as reported to Welsh European Funding Office – WEFO) Target setting process not yet undertaken				

Page 77

<ul style="list-style-type: none"> Number of people entering employment 		XX	XX	XX
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		XX	XX	XX
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		XX	XX	XX
Families First: (as reported to Welsh Government)				
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification (baseline data based on Q1-3 of 2015/16) 		133 (108 practitioners, 25 service users)	150	150
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity (baseline data based on Q1-3 of 2015/16) 		15	30	30
Flying Start: (as reported to Welsh Government)				
<ul style="list-style-type: none"> Number of people entering employment 		XX	XX	XX
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		XX	XX	XX
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		XX	XX	XX
Achievement Measures		2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Communities First: (as reported to Welsh Government)				
<ul style="list-style-type: none"> Number of people entering employment 		XX	XX	XX
<ul style="list-style-type: none"> Number of people gaining a qualification or work relevant certification 		XX	XX	XX
<ul style="list-style-type: none"> Number of people completing a work experience placement or volunteering opportunity 		XX	XX	XX

Supporting People: (monitored half yearly as reported to Welsh Government)				
<ul style="list-style-type: none"> Number of people recording a positive outcome under the outcome measure "Engaging in education and learning" 		New Measure	Establish Baseline	TBC once Baseline Established
<ul style="list-style-type: none"> Number of people recording a positive outcome under the outcome measure "Engaging in employment/volunteering opportunities" 		New Measure	Establish Baseline	TBC once Baseline Established

3. Deliver energy efficiency measures to homes in Flintshire.

Achievement will be measured through:

- Reducing the overall annual fuel bill for residents
- The number of homes receiving energy efficiency measures
- Creating and launching a national energy efficiency materials and supplier framework

Achievement Milestones for strategy and action plans:

- Creating and launching a national energy efficiency materials and supplier framework by **XX/XX/XX**

Page 79

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The following indicators are provided for information and monitoring only and are not suitable for setting targets against				
Overall annual fuel bill reduction for residents*	Chief Officer – Community and Enterprise	£XXX	£XXX	£XXX
The number of homes receiving energy efficiency measures		XXX	800	XXX

**The figures for fuel bill reductions and carbon emissions do not exactly correlate as might be expected with the number of homes receiving measures as this is dependent on the composition of measures.*

Priority	Sub-Priority	Impact
Environment	Transport Infrastructure and Services	Safely accessing employment, local services and facilities

What we will do in 2016/17:

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

Achievement will be measured through:

- Successfully delivering schemes through the Local Transport Fund (infrastructure)
- Preparing the existing route map and integrated network map for “Active Travel”
- Securing funding via the Rural and Community Development Fund (community transport)

Achievement Milestones for strategy and action plans:

- Local Transport Fund – delivery of infrastructure schemes by 31/03/17
- Active Travel – production of the existing route map and integrated network map by 30/09/17
- Rural and Community Development Fund (community transport) – **secure funding by XX/XX/XX**

Page 80

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

Achievement will be measured through:

- Monitoring the condition of the highway’s infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire’s network

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2016/17 Aspirational Target
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition	Chief Officer – Transportation & Streetscene	7%	8% *	8% *
Percentage of inspections undertaken to ensure reinstatements meet required standards so as to improve the standard of works undertaken on Flintshire's network. (Results of these inspections are issued to		40%	50%	50%

promoters on a quarterly basis to promote best practice.)

**Due to reductions in funding the achievement of these reduced target still represents a very ambitious level of performance*

3. Use available funding to support the Council’s priorities to improve road safety on the County’s highway network.

Achievement will be measured through:

- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentration on the road network through the Welsh Government’s Grant Aid Programme
- Delivering WG funded schemes identified as part of Safe Routes in Communities
- Delivering WG funded road safety initiatives to reduce the risk of collisions of high risk groups (measures for older drivers, newly qualified young drivers and motorcyclists)

Achievement Milestones for strategy and action plans:

- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentrations on the road network through Welsh Governments Grant Aid Programme by 31/03/17
- Delivering schemes identified as part of WG funded Safe Routes in Communities by 31/03/17

Page 81

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Road safety initiatives to reduce the risk of collisions of high risk groups:	Chief Officer – Transportation & Streetscene			
• Older drivers undertaking a driving assessment		27	27	N/A will depend on funding
• Newly qualified young drivers participating in Pass Plus		44	44	N/A will depend on funding
• Motorcyclists attending Bike Safe / FBOS Courses / Scooter Safe		63	63	N/A will depend on funding

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

Achievement will be measured through:

- Working with interested local communities to develop a Community Transport Strategy
- Developing community transport schemes to compliment the core network of bus services

- Development of community transport "hubs" within available funding

Achievement Milestones for strategy and action plans:

- Work with local communities to develop a Community Transport Strategy by 31/03/17
- Developing community transport schemes to compliment the core network of bus services by **XX/XX/XX**

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of community transport "hubs" developed within available funding	Chief Officer – Transportation & Streetscene	N/A New Measure	XX	XX

Priority	Sub-Priority	Impact
Environment	Sustainable Development & Environmental Management	Protecting our local Environment

What we will do in 2016/17:

1. Establish an Environment working Group to ensure that the Council adopts an integrated approach to service delivery which meets the aims and objectives of the Single Environment Grant (SEG).

Achievement will be measured through:

- Gaining approval to the grant submission
- Establishing a Single Environment Group
- Monitoring progress and claiming the equivalent grant funding

Achievement Milestones for strategy and action plans:

- Gaining approval to the grant submission by XX/XX/XX
- Establishing a Single Environment Group by XX/XX/XX
- Monitoring progress and claiming the equivalent grant funding by XX/XX/XX

2. Agree the Local Development Plan's vision and objectives, and options to accommodate growth.

Achievement will be measured through:

- Undertaking a renewable energy assessment for the LDP in partnership with Wrexham Council which will inform the pre-deposit and later deposit plan
- Agree a revised timetable and delivery agreement with Welsh Government leading to the pre-deposit plan
- Publicising the pre-deposit plan
- Completing the public consultation on the pre-deposit plan

Achievement Milestones for strategy and action plans:

- Undertaking a renewable energy assessment for the LDP in partnership with Wrexham Council which will inform the pre-deposit and later deposit plan by 30.09.2016
- Revisit the timetable and delivery agreement with Welsh Government by 31/03/17
- Publication of the pre-deposit plan by 31/03/17
- Completing the public consultation on the pre-deposit plan by 31.03.2017

3. Reducing our Carbon footprint.

Achievement will be measured through:

- Creating two solar farms on Flintshire County Council land
- Install an electricity link between Brook Hill Landfill site and Alltami Depot or agree a virtual private network with Scottish Power to fully utilise the energy generated and reduce costs
- Undertaking a heat mapping and master planning exercise in Flint to assess the potential opportunity for a biomass centre

Achievement Milestones for strategy and action plans:

- Two solar farms to be operational by 31/11/16
- Install an electricity link between Brook Hill Landfill site and Alltami Depot or agree a virtual private network with Scottish Power to fully utilise the energy generated and reduce costs by 31/03/17
- Undertaking a heat mapping and master planning exercise in Flint to assess the potential opportunity for a biomass centre by 31/12/16

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic portfolio)	Chief Officer – Planning & Environment	1.14% (reduction) 19.67% (cumulative reduction weather corrected)	4% reduction	60% cumulative reduction by 2021

4. Reviewing the Flood Risk Management Strategy

Achievement will be measured through:

- Completing Flintshire's Local Flood Risk Management Plans
- Developing a list of priority flood alleviation schemes based on transparent criteria

Achievement Milestones for strategy and action plans:

- Complete Flintshire's Local Flood Risk Management Plans by 01/07/16
- Development of a list of priority flood alleviation schemes based on transparent criteria by 01/04/17

5. Reducing the occurrence and impact of environmental crime.

Achievement will be measured through:

- Identification of environmental crime hotspots from local intelligence and service requests
- Targeted enforcement campaigns in hotspot areas

Quarterly summary progress monitoring:

- Identification of environmental crime hotspots from local intelligence and service requests
- Targeted enforcement campaigns in hotspot areas

Priority	Sub-Priority	Impact
Modern & Efficient Council	Developing Communities	Supporting communities to become more resilient

What we will do in 2016/17:

1. Develop the community and social sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business.

Achievement will be measured through:

- Monitoring the number of new social enterprises developed
- Monitoring the number of social enterprises supported to thrive and prosper
- Monitoring community benefits delivered by new social enterprises

Quarterly summary progress monitoring:

- Monitoring community benefits delivered by new social enterprises based on the 8 Community Benefit Agreements drafted in 2015/16

Page 86

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The number of new social enterprises developed *	Chief Officers – Organisational Change & Community & Enterprise	5	3	3
The number of social enterprises supported to thrive and prosper (support meetings held with Social Enterprises)		12	12	12

2. Encourage volunteers and active citizens

Achievement will be measured through:

- Monitoring the impact of the local volunteering policy

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of volunteers directly placed into volunteering placements	Chief Officers –	541	Management	Management

(Source: FLVC)	Organisational Change		Information	Information
----------------	-----------------------	--	-------------	-------------

3. Ensure community benefit through our commissioning of goods and services and their impact.

Achievement will be measured through:

- o Establishing a Community Benefits Board with an action plan
- o Monitoring the percentage of community benefit clauses included in new procurement contracts

Achievement Milestones for strategy and action plans:

- o Establishment a Community Benefits Board by September 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Percentage of contracts awarded in the financial year over £1m with community benefit clauses included in contract documents	Chief Officer – Governance	100%	100%	100%
Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in contract documents		N/A New Measure	20%	30%

4. Design and implement alternative delivery models (ADMs) to sustain important services to meet future need.

Achievement will be measured through:

- o Monitoring the level of efficiencies ADMs have supported
- o Monitoring the number of services sustained through delivery via alternative models

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The level of efficiencies ADMs have supported	Chief Officers – Organisational Change	Business Plans completed identifying £2m savings from 2017/18	Establish ADMs by 1st April 2017	£2m
The number of services sustained through delivery via alternative models		5 services in 3 ADMs from 2017/18	Establish ADMs by 1st April 2017	5 services

5. Empower communities to run and manage facilities in their locality through Community Asset Transfers (CATs).

Achievement will be measured through:

- Monitoring the number of public assets safely transferred to the community
- Monitoring community benefits delivered by Community Asset Transfers

Quarterly summary progress monitoring:

- Monitoring community benefits delivered by Community Asset Transfers based on the 8 Community Benefit Agreements drafted in 2015/16

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The number of public assets transferred to the community	Chief Officers – Organisational Change	8 transferred or in legal completion	15 transferred or in legal completion	15 transferred or in legal completion

Page 88

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

Achievement will be measured through:

- Monitoring the achievements of the Armed Forces Covenant Action Plan

Quarterly summary progress monitoring:

- Monitoring the achievements of the Armed Forces Covenant Action Plan

Priority	Sub-Priority	Impact
Modern & Efficient Council	Improving Resource Management	Front line services are efficiently and effectively supported

What we will do in 2016/17:

1. Develop and implement a renewed three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.

Achievement will be measured through:

- Revising our plan to meet the £38m funding gap for 2016-2019
- Matching our priorities with revenue and capital investment
- Achieving our efficiency targets

Achievement Milestones for strategy and action plans:

- Produce a revised Medium Term Financial Strategy by 31/07/16

Page 89

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Amount of efficiency targets achieved.	Chief Officer – People and Resources	83%	85%	90%

2. Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation.

Achievement will be measured through:

- Participation in Flintshire Academies Training and Development programmes
- Monitoring the impact of people performance management
- Monitoring the impact of the new Employee Development and Talent Management scheme on retention of our capability
- Monitoring the impact of the People Strategy in service portfolios

Achievement Milestones for strategy and action plans:

- Monitoring the impact of the People Strategy in service portfolios

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of participants in Flintshire Academy Training and Development programme	Chief Officer – People and Resources	XX	XX	XX
Increase percentage of staff that receive an annual appraisal		Xx	Xx	xx
Percentage of employee turnover (excluding early retirement and voluntary redundancy)		10.64%	9%	8%
(CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.		10.38%	9.3%	8.8%

3. Rationalise the Council's use of corporate accommodation.

Achievement will be measured through:

- o Reducing the floor space and costs of occupied office accommodation
- o Increasing the number/percentage of employees who work in an agile way

Page 90

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The reduction in the floor space (m2) of office accommodation occupied	Chief Officer – Organisational Change 2	22%	26%	30%
Reduction in the running costs of corporate accommodation (County Hall, Flint Offices & Library Head Quarters – includes associated staffing costs e.g. caretaking and security)		100% for 2013/14 -20% for 2015/16	-25% tbc	-30%
Agile working – desk provision as a percentage of staff (County Hall)		98%	89% tbc	78%

4. Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions.

Achievement will be measured through:

- o Creating efficiencies through the use of the regional and national procurement collaborations
- o Reducing the cost of procurement through the use of end to end electronic purchasing

Achievement Measures	Lead	2015/16	2016/17 Target	2017/18
----------------------	------	---------	----------------	---------

	Officer	Baseline Data		Aspirational Target
Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Chief Officer – Governance	£291,527*	£400,000	£450,000
Efficiencies achieved through the use of end to end electronic purchasing **		£XXX,XXX	£300,000 tbc	£XXX,XXX

* This is the minimum cashable savings recorded, further analysis of savings is ongoing with individual service areas

** Reporting will commence once training has been undertaken.

5. Embrace digital channels as the default in service design where possible to provide access to online services at a time and location convenient to the customer.

Achievement will be measured through:

- Increase the number of transactional services online and via the Flintshire App
- Increase the take-up of online services
- Respond to customer feedback ensuring information is accessed at first point of contact online

Quarterly summary progress monitoring:

- Respond to customer feedback ensuring information is accessed at first point of contact online

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Increase the number of transactional services online and via the Flintshire app	Chief Officer – Community & Enterprise	XX	N/A Management Information	N/A Management Information
Increase the take-up of online services		XX	N/A Management Information	N/A Management Information

This page is intentionally left blank

Ref.	Short Description	Unit of Measure (e.g. %, Days etc)	Direction of Positive Performance	Outturn Value 2013/14	Target 2014/15	Outturn Value 2014/15	Quartile Position Achieved 2014/15	Wales Average 2014/15	Best in Wales Value 2014/15	Top Quartile Value Wales 2014/15	Target 2015/16	Year End Outturn Value 2015/16 (if available)	Target 2016/17	Target Rationale for 2016/17 Please ensure the rationale includes reasons: (1) where top quartile performance is not being targeted (2) where the target is poorer performance than achieved previously	Aspirational Target 2017/18	Target Classification (current)	Target Classification (proposed)	Classification Rationale	NSI / PAM / Local	
HOUSING																				
HHA/013 Annually	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months. * Ranking was not undertaken for 2013/14 This PI will no longer be collected nationally after 14/15 but is an Improvement Plan PI.	%	Higher	84.90%	90%	85.2%	Upper Middle Quartile	65.4%	98.4%	90.7%	90%	98.28	87%	Growing pressure and a 40% reduction in transition funding makes this performance in this area increasingly difficult.	92%	Maintenance	Incremental	Growing pressure and a 40% reduction in transition funding makes this performance in this area increasingly difficult.	Local	
PSR/004 Annually	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority * Ranked 16th in Wales for 2014/15	%	Higher	6.73%	8.43%	8.43%	Lower Middle Quartile	11.76%	68.59%	16.19%	Not Set	TBC	8.76%	Based on the 15/16 outturn of 8.76% as funding at a similar level will be available/	Not Set	Management Information	Management Information	Funding available at similar level to 15/16.	NSI	
PSR/002 Quarterly	The average number of calendar days taken to deliver a Disabled Facilities Grant. * Ranked 13th in Wales for 2013/14	Days	Lower	246 days	Not Set	328 days	Bottom Quartile	231	160	186	Not Set	323.99	N/A	This indicator is an accumulation of PSR/009a and b below, please see the comments for both.	N/A	Management Information	Management Information		NSI & PAM	
PSR/009a Quarterly	The average number of calendar days taken to deliver a mandatory Disabled Facilities Grant for children and young people. * Ranked 21st in Wales for 2014/15	Days	Lower	257 days	257 days	619 days	This PI is no longer collected nationally				316 days	455	316	The performance for 2015/16 is significantly over target due to X (number) of complex adaptations. For this reason the 2016/17 and aspirational targets are to remain at the same level as set for 2015/16.	316	Improvement	Improvement		Local	
PSR/009b Quarterly	The average number of calendar days taken to deliver a Disabled Facilities Grant for adults. * Ranked 12th in Wales for 2013/14	Days	Lower	247 days	247 days	322 days	This PI is no longer collected nationally				247 days	309.87	247	One very complex adaptation with planning and legal issues has led to performance for 2015/16 being significantly above the target set. If this adaptation were to be removed the performance for the year would be XX days. The target is to be maintained at the level set for 15/16.	247	Improvement	Improvement		Local	
PEOPLE & RESOURCES																				
Local	Percentage of undisputed invoices paid on time within 32 days	%	Higher	91.3%	95%	87.40%	Not applicable - Local Indicator				95%	85%	95%	Performance should improve once all suppliers receive upfront orders. This	97%	Improvement	Improvement		Local	
CHR/002 Quarterly	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	Days / Shifts	Lower	N/A	9.6 days / shifts	10.6 days / shifts	Lower Middle Quartile	9.9	6.7	9.4	9.6 days / shifts	10.38 days / shifts	9.3 days / shifts	The 2016/17 has been revised from that set aspirationally last year, from 8.3 to 9.3. Continuous improvement of reducing absence is being made across the	8.8 days / shifts	Improvement	Improvement		PAM	
CARBON REDUCTION																				
EEFLM1	Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	%	Higher	1.51% (increase in year) 18.53% (cumulative reduction)	21% cumulative reduction	0.43% (reduction) 18.96 (cumulative reduction weather corrected)	Not Applicable - Local Indicator				5%	TBC	4%	Targets have been set in line with the Carbon Reduction Strategy. It is anticipated that ongoing good housekeeping in addition to new technical upgrades will maintain progress. Rationalisation of assets and the CAT programme, whilst initially delayed, will in due course assist in the achievement of the future years targets contributing to the overall target of 60% by 2021	60% by 2021	Improvement	Improvement		Local	
CAM/037	The percentage change in the average Display Energy Certificate (DEC) score within local authority	%	Lower	New PI in the PAM set for 2015/16								2%	TBC	2%	Given the volatile nature of the many factors that can effect the outcome of this measure particularly in relation to school	2%	Improvement	Maintenance	Given the volatile nature of the many factors that can effect the outcome of this measure particularly in relation to	PAM
PLANNING																				

Ref.	Short Description	Unit of Measure (e.g. %, Days etc)	Direction of Positive Performance	Outturn Value 2013/14	Target 2014/15	Outturn Value 2014/15	Quartile Position Achieved 2014/15	Wales Average 2014/15	Best in Wales Value 2014/15	Top Quartile Value Wales 2014/15	Target 2015/16	Year End Outturn Value 2015/16 (if available)	Target 2016/17	Target Rationale for 2016/17 Please ensure the rationale includes reasons: (1) where top quartile performance is not being targeted (2) where the target is poorer performance than achieved previously	Aspirational Target 2017/18	Target Classification (current)	Target Classification (proposed)	Classification Rationale	NSI / PAM / Local
PLA/004b Quarterly	The percentage of minor planning applications determined during the year within 8 weeks	%	Higher	62.05%	66%	71%	N/A - Previously national indicators within the Service Improvement Data set (SIDs). LGDU has ceased to collect this data, therefore benchmarking is not possible.				66%	TBC	N/A	Being replaced by new Welsh Government measures	N/A	Not Set	Delete		Local
PLA/004c Quarterly	The percentage of householder applications determined within 8 weeks	%	Higher	92.46%	91%	95%					91%	TBC	N/A	Being replaced by new Welsh Government measures	N/A	Not Set	Delete		Local
PLA/003 Quarterly	The percentage of Planning Appeals determined during quarter which uphold the Authority's decision	%	Higher	73.53%	66%	55%					66%	TBC	N/A	Being replaced by new Welsh Government measures	N/A	Improvement	Delete		Local
New Measure	The percentage of minor and householder planning applications	%	Higher	N/A	N/A	N/A	Not Applicable - New Measure				N/A	N/A New Measure	80%	85%	Not Set	Improvement		The move to a new structure and the introduction of new procedures	
New Measure	The percentage of major planning applications determined within 8 weeks (16 weeks for those requiring EIA)	%	Higher	N/A	N/A	N/A	Not Applicable - New Measure				N/A	N/A New Measure	60%	65%	Improvement	Improvement		The move to a new structure and the introduction of new procedures should enable performance to continue to improve in this category	
New Measure	The percentage of Enforcement cases resolved in 180 days	%	Higher	N/A	N/A	N/A	Not Applicable - New Measure				N/A	74%	75%	76%	Incremental	Incremental		Expected that 2016/17 will be a transitioning year with the move to a	
PLA/006b Annually	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year * Ranked 11th in Wales for 2014/15	No. of homes	Higher	22 homes	Not Set	39 homes	Lower Middle Quartile	41	93	49	TBC	TBC	N/A - Mgt Info	There is no specific target set as part of the UDP which is now time expired. We are in the process of developing the LDP and ascertaining the correct level of housing land availability. The affordable housing policy in the UDP is being applied on a flexible basis at present in unison with our Housing colleagues and our arms length	N/A - Mgt Info	Not Set	Management Information	See target rationale	PAM & NSI
PUBLIC PROTECTION																			
PPN/009 Quarterly	The percentage of food establishments which are 'broadly compliant' with food hygiene standards. * Ranked 7th in Wales for 2014/15	%	Higher	85.7%	80%	95.61%	Upper Middle Quartile	94.19%	98.02%	96.03%	93%	96.50%	96%	Aiming for 96.5% - ie same as this year to ensure we are within the top quartile in Wales.	96%	Maintenance	Maintenance	We are already in the top quartile. As some factors relating to the calculation of this indicator are outside of our control (eg the number of new food businesses starting up and the number of applications for rating inspections received), it is consid	PAM
STREET CLEANLINESS																			
STS/005b Annually	The percentage of highways inspected of high or acceptable standard of cleanliness * Ranked 15th in Wales for 2014/15	%	Higher	92.9%	95%	95%	Lower Middle Quartile	96.9%	99.7%	98.3%	95%	93.90%	95%	Performance has significantly improved moving us to 7/22 in Wales but given the subjective nature of this target in that the rating is based on one inspection of the highways that can occur at any time of day on any highway then this is a realistic	95%	Maintenance	Maintenance		PAM
STS/006 Quarterly	The percentage of reported fly tipping incidents cleared within 5 working days * Ranked 8th in Wales for 2014/15	%	Higher	95.81%	95%	97.7%	Upper Middle Quartile	93.05%	100%	97.72%	99%	99%	100%	Strive to reach a 100% return on this target given the current level of 99%	100%	Maintenance	Maintenance		NSI
SSS/LM1	Compliance with Flintshire County Council Street scene Standards	%	Higher	80.00%	100%	80%	Not Applicable - Local Indicator				80%	TBC	90%	100%	Not Set	Improvement		It is intended that service improvements will be made this year to comply with the standards following improvement to monitoring arrangements and ways of working.	Local
HIGHWAYS																			

Ref.	Short Description	Unit of Measure (e.g. %, Days etc)	Direction of Positive Performance	Outturn Value 2013/14	Target 2014/15	Outturn Value 2014/15	Quartile Position Achieved 2014/15	Wales Average 2014/15	Best in Wales Value 2014/15	Top Quartile Value Wales 2014/15	Target 2015/16	Year End Outturn Value 2015/16 (if available)	Target 2016/17	Target Rationale for 2016/17 Please ensure the rationale includes reasons: (1) where top quartile performance is not being targeted (2) where the target is poorer performance than achieved previously	Aspirational Target 2017/18	Target Classification (current)	Target Classification (proposed)	Classification Rationale	NSI / PAM / Local	
THS/012 Annually	The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition <i>* Ranked 1st in Wales for 2014/15</i>	%	Lower	4.3%	6%	4.5%	Top Quartile	11.9%	4.5%	6.5%	7%	7%	8%	Decreasing budget from Welsh Government will limit the amount of works that can be carried out on maintaining the condition of our highways hence the new, reduced target.	8%	Incremental	Maintenance	The aim is to maintain the condition of the roads at current target level given the level of funding that we receive. 8% is the acceptable level of standard as set by Welsh Government	PAM	
THS/007 Annually	The percentage of adults aged 60 or over who hold a concessionary travel pass <i>* Ranked 17th in Wales for 2014/15</i>	%	Higher	75.5%	78%	79.5%	Bottom Quartile	85.8%	100%	90.6%	79%	TBC	80%	Take up of bus passes to date against the mid-year population indicates that this is a realistic target given the rural constraints.	81%	Incremental	Incremental	Whilst remaining an area for improvement, changes to the funding of concessionary bus passes may impact on the ability to improve on past performance therefore improvement is to be sought on an incremental basis.	NSI	
WASTE																				
WMT/004b Quarterly	The percentage of municipal waste collected by local authorities sent to landfill <i>* Ranked 19th in Wales for 2014/15</i>	%	Lower	41.67%	40%	42.28%	Bottom Quartile	29.38%	10.32%	15.18%	39%	TBC	5%	Performance significantly improved for 2015/16. This is as a result of all residual waste now going to treatment with only reject waste going to landfill.	5%	Incremental	Improvement	Change to improvement as we no longer use landfill as our main point of disposal.	NSI & PAM	
WMT/009b Quarterly	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way. <i>* Ranked 14th in Wales for 2014/15</i>	%	Higher	55.13%	59%	55%	Lower Middle Quartile	56.24%	65.87%	58.82%	59%	58%	60%	2016/17 will see a full year of residual waste treatment resulting in improved performance.	62%	Incremental	Incremental	The target is to remain as incremental given that the Welsh Government have set a target of 70% to be achieved by 2025	NSI & PAM	
SOCIAL CARE FOR ADULTS																				
SCA/001 Quarterly	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over. <i>* Ranked 10th in Wales for 2014/15</i>	Rate per 1,000	Lower	2.59 per 1,000	2 rate per 1,000	2.30 rate per 1,000	Upper Middle Quartile	4.83	0.16	1.43	2 rate per 1,000	Q3 = 3.03	2	Target will be missed 2015/16. Maintain target at 2 for next year.	1.4	Maintenance	Incremental	Aspirational target set at top quartile level.	IP NSI	
SCA/002a Quarterly	The rate of older people aged 65 or over supported in the community per 1,000 population aged 65 or over at 31st March.	Rate per 1,000	Lower	65.15 per 1,000	Not Set	66.12 per 1,000	Given Flintshire's approach of reablement we have been aiming to reduce the number of people who require support in the community. However nationally the indicator is measured as higher values indicating better performance. For this reason the benchmarking data for this indicator is not useful.	Not Set	TBC	Not set	Not set	Not set	Not set	Replaced by new advice and assistance / reablement indicators in line with the Act. Propose to report annually and delete when this is no longer required nationally (but retain data as management information).	Not set	Management Information	Management Information	Replaced by new advice and assistance / reablement indicators in line with the Act. Propose to report annually and delete when this is no longer required nationally (but retain data as management information).	NSI	
NEW National Set	The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service again.	%	Higher	N/A										Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined following baselining	To be determined following baselining	To be determined following baselining	This is a new national measure. 2016/17 will be a baseline year.	IP
SCA/002b Quarterly	The rate of older people aged 65 and over whom the authority supports in care homes per 1,000 population aged 65 and over at 31st March. <i>* Ranked 5th in Wales for 2014/15</i>	Rate per 1,000	Lower	15.92 per 1,000	21 per 1,000	16.02 per 1,000	Top Quartile	18.82 per 1,000	11.08 per 1,000	16.25 per 1,000	17 per 1,000	Q3 - 14.52 per 1,000	Below 15 per 1,000	Maintain performance in the top quartile.	Below 15 per 1,000	Maintenance	Maintenance	Replaced by new advice and assistance / reablement indicators in line with the Act. Propose to report annually and delete when this is no longer required nationally.	NSI	
NEW National Set	The average length of time adults (aged 65 and over) are supported in residential care homes.	Average days	Not specified	N/A										Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined following baselining	To be determined following baselining	To be determined following baselining		NOF
NEW National Set	Average age of adults entering residential care homes.	Average age in years	Not specified	N/A										Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined following baselining	To be determined following baselining	To be determined following baselining		NOF

Ref.	Short Description	Unit of Measure (e.g. %, Days etc)	Direction of Positive Performance	Outturn Value 2013/14	Target 2014/15	Outturn Value 2014/15	Quartile Position Achieved 2014/15	Wales Average 2014/15	Best in Wales Value 2014/15	Top Quartile Value Wales 2014/15	Target 2015/16	Year End Outturn Value 2015/16 (if available)	Target 2016/17	Target Rationale for 2016/17 Please ensure the rationale includes reasons: (1) where top quartile performance is not being targeted (2) where the target is poorer performance than achieved previously	Aspirational Target 2017/18	Target Classification (current)	Target Classification (proposed)	Classification Rationale	NSI / PAM / Local
SCA/007 Quarterly	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year. * Ranked 1st in Wales for 2014/15	%	Higher	98.50%	90%	98.2%	Top Quartile	80.0%	98.20%	87.2%	98%	Q3 = 98%	98%	Maintenance of current level of performance.	98%	Maintenance	Maintenance	This measure has been proposed for deletion from the national PI set. We will continue to collect the data for return to WG annually. Propose to report annually and delete when this is no longer required nationally.	PAM
SCA/018a Quarterly	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year. * Ranked 14th in Wales for 2014/15	%	Higher	90.70%	90%	92.3%	Lower Middle Quartile	88.30%	100%	98.8%	94%	Q3 = 89.9%	94%	Incremental improvement is required to meet top quartile performance. However, with the introduction of the Act, new systems and processes are being introduced to measure the new indicators and in the short term this will impact negatively on the performance for this indicator.	98.8% (2018/19)	Incremental	Incremental	This measure has been proposed for deletion from the national PI set. We will continue to collect carers' data to return to WG annually. Propose to report annually and delete when this is no longer required nationally.	PAM
SCA/018c Quarterly	The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service. * Ranked 7th in Wales for 2013/14 This PI has been deleted from NSI but still in Improvement Plan	%	Higher	85.10%	75-80%	82%	This PI is no longer collected nationally				82-86%	Q3 = 97.7%	92-98%	There is no national performance for comparison; however we value this measure as evidence of our continuing work on services for carers. The range target allows some flexibility in the transition from the old to new recording processes in line with the Act.	98%	Maintenance	Maintenance		IP Local
SCA/019 Annually	The percentage of adult protection referrals completed where the risk has been managed. * Ranked 10th in Wales for 2014/15 This PI has been deleted from the NSI set for 16/17 but remains in the Improvement Plan	%	Higher	98.91%	95%	99.33%	Upper Middle Quartile	95.60%	100.00%	100.0%	98 - 100%	Q3 = 98.82%	98 - 100%	This measure has been deleted from the national set; however the data is still collected and returned annually to WG. This measure appears in the Council's Improvement Plan as evidence of our ability to manage our safeguarding responsibilities and therefore we propose that it is retained.	98 - 100%	Maintenance	Maintenance	Range target remains in place to allow for a small number of citizens who choose not to accept interventions to reduce their level of risk.	IP PAM
NEW National Set	The percentage of adult protection enquiries completed within 7 days.	%	Higher	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined following baselining	To be determined following baselining	To be determined following baselining		NOF	
SCA/020 Quarterly	The percentage of adult clients who are supported in the community during the year * Ranked 10th in Wales for 2014/15	%	Lower	85.10%	90%	86.03%	Upper Middle Quartile	85.20%	91.46%	87.19%	84%		Not set	Please see rationale for SCA/002a	Not set	Maintenance	Management Information	Replaced by new advice and assistance / reablement indicators in line with the Act. Propose to report annually and delete when this is no longer required nationally (but retain data as management information).	PAM
SCAL/023	Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of reablement.	%	Higher	76.6%	71-75%	77.81%	Not applicable - local indicator				75 - 80%	Q3 - 82.56%				Maintenance	Delete	Replaced by new advice and assistance / reablement indicators in line with the Act. Propose for deletion	Local
NEW National Set	The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later.	%	Higher	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined following baselining	To be determined following baselining	To be determined following baselining		NOF	
NEW National Set	The percentage of adults who completed a period of reablement and have no package of care and support 6 months later.	%	Higher	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined following baselining	To be determined following baselining	To be determined following baselining		NOF	
SCAL/024	Number of people receiving Direct Payments / Citizen Directed Support on last day of period.	People	Higher	302 people	320 people	378 people	Not applicable - local indicator				385 people	TBC	Not set	Retain as management information.	Not set	Maintenance	Management Information	Retain as management information.	Local
CHILDREN'S SOCIAL SERVICES																			
SCC/004 Quarterly	The percentage of children looked after on 31 March who have had three or more placements during the year. * Ranked 11th in Wales for 2014/15	%	Lower	5.6%	10%	8.6%	Upper Middle Quartile	9.0%	1.9%	7.0%	6.50%	Q3 = 10.8 (22/203)	7.50%	So far this year there have been 15 moves (7.39%). This means that the 15/16 target has already been exceeded. Target 7% to match top quartile level	7.00%	Improvement	Incremental	Incremental improvement required to attain top quartile position.	IP NSI
SCC/010	The percentage of referrals that are re-referrals within 12 months. * Ranked 3rd in Wales for 2013/14	%	Lower	13%	Below 15%	26.20%	This PI is no longer collected nationally				21%	Q3 = 19.3%	20%	Good improvement has been achieved since last year. There are no national comparisons.	18%	Improvement	Incremental	Incremental improvement is targeted.	Local
NEW National Set	The percentage of assessments completed for children within statutory timescales.	%	Higher	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined					NOF
SCC/011a Quarterly	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by a social work practitioner. * Ranked 13th in Wales for 2014/15	%	Higher	90.10%	80%	77.0%	Lower Middle Quartile	78.0%	95.9%	89.2%	80%	Q3 = 85.9%	90%	Target top quartile level.	90%	Improvement	Incremental	Performance has improved since last year. Some room for further improvement to reach top quartile level.	PAM

Ref.	Short Description	Unit of Measure (e.g. %, Days etc)	Direction of Positive Performance	Outturn Value 2013/14	Target 2014/15	Outturn Value 2014/15	Quartile Position Achieved 2014/15	Wales Average 2014/15	Best in Wales Value 2014/15	Top Quartile Value Wales 2014/15	Target 2015/16	Year End Outturn Value 2015/16 (if available)	Target 2016/17	Target Rationale for 2016/17 Please ensure the rationale includes reasons: (1) where top quartile performance is not being targeted (2) where the target is poorer performance than achieved previously	Aspirational Target 2017/18	Target Classification (current)	Target Classification (proposed)	Classification Rationale	NSI / PAM / Local
SCC/011b Quarterly	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker. * Ranked 4th in Wales for 2014/15 This PI has been deleted from the NSI set for 16/17	%	Higher	52.50%	54%	57.0%	Top Quartile	44.8%	73.6%	56.1%	59%	Not Applicable	Not Applicable	This measure has been deleted from the national set and is no longer used.		Improvement	Delete	This measure has been deleted from the national set and is no longer used.	
NEW National Set	The percentage of re-registrations of children on local authority Child Protection Registers (CPR)	%	Lower	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined					
NEW National Set	The average length of time for all children who were on the CPR during the year.	%	Not specified	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined					
SCC/014	The percentage of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion.	%	Higher	89%	90%	Draft outturn figure = 91.2%	This PI is no longer collected nationally			95%	Q3 = 87.6%	95%	95%	Keep for local management information only as evidence of safeguarding activity see Improvement Plan 2016/17 Safeguarding sub-priority.	98%	Incremental	Incremental	This measure has been deleted from the national set and is no longer used.	Local
NEW National Set	The percentage of children supported to remain living with their family.	%	Higher	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined					
NEW National Set	The percentage of children returned home from care during the year	%	Higher	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined					
SCC/025 Quarterly	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations. * Ranked 10th in Wales for 2014/15	%	Higher	76.60%	93%	90.7%	Upper Middle Quartile	87.7%	98.5%	92.7%	93%	Q3 = 81.9%	93%	Target top quartile level.	93%	Incremental	Incremental	Performance still needs to improve to meet top quartile level. Not included in new national set but retain as local measure until performance is seen to improve.	PAM
NEW National Set	The percentage of children seen by a registered dentist with 3 months of becoming looked after	%	Higher	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined					
NEW National Set	The percentage of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement.	%	Higher	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined					
SCC/033d Quarterly	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19. *Ranked 16th in Wales for 2014/15 This PI has been deleted from the NSI set for 16/17	%	Higher	75%	90%	88.9%	Bottom Quartile	93.3%	100%	100%	90% - 100%	Not Applicable	Not Applicable	This measure has been deleted from the national PI set. Replaced by new care leavers measures in line with the Act. We will continue to collect the data for return to WG annually. Propose deletion.		Maintenance	Delete	This measure has been deleted from the national PI set. Replaced by new care leavers measures in line with the Act. We will continue to collect the data for return to WG annually. Propose deletion.	
SCC/033e Quarterly	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19. * Ranked 21st in Wales for 2014/15 This PI has been deleted from the NSI set for 16/17	%	Higher	91.70%	95%	87.5%	Bottom Quartile	93.10%	100%	95.1%	90% - 100%	Not Applicable	Not Applicable	This measure has been deleted from the national PI set. Replaced by new care leavers measures in line with the Act. We will continue to collect the data for return to WG annually. Propose deletion.		Maintenance	Delete	This measure has been deleted from the national PI set. Replaced by new care leavers measures in line with the Act. We will continue to collect the data for return to WG annually. Propose deletion.	
SCC/033f Quarterly	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19. *Ranked 2nd in Wales for 2014/15 This PI has been deleted from the NSI set for 16/17	%	Higher	58.30%	75%	87.5%	Top Quartile	59.5%	100.0%	67.6%	75%	Not Applicable	Not Applicable	This measure has been deleted from the national PI set. Replaced by new care leavers measures in line with the Act. We will continue to collect the data for return to WG annually. Propose deletion.		Maintenance	Delete	This measure has been deleted from the national PI set. Replaced by new care leavers measures in line with the Act. We will continue to collect the data for return to WG annually. Propose deletion.	
NEW National Set	The percentage of all care leavers who are in education, training or employment at 12 months after leaving care.	%	Higher	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined					
NEW National Set	The percentage of all care leavers who are in education, training or employment at 24 months after leaving care.	%	Higher	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined					
NEW National Set	The percentage of care leavers who have experienced homelessness during the year.	%	Lower	N/A								Not set	This is a new national measure. 2016/17 will be a baseline year.	To be determined					

Ref.	Short Description	Unit of Measure (e.g. %, Days etc)	Direction of Positive Performance	Outturn Value 2013/14	Target 2014/15	Outturn Value 2014/15	Quartile Position Achieved 2014/15	Wales Average 2014/15	Best in Wales Value 2014/15	Top Quartile Value Wales 2014/15	Target 2015/16	Year End Outturn Value 2015/16 (if available)	Target 2016/17	Target Rationale for 2016/17 Please ensure the rationale includes reasons: (1) where top quartile performance is not being targeted (2) where the target is poorer performance than achieved previously	Aspirational Target 2017/18	Target Classification (current)	Target Classification (proposed)	Classification Rationale	NSI / PAM / Local
SCC/034	The percentage of child protection reviews carried out within statutory timescales during the year.	%	Higher	97.9%	98%	TBC approx 97%	This PI is no longer collected nationally				98%	Q3 = 99.5%	98%	This has been deleted nationally but is used as evidence in the Council Improvement Plan.	98%	Maintenance	Maintenance	Maintainance of good performance.	IP Local
SCC/041a Quarterly	The percentage of 'eligible', relevant and former relevant children that have pathway plans as required. * Ranked 1st in Wales for 2014/15	%	Higher	100%	98%	100%	Top Quartile	91.2%	100%	100%	100%	TBC	100%	Maintenance target	100%	Maintenance	Maintenance	This measure is only retained as an NSI. Propose deletion once it is no longer required nationally.	NSI
SCC/045 Quarterly	The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable * Ranked 21st in Wales for 2013/14	%	Higher	82.1%	Not Set	89.3%	Lower Quartile	88.9%	98.6%	95.3%	90%	88.9% at Q3	92%	Performance to date is meeting All Wales average; work to be done to bring the timeliness of CIN reviews up to the level of child protection and LAC.	95.3%	Improvement	Incremental	This PI measures the timeliness of child protection, looked after children and child in need reviews. Each of these are measured separately, and therefore this PI does not provide any value. Propose deletion once no longer required nationally.	PAM



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 12 May 2016
Report Subject	Medium Term Financial Strategy 2016/17-2018/19 and the Council Fund Revenue Budget 2017/18
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The next version of the Medium Term Financial Strategy (MTFS) will be set for the period 2016/17-2018/19. This is was previously considered and approved by Cabinet on 19 April, which began to review the MTFS for re-approval and re-publication. Re-publication of the strategy for this period will both meet the agreed three-year planning cycle and forward plan Council financial strategy to 2019.

The original forecast for the 2017/18 financial year, the third and final year of the current MTFS, set a likely 'gap' between the total spending requirement, and anticipated income, of £13.7M. This forecast has been revised based on more recent budget developments at a national and a local level.

The Council has adopted a three part strategy of addressing the financial 'gap' each year:-

- Service Reform;
- Corporate Financial Stewardship; and
- Working with Welsh Government.

At its meeting on 19 April the Cabinet agreed to continue with this three part strategy.

The current version of the service portfolio business plans have been developed with options for the period 2015/16-2017/18. Based on current work there are supportable options with potential for a further round of annualised savings in the region of £7.9M. The work continues on containing and where possible reducing corporate overhead costs and commitments.

Flintshire, as a low funded council, has made the case that it is particularly exposed to the impacts of the significant annualised reductions in public sector funding to meet current and new cost burdens. The risks to Council performance posed by the financial position will be set out clearly before new Government Ministers once the new Welsh Government is appointed following the National Assembly for Wales elections which were held on 5 May.

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

The following tables are included within the report:-

Table 1: A Revised Forecast for 2017/18-2018/19

Table 2: Service Portfolio Business Plan Projections 2017/18

RECOMMENDATIONS

1	That the Committee considers and endorses the framework for the revision of the Medium Term Financial Strategy 2016/17-2018/19; and
2	That the Committee provides comments on the developing portfolio business plans and corporate financial stewardship plans for early consultation with the other Overview and Scrutiny Committees.

REPORT DETAILS

1.00	MEDIUM TERM FINANCIAL STRATEGY 2016/17-2018/19
1.01	The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis. Within this cycle the annually updated MTFS is to be set for a three year period which combines the financial year in-hand with the two financial years to follow. The first new style MTFS published in two parts in mid and late 2015 was accordingly for the period 2015/16-2017/18. The next version of the MTFS will be set for the period 2016/17-2018/19. The first report on this was to Cabinet on 19 April. The report initiated the review of MTFS for re-approval and re-publication. Re-publication of the strategy for this period will both meet the agreed three-year planning cycle, and forward plan Council financial strategy to 2019. This is significant as 2019 is the year intended by the outgoing Welsh Government for the election of shadow authorities as a first step towards the re-organisation of local government in Wales. Whilst it is not certain that the Local Government Bill on which the outgoing Welsh Government consulted prior to its dissolution will be re-tabled by a new Welsh Government, for passing through the legislative process, the date of 2019 needs to be kept in view.

1.02	The current MTFs was published in two parts. Part 1: <i>Forecasting the Challenge</i> was followed by Part 2: <i>Meeting the Financial Challenge</i> . The intention for the new revision of the Strategy is to publish a single document which combines the updated forecast with a renewed set of solutions.																														
Refreshing the Financial Forecast																															
1.03	The original forecast for the 2017/18 financial year, the third and final year of the current MTFs, set a likely 'gap' between the total spending requirement, and anticipated income, of £13.7M. This forecast has been revised based on more recent budget developments at a national and a local level. Key variables within this initial forecast will be the eventual local government financial settlement for 2017/18, local Council Tax levels, standard and non-standard inflation patterns, and emergent national and local cost pressures. An initial forecast has been added for the 2018/19 financial year to provide a three year picture.																														
1.04	A first iteration of a revised forecast for 2017/18-2018/19 is shown in Table 1 below.																														
1.05	<p>Table 1: Financial Forecast 2017/18-2018/19</p> <table border="1" data-bbox="288 936 1362 1473"> <thead> <tr> <th></th> <th style="text-align: center;">2017/18</th> <th style="text-align: center;">2018/19</th> </tr> <tr> <th style="text-align: left;">Expenditure</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td>National Pressures</td> <td style="text-align: center;">0.7</td> <td style="text-align: center;">0.3</td> </tr> <tr> <td>Local Pressures</td> <td style="text-align: center;">4.0</td> <td style="text-align: center;">0.4</td> </tr> <tr> <td>Inflation</td> <td style="text-align: center;">3.1</td> <td style="text-align: center;">3.2</td> </tr> <tr> <td>Workforce Pressures</td> <td style="text-align: center;">4.1</td> <td style="text-align: center;">0.7</td> </tr> <tr> <td>Income</td> <td></td> <td></td> </tr> <tr> <td>Reduction in Revenue Support Grant</td> <td style="text-align: center;">2.8</td> <td style="text-align: center;">2.7</td> </tr> <tr> <td>Council Tax increase</td> <td style="text-align: center;">(2.5)</td> <td style="text-align: center;">(2.3)</td> </tr> <tr> <td>Projected Gap</td> <td style="text-align: center;">12.20</td> <td style="text-align: center;">5.00</td> </tr> </tbody> </table> <p>Footnotes to Table 1:</p> <ol style="list-style-type: none"> 1. Revenue Support Grant for 2017/18 and 2018/19 is modelled on an illustrative reduction of 1.5% 2. National and local pressures are working estimates based on latest information and intelligence 3. Pay inflation is assumed at 1% for 2017/18 and 2018/19 4. Limited provision is made for price inflation 5. Workforce pressures include the ongoing impact of Single Status, Auto-enrolment, the Apprentice Tax and the outcome of the Clwyd Pension Fund Actuarial Review 6. Council Tax is illustrated at a 3% annual increase for 2017/18 and 2018/19 7. The initial 2018/19 forecast does not include the impact of Social Care transition costs or any impacts of the living wage (see para 1.07) 		2017/18	2018/19	Expenditure	£m	£m	National Pressures	0.7	0.3	Local Pressures	4.0	0.4	Inflation	3.1	3.2	Workforce Pressures	4.1	0.7	Income			Reduction in Revenue Support Grant	2.8	2.7	Council Tax increase	(2.5)	(2.3)	Projected Gap	12.20	5.00
	2017/18	2018/19																													
Expenditure	£m	£m																													
National Pressures	0.7	0.3																													
Local Pressures	4.0	0.4																													
Inflation	3.1	3.2																													
Workforce Pressures	4.1	0.7																													
Income																															
Reduction in Revenue Support Grant	2.8	2.7																													
Council Tax increase	(2.5)	(2.3)																													
Projected Gap	12.20	5.00																													

1.06	The forecast for 2016/17 is not now included as proposals to meet the gap (originally £20.8m) were approved by Council in February. Progress against the approved budget for 2016/17 will be monitored and reported through the monthly budget monitoring report to Cabinet and to this Committee and an interim exception report is scheduled for July. The forecast concentrated on the coming financial years for which we have to plan.
1.07	The initial forecast gap for 2018/19 is relatively low compared to previous years. However, work is underway to assess some potential significant pressure areas such as Social Care transition costs and any local impact of the National Living Wage. These are not yet added in.
1.08	Any forecast can only be predictive based on the most reliable available intelligence, and working assumptions based on past experience. The forecast will be subject to change through the decisions of decision-makers such as Governments, the impacts of national fiscal policies, economic trends, and changes in supply and demand markets for goods and services. At this stage national fiscal policy is subject to change as demonstrated in the recent budget of the Chancellor of the Exchequer and the authoritative economic forecasts of bodies such as the Office of Budget Responsibility and the Institute of Fiscal Studies; local government in Wales has not been given an indicative financial settlement to work with by the outgoing Welsh Government; unfunded annual workforce cost pressures compound year on year; significant unfunded cost pressures continue to build in the social care sector. There is a high degree of unpredictability in planning due to circumstances beyond the control of the Council.
1.09	The initial forecast set out in Table 1 will be the subject of ongoing professional review, consultation with Group Leaders and Overview and Scrutiny Committees, consultation with external advisors and representative bodies such as the Welsh Local Government Association (WLGA), and refinement, prior to publication. Publication is scheduled to take place no later than July.
	Meeting the Financial Challenge
1.10	<p>The Council adopted an MTFFS which took a principled but high risk approach to finding solutions to the unprecedented level of budget savings to be found in 2016/17. Flintshire, as a relatively low funded council under the local government funding formula, and one faced with an initial funding 'gap' in the region of £20M in a single year, had limited options to find solutions without Welsh Government offering some reprieve from the scale of national funding reductions (for Revenue Support Grant and specific grants) first forecast. The Council adopted a three part strategy of:-</p> <ul style="list-style-type: none"> • Service Reform; • Corporate Financial Stewardship; and • Working with Welsh Government
1.11	Without some reprieve over the level of national funding reductions the Council would have faced a position of having to withdraw key services (such as economic development and business support), closing local facilities some of which were at a mid-point of transition to alternative delivery models (such as leisure centres), and reducing funding support to statutory services (such

	as education and social services). Such decisions would not only have been unsupportable by councillors and local communities alike but would have compromised the achievement of the Council's Improvement Priorities, and possibly undermined the ability of the Council to meet its statutory duties in full. The Council was eventually able to set a balanced budget for 2016/17 through following this three part strategy, and with a higher level of risk-taking than in previous years.																											
1.12	<p>Cabinet is recommended to continue with this three part strategy. This will involve:-</p> <ul style="list-style-type: none"> • continuing to reduce costs and increase income through service reform as a central theme of the service portfolio business plans; • continuing to control and reduce corporate costs through careful planning and stewardship; and • working with Welsh Government to maintain sufficient levels of national funding for local government and for Flintshire, reforming the local government funding system to give councils greater financial freedom and flexibility, and properly funding nationally set policies for services and welfare benefits which councils have to administer. 																											
	Portfolio Business Plans																											
1.13	The current version of the service portfolio business plans have been developed with options for the period 2015/16-2017/18. Based on current work there are supportable options with potential for a further round of annualised savings in the region of £7.9M as shown in Table 2 below.																											
1.14	<p>Table 2: Service Portfolio Business Plan Projections 2017/18</p> <table border="1"> <thead> <tr> <th>Portfolio</th> <th>2016/17 (£m)</th> <th>2017/18 (£m)</th> </tr> </thead> <tbody> <tr> <td>Planning & Environment</td> <td>0.413</td> <td>0.205</td> </tr> <tr> <td>Street-scene & Transportation</td> <td>2.158</td> <td>2.975</td> </tr> <tr> <td>Social Care</td> <td>0.838</td> <td>0.765</td> </tr> <tr> <td>Education & Youth</td> <td>0.710</td> <td>0.873</td> </tr> <tr> <td>Organisational Change</td> <td>1.272</td> <td>1.082</td> </tr> <tr> <td>Community & Enterprise</td> <td>1.509</td> <td>0.807</td> </tr> <tr> <td>Corporate Services</td> <td>0.855</td> <td>1.225</td> </tr> <tr> <td>TOTAL</td> <td>7.755</td> <td>7.932</td> </tr> </tbody> </table> <p>Footnotes to Table 2:</p> <ol style="list-style-type: none"> 1. 2016/17 show approved budgeted efficiencies 2. The projected efficiencies for 2017/18 are subject to ongoing review and refinement 	Portfolio	2016/17 (£m)	2017/18 (£m)	Planning & Environment	0.413	0.205	Street-scene & Transportation	2.158	2.975	Social Care	0.838	0.765	Education & Youth	0.710	0.873	Organisational Change	1.272	1.082	Community & Enterprise	1.509	0.807	Corporate Services	0.855	1.225	TOTAL	7.755	7.932
Portfolio	2016/17 (£m)	2017/18 (£m)																										
Planning & Environment	0.413	0.205																										
Street-scene & Transportation	2.158	2.975																										
Social Care	0.838	0.765																										
Education & Youth	0.710	0.873																										
Organisational Change	1.272	1.082																										
Community & Enterprise	1.509	0.807																										
Corporate Services	0.855	1.225																										
TOTAL	7.755	7.932																										

1.15	<p>The majority of budget reductions continue to be made through organisational change, overhead and workforce cost reduction, and service modernisation and productivity. The service changes where there are impacts for the public and consultation and engagement will be needed include:-</p> <ul style="list-style-type: none"> • the programme of school modernisation and reviews of primary and secondary provision; • the school funding formula and levels of annual funding; • changes to social care models; cost recovery through charging and partnership contribution; entitlement and non-statutory service provision; • waste policy including household recycling centres and side waste enforcement; subsidised transport routes; the review of transport entitlement and operational policies e.g. school transport; • charging and cost recovery for services; and • minimum service provision and the 'core service offer' to local communities which could be supplemented by local community action and local income e.g. through town and community council contributions.
1.16	<p>The business plan proposals will be shared with Overview and Scrutiny Committees for consultation through May and June. The proposals, both those which are internalised and have no direct impact on the public and those which affect service provision and do impact on the public will be shared in full with Committees for consultation. The latter only will be worked up for public consultation.</p>
1.17	<p>A specific supporting report on the next phase of proposed service changes within the Streetscene and Transportation Portfolio is included within this agenda as the next item. At this stage the proposals for this portfolio have been limited to those which the Cabinet feel able to support. Neither the option to move to three weekly collections of residual waste, or to charge for green waste collections have been taken up. These types of service changes are being introduced by other councils. The public in Flintshire has experienced significant waste service changes in recent years and the Council has to be realistic about the level of change which is tolerable, there would be practical difficulties for certain types of households in storing residual waste for a three week period at a time, and charging for green waste may deter participation at a time when the Council is aiming to increase participation and achieve higher recycling.</p>
1.18	<p>As in previous years there will be risk to the achievement of proposed budget efficiencies, either because certain proposals prove to be unacceptable to the Council or the public in their recommended form or because of complexities in their practical implementation. The scope to achieve savings through collaboration with neighbouring councils is limited during a period of uncertainty over the probability of a reorganisation of local government. These limitations are both political and practical. Some of the business plans include pragmatic and beneficial service integration proposals for which support cannot be achieved with neighbouring councils. This is a limiting factor</p>

	beyond the control of Flintshire.
1.19	The business plans will continue to be reviewed and developed for future years including 2018/19 as the third and final year of the new MTFS period. The options for identifying further savings at this level, beyond 2017/18, are limited. The scope for further savings through organisational change, efficiency, and charging within current legislative and national policy limitations, is reducing year on year.
	Corporate Financial Stewardship
1.20	The continuing work on containing and where possible reducing corporate overhead costs and commitments is concentrated in the following areas:- <ul style="list-style-type: none"> • Revenue Support Grant retention; • National specific grants reform and income retention; • local taxation policy; • a corporate income policy covering all current and potential fees and charges and the levels at which they are set; • inflation and annual revenue provision; • pay inflation and revenue provision; • pensions reform and the implications of the imminent triennial review of the Clwyd Pension Fund by the Fund Actuary, and the employer funding contributions to be made; • capital financing revenue contributions; • Treasury Management and investment income; • the use of reserves and balances; • invest to save revenue provision; • assessment of national and local cost pressures; and • the ongoing management and review of the 2016/17 budget and any future year impacts of its final out-turn.
1.21	A summary of this work will be reported to the Cabinet and to this Committee in May/June.
	Working with Welsh Government
1.22	The principal issue for national recognition and support for a new Welsh Government, post-election in May, remain as set out in the current MTFS and campaigned around for 2016-17:- <ul style="list-style-type: none"> • medium term financial planning at national level; • sufficient and sustainable levels of Revenue Support Grant; • reform of specific grants and retention of sufficient current grant funding levels to maintain services; • relaxing charging levels for services such as domiciliary care; • full funding of welfare schemes such as the Council Tax Reduction Scheme; and • meeting cost pressures of national legislative and public demand in key services such as social care.
1.23	There will be high expectations that a new Welsh Government will adopt a sustainable strategy for the financing of the public sector and will engage with the Welsh Local Government Association and member councils at an early stage of its new term.

1.24	Flintshire, as a low funded council, has made the case that it is particularly exposed to the impacts of the significant annualised reductions in public sector funding to meet current and new cost burdens. The risks to Council performance posed by the financial position will be set out clearly to new Government Ministers.
1.25	The Independent Commission for Local Government Finance in Wales has just published its report and recommendations. The report, which has been anticipated by both local government and Welsh Government, makes a number of progressive recommendations for financial reform. The report should inform a mature and realistic set of discussions between Welsh Government and local government over funding needs, creative solutions, and the capacity for councils to have the freedom to act under the principle of localism.
2.00	Council Fund Revenue Budget 2017-18
2.01	As part of the revision of the Medium Term Financial Strategy the Council should begin to build its budget proposals for 2017/18.
2.02	Based on the initial forecast the budget 'gap' for 2017/18 will be in the range of £12-13M.
2.03	The efficiency proposals within the portfolio business plans will contribute an estimated £7.9M.
2.04	A full budget setting process and timetable will be published by the Cabinet shortly. The re-adoption of the MTFs, and endorsement of the proposals within the portfolio business plans, is an important first step in the annual budget process.

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

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Consultation with Group Leaders, Overview and Scrutiny Committees, external partners, external advisors and representative bodies, and eventually the communities of Flintshire will follow. The strategic approach advocated for the MTFs builds on the current approach which had majority member and public support in planning the 2016/17 annual budget.

5.00	RISK MANAGEMENT
-------------	------------------------

5.01	
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 2017/18.

6.00	APPENDICES
6.01	None.

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	<p>MTFS Part 1 and 2 :</p> <p>http://www.flintshire.gov.uk/en/PDFFiles/Medium-Term-Financial-Strategy/Medium-Term-Financial-Strategy-Part-1.pdf</p> <p>http://www.flintshire.gov.uk/en/PDFFiles/Medium-Term-Financial-Strategy/Medium-Term-Financial-Strategy-Part-2-September-2015.pdf</p> <p>2016/17 Council Fund Budget Report :</p> <p>http://cyfarfodyddpwyllgor.siryfflint.gov.uk/mgConvert2PDF.aspx?ID=35776</p> <p>Contact Officers: Colin Everett and Gary Ferguson Telephone: 01352 702101 E-mail: gary.ferguson@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.</p> <p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Office of Budget Responsibility: created in 2010 to provide independent and authoritative analysis of the UK public finances.</p> <p>Institute of Fiscal Studies: formed in 1969 and established as an</p>

independent research institute with the principal aim of informing public debate on economics in order to promote the development of effective fiscal policy.

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

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



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 12 May 2016
Report Subject	Use of Agency Workers
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

This report provides Members with a detailed overview of the use of Agency Workers and associated costs.

Flintshire County Council spent £180.8m on staffing budgets in 2015/16. Agency workers accounted for approximately 2.07% of this or £3.75m.

The needs to use agency workers vary from service to service. The level of agency workers has increased in some service areas as a result of vacancies or to support time-limited services and projects. Services continue to consider ways in which this can be reduced to ensure that this complementary workforce is used sparingly and appropriately.

RECOMMENDATIONS

1	Members are asked to review the position of the Council, as an employer, in using agency workers sparingly and appropriately.
---	---

REPORT DETAILS

1.00	THE USE OF AGENCY WORKERS
1.01	The purpose of this report is to provide the Committee with an overview on the use and requirements for agency workers and the steps that are being

taken to control their use in the future.

Agency workers

Over the last few years the use of Agency workers has been periodically reviewed in terms of:

- how we agency workers
- the cost benefit of agency workers,
- how we meet our obligations under the Agency Worker Regulations,
- how services use agency workers and for what reasons.

Contract Arrangements

Since October 2010 Flintshire has consolidated its agency contract arrangements with the majority of agency workers now supplied via Managed Agency Solution (hosted by Matrix). There are exceptions to this arrangement where highly specialist skills are required in service such as ICT.

This contract is a tripartite agreement with Wrexham and Denbighshire which is managed by the procurement team and allows for the following:

- Standardised rates and terms and conditions for agency workers based on standardised job descriptions;
- Preferential rates based on contract volume;
- Transparency regarding the ordering, deployment and payment of agency workers;
- No temporary to permanent fee if a worker is taken on after 12 weeks of placement;
- detailed management information which helps understand the use of agency workers;
- a consolidated and automated weekly invoice; which gives significant savings in processing costs;

The cost of agency workers

Agency workers are normally paid below Flintshire County Council pay-rates for the first 12 weeks of any placement. However, since the Agency Worker Regulations came into force in 2012, agency workers engaged for more than 12 weeks must receive the same rates of pay. Whilst this excludes benefits like sick-pay and pensions, agency workers receive basic pay, overtime and premium pay (as applicable) in the same way as employed staff.

In addition to levelling up the basic pay of agency workers, costs are also incurred regarding the 'agency fee'. Under the Matrix contract this varies from 40% to 50% of the hourly rate and is inclusive of fixed costs. Included in this, is the cost of National Insurance and holidays which agency workers must be paid under the Working Time Regulations. This accounts for around 25% of the fee.

As a rule of thumb agency workers in front line services are less costly than overtime.

To illustrate the cost associated with using agency workers some examples are given in Appendix I.

Other advantages from using agency workers are as follows:

- ‘Just in time’ – workers can be hired at very short notice
- Flexibility – Assignments can be ended at any time without incurring costs (i.e. for severance), employee relations issues (performance, attendance, disciplinary) are referred to agency.
- Elimination of recruitment costs and delays (advertising etc.)

Increasingly agency workers are being hired for longer or for recurring periods of time. As reliable agency staff tend to be rebooked for recurring assignments 75.16% of assignments now exceed 12 weeks.

74.49% of active placements at the time of this report are required for front line service delivery, with some administrative or specialist staff also booked. Reasons for hiring agency workers are also recorded. The most commonly cited requirements include providing short term cover especially for sickness or when there are vacancies.

The majority of active placements are in the Streetscene and Transportation Portfolio and at the time of this report had 92 of the 138 placements. 70 of the 92 placements exceed 12 weeks.

The majority of workers in Streetscene are covering vacancies which have been held pending a decision on potential alternative delivery models and a review of the type of roles required going forward (from generic to non-generic). The service are in the process of preparing to recruit 40 loaders, 6 highways operatives and 8 grounds maintenance operatives which will result in a significant number of placements being ended. There is also a commitment from the Chief Officer, Streetscene and Transportation that agency workers who do not apply for these roles or are unsuccessful, will have their placement ended.

Longer-term, services with a high reliance on agency workers (Social Services and Streetscene) will be required to develop alternative strategies to reduce their usage and to control (minimise) the length of placements, for example, with the use of fixed term-contracts.

2.00	RESOURCE IMPLICATIONS
2.01	None as the report captures existing arrangements only.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None as the report captures existing arrangements only.

4.00	RISK MANAGEMENT
4.01	None arising directly from this report which captures existing arrangements only.

5.00	APPENDICES
5.01	Appendix 1 – Table detailing costs associated with agency placements.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development. Telephone: 01352 702139 E-mail: Sharon.carney@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	None.

Job Title	Pay Rate (Week 1 to 11)	AWR Pay Rate (from Week 12)	Client Charge Rate	Pre-Contract Client Charge Rate	FCC Comparator with on costs (flat rate)	FCC Comparator with on costs (overtime rate)
Bricklayer	£9.23	£10.99	£14.43	£14.05	£14.43	£21.65
Joiner	£9.23	£10.99	£14.43	£14.05	£14.90	£22.36
Plasterer	£9.23	£10.99	£14.43	£14.05	£14.90	£22.36
Plumber	£9.23	£12.09	£14.43	£14.05	£14.90	£22.36
Catering Assistant (Schools)	£7.20	£6.44	£10.81	£11.91	£10.57	£15.85
Gritter Driver	£10.00	£8.98	£14.72	£15.55	£13.55	£20.33
Enforcement/Compliance Officer	£11.55	£11.63	£16.88	£17.85	£15.94	£23.90
Household Recycling Centre Assistant	£7.20	£8.26	£9.73	£10.83	£11.27	£16.92
Loader	£7.20	£8.23	£10.81	£10.69	£12.33	£18.49
Senior Markets Officer	£15.34	£18.08	£22.17	£22.78	£19.43	£19.43
Street Cleansing Worker	£7.20	£8.23	£10.81	£10.69	£12.33	£18.49
Streetscene Operative Level 1	£7.20	£8.23	£10.81	£11.13	£12.33	£18.49
Streetscene Operative Level 2	£8.00	£8.98	£11.97	£12.36	£13.55	£20.33
Empty Homes Officer	£14.89	£15.30	£21.54	£23.99	£21.58	£21.58
Housing Officer	£11.51	£11.55	£16.83	£18.55	£19.43	£19.43
Housing Officer - Anti-Social Behaviour	£11.55	£11.63	£16.88	£18.61	£19.43	£19.43
Housing Options Officer	£10.31	£11.63	£15.16	£16.61		
Helpdesk Assistant	£7.64	£8.98	£11.77	£12.31	£12.33	£18.50
Communications Officer	£12.81	£12.90	£19.08	£20.64	£19.43	£19.43
NVQ Assessor	£11.40	£11.63	£18.51	£19.02		
Occupational Therapist	£14.16	£20.00	£30.52	£33.36	£21.58	£21.58
Social Worker - Advanced (Children's)	£15.30	£21.50	£32.62	£35.87	£28.68	£28.68
Social worker Adults	£15.30	£19.50	£29.83	£32.53	£28.68	£28.68
YOT Officer	£14.16	£18.00	£27.73	£30.03	£21.58	£21.58
Day Care Assistant	£6.44	£9.00	£13.86	£16.82	£11.28	£16.92

This page is intentionally left blank



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 12 May 2016
Report Subject	Revenue Budget Monitoring (Month 11)
Cabinet Member	Leader of the Cabinet 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 2015/16 (Month 11).

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2015/16 (Month 11) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
---	---

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2015/16 (MONTH 11)
1.01	The Revenue Budget Monitoring 2015/16 (Month 11) report will be

	presented to Cabinet on Tuesday 17 May 2016. 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 2015/16 (Month 11).

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 2015/16 (Month 11).

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2015/16 (Month 11).

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. (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.



CABINET MEETING

Date of Meeting	Tuesday, 17 May 2016
Report Subject	Revenue Budget Monitoring 2015/16 (Month 11)
Portfolio Holder	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This regular monthly report provides the latest revenue budget monitoring position for 2015/16 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 11, and projects forward to year-end.

The projected year end position is as follows:

Council Fund

- Net in year expenditure forecast to be £1.574m lower than budget
- Projected contingency reserve balance at 31 March 2016 of £5.210m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.093m lower than budget
- Projected closing balance as at 31 March 2016 of £1.330m

RECOMMENDATIONS

1	Note the overall report and the projected Council Fund contingency sum as at 31 st March 2016.
2	Note the projected final level of balances on the Housing Revenue

	Account.
3	To agree the carry forward requests as stated in Appendix 6.
4	To approve the use of £0.750m to renew invest to save funds to support organisation change (paragraph 1.14).

REPORT DETAILS

1.00	THE REVENUE BUDGET MONITORING POSITION FOR MONTH 11 - 2015/16																																																																											
1.01	<p><u>Council Fund Latest In Year Forecast</u></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>59.696</td> <td>59.113</td> <td>58.944</td> <td>(0.169)</td> </tr> <tr> <td>Community & Enterprise</td> <td>12.598</td> <td>12.917</td> <td>12.156</td> <td>(0.761)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>27.782</td> <td>28.478</td> <td>29.358</td> <td>0.880</td> </tr> <tr> <td>Planning & Environment</td> <td>4.887</td> <td>5.420</td> <td>5.498</td> <td>0.078</td> </tr> <tr> <td>Education & Youth</td> <td>13.760</td> <td>12.120</td> <td>12.039</td> <td>(0.081)</td> </tr> <tr> <td>Schools</td> <td>82.670</td> <td>84.280</td> <td>84.280</td> <td>0.000</td> </tr> <tr> <td>People & Resources</td> <td>4.595</td> <td>4.624</td> <td>4.516</td> <td>(0.108)</td> </tr> <tr> <td>Governance</td> <td>8.689</td> <td>8.711</td> <td>8.827</td> <td>0.116</td> </tr> <tr> <td>Organisational Change</td> <td>9.569</td> <td>9.813</td> <td>9.330</td> <td>(0.283)</td> </tr> <tr> <td>Chief Executive</td> <td>3.296</td> <td>3.087</td> <td>2.929</td> <td>(0.158)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>23.915</td> <td>23.094</td> <td>22.006</td> <td>(1.088)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>251.457</td> <td>251.457</td> <td>249.883</td> <td>(1.574)</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	59.696	59.113	58.944	(0.169)	Community & Enterprise	12.598	12.917	12.156	(0.761)	Streetscene & Transportation	27.782	28.478	29.358	0.880	Planning & Environment	4.887	5.420	5.498	0.078	Education & Youth	13.760	12.120	12.039	(0.081)	Schools	82.670	84.280	84.280	0.000	People & Resources	4.595	4.624	4.516	(0.108)	Governance	8.689	8.711	8.827	0.116	Organisational Change	9.569	9.813	9.330	(0.283)	Chief Executive	3.296	3.087	2.929	(0.158)	Central & Corporate Finance	23.915	23.094	22.006	(1.088)						Total	251.457	251.457	249.883	(1.574)
TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend																																																																								
	£m	£m	£m	£m																																																																								
Social Services	59.696	59.113	58.944	(0.169)																																																																								
Community & Enterprise	12.598	12.917	12.156	(0.761)																																																																								
Streetscene & Transportation	27.782	28.478	29.358	0.880																																																																								
Planning & Environment	4.887	5.420	5.498	0.078																																																																								
Education & Youth	13.760	12.120	12.039	(0.081)																																																																								
Schools	82.670	84.280	84.280	0.000																																																																								
People & Resources	4.595	4.624	4.516	(0.108)																																																																								
Governance	8.689	8.711	8.827	0.116																																																																								
Organisational Change	9.569	9.813	9.330	(0.283)																																																																								
Chief Executive	3.296	3.087	2.929	(0.158)																																																																								
Central & Corporate Finance	23.915	23.094	22.006	(1.088)																																																																								
Total	251.457	251.457	249.883	(1.574)																																																																								
1.02	The reasons for the projected variances occurring to date are summarised within appendix 2 with movements between periods summarised in appendix 1.																																																																											
1.03	<p>Significant budget movements between original and revised budget</p> <p>There has been a significant budget movement in month 11, £0.243m was transferred from the Central & Corporate Finance budget to a number of other</p>																																																																											

	portfolios. Most of this transfer (£0.205m) relates to successful single status appeals, the balance relates to the allocation of non-standard inflation for Non Domestic Rates to car parks (£0.038m).
1.04	<p>Streetscene and Transportation</p> <p>The overall overspend within Streetscene & Transportation has decreased from a projected £0.908m overspend at Month 10 to £0.880m as at Month 11. The projected overspend within the service is due in part to the delay in the implementation of a number of efficiencies as reported to the Programme Board. In addition fluctuations in recycle sales due to a volatile market has led to an increased pressure on income projections which have resulted in a shortfall of £0.355m. Full details of movements are explained in Appendix 2.</p>
1.05	<p>Programme of Efficiencies</p> <p>The 2015/16 budget contains £12.874m of specific efficiencies which are being tracked.</p>
1.06	Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.
1.07	This shows that it is currently projected that £10.623m (83%) will be achieved resulting in a net underachievement of £2.251m. The underachieved efficiencies are included within the projected outturn figure. The position will continue to be monitored and reported throughout the monthly monitoring process.
1.08	<p>Inflation</p> <p>Included within the 2015/16 budget are provisions for pay (£1.304m), targeted price inflation (£0.421m), non-standard inflation (£0.102m) and income (£0.254m).</p>
1.09	For 2015/16 the amounts for non-standard inflation (NSI) include an allocation for food (£0.064m) and an allocation for Non Domestic Rates (£0.038m).
1.10	There is an amount of £0.240m remaining from 2014/15 which is also being held centrally. Areas subject to NSI increases will be monitored throughout the year and allocations made to portfolio areas only where a critical funding need is evidenced.
1.11	It is anticipated that the £0.064m for food inflation will not be required. In addition to this there is a surplus of £0.061m remaining from inflation set aside

	for pay. Therefore £0.125m is now projected to underspend. The balance of the 2014/15 inflation and £0.110m from the in-year inflation have been included as an efficiency within the 2016/17 budget.
	Reserves and Balances
1.12	Unearmarked Reserves The 2014/15 outturn reported to Cabinet on 14 th July 2015 showed unearmarked reserves at 31 March 2015 (above the base level of £5.769m) of £4.746m.
1.13	Taking into account previous allocations and the current underspend at Month 11 the balance on the contingency reserve at 31 st March 2016 is projected to be £5.210m.
1.14	The previous allocation for investment in organisational change is now fully committed therefore it is recommended that £0.750m is set aside to renew invest to save funds to support future organisation change. If approved this will reduce the balance on contingency reserve to £4.460m.
1.15	Earmarked Reserves The Council has developed a reserves protocol which was considered by Audit Committee and approved by County Council on 24 th September 2015. This sets out the principles around how the council will determine, manage and review the level of its reserves and includes reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee. The next updated position on earmarked reserves will be included in the outturn monitoring report.
	Housing Revenue Account
1.16	On 17 February 2015 the Council approved a Housing Revenue Account (HRA) budget for 2015/16 of £30.776m. The budget provided for a closing balance of £1.396m.
1.17	The 2014/15 Outturn Report to Cabinet on 14 July 2015 showed a closing balance at the end of 2014/15 of £1.510m.
1.18	The Month 11 monitoring report for the HRA is projecting in year expenditure to be £0.092m lower than budget and a projected closing balance as at 31 March 2016 of £1.330m, which at 4.3% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

1.19	<p>Carry Forward Requests</p> <p>Various requests to carry forward funding into 2016/17 have been identified. Details of all carry forward requests are shown in appendix 6 and are recommended for approval.</p>
------	--

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

3.00	<p>CONSULTATIONS REQUIRED / CARRIED OUT</p>
3.01	<p>None Required.</p>

4.00	<p>RISK MANAGEMENT</p>
4.01	<p>Municipal Mutual Insurance (MMI) MMI was the predominant insurer of public sector bodies prior to 1992 when it failed. To ensure an orderly “run off” Flintshire, along with other local authorities, was required to pay a levy of 15% of its share of claims paid previously and of any future claims. MMI’s administrator has recently published their 2015 accounts which shows that due to an increase in the number of claims generally, there will be a need to increase the levy in the future, affecting claims paid previously and future claims. A recommendation was approved to meet a significant liability which reflects a 20% increase in the levy however there remains a risk that the future provision may escalate further. Status: stable/green risk.</p>
4.02	<p>Recycling The recycling market (paper in particular) is going through a volatile period with fluctuating re-cycle sale values. This will impact on 2015/16 recycling income levels for the Council. The current impact is reflected in the Month 11 projections and continues to be monitored throughout the year. A budget pressure for this income has been included in the 2016/17 budget to help mitigate this risk for future years. Status: unstable/red risk.</p>
4.03	<p>Out of County Placements The risk is the volatility in demand and the impacts on service costs which cannot be predicted with any certainty. Therefore there is always a risk of significant variances occurring although this area continues to be closely monitored. Status: unstable/amber risk.</p>

--	--

5.00	APPENDICES
5.01	<p>Council Fund – Movement in Variances from Month 10 – Appendix 1</p> <p>Council Fund – Budget Variances – Appendix 2</p> <p>Council Fund – Programme of Efficiencies – Appendix 3</p> <p>Council Fund – Movement on unearmarked reserves – Appendix 4</p> <p>Housing Revenue Account Variances – Appendix 5</p> <p>Council Fund – Carry Forward Requests – Appendix 6</p>

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

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.



COUNCIL FUND - REVENUE BUDGET 2015/16
FLINTSHIRE COUNTY COUNCIL

Budget Monitoring (Month 11)
Summary of Movement from Month 10

	£m	£m
Month 10		
Portfolios	(0.106)	
Central and Corporate Finance	(1.004)	
Variance as per Cabinet Report		<u>(1.110)</u>
Month 11		
Portfolios	(0.486)	
Central and Corporate Finance	(1.088)	
Variance as per Directorate Returns		<u>(1.574)</u>
Change Requiring Explanation		<u><u>(0.464)</u></u>
<u>Social Services</u>		
Services For Adults		
• Reablement Services (Intake & Reablement) - additional CHC grant income	(0.164)	
• Community Equipment contribution (Older People - Provider Services) - reduced level of contribution needed following implementation of new Section 33 partnership agreement	(0.084)	
• Older People Provider Services - Residential care - additional income from client contributions and recharges, plus some minor expenditure savings	(0.154)	
• Resources & Regulated Services - Disability Services - increased costs of domiciliary care within externally provided Supported Living service	0.337	
• Residential & Domiciliary Service (Mental Health Services) - reduction in free nursing income (£-0.023m), and impact of new placement costs	0.188	
Minor variances of less than £0.025m		
• Learning Disabilities / PDSI	(0.012)	
• Older People (Provider Services)	0.021	
• Older People (Purchasing)	(0.018)	
• Mental Health Services	(0.024)	
Subtotal: Services for Adults		<u>0.090</u>
Development & Resources		
• Good Health team - additional grant income	(0.073)	
• Business Systems & Financial Assessments - reduction of commitments	(0.046)	
• Training - allocation of additional budget to cover Single Status appeals outcomes	(0.075)	
• Other minor changes of less than £0.025m.		
• Business Services - Income	0.004	
• Deputyship team	(0.004)	
• Management & Support	(0.024)	
• Commissioning	(0.024)	
Subtotal: Development & Resources		<u>(0.242)</u>
Children's Services		
• Training - budget movements to Professional support as part of restructuring	0.035	
• Prevention & Support - increase in emergency placement costs	0.036	
• Early Years - increase in grant and other income	(0.044)	
• Flying Start - increased take up of childcare not covered by grant	0.030	
• Other minor variances -of less than £0.025m		
• Family Placement	(0.011)	
• Grants	(0.010)	
• Family Support	(0.011)	
• Other residential placements	(0.022)	
• Professional Support	0.014	
• Out of County placements	(0.008)	
• Safeguarding Unit	0.010	
Subtotal: Children's Services		<u>0.019</u>
Total: Social Services		<u><u>(0.133)</u></u>

Community & Enterprise

Customer & Housing Services	
• Community Support Services Recharges	0.029
Subtotal: Customer & Housing Services	0.029
Council Fund Housing	
• Savings in respect of the Community Based Accommodation Support Service	(0.086)
Subtotal: Council Fund Housing	(0.086)
Regeneration	
• Markets income	(0.010)
• Further capitalisation of costs and maximisation of grant income	(0.011)
Subtotal: Regeneration	(0.021)
Revenues & Benefits	
• Further underspend on the Council Tax Reduction Scheme provision	(0.004)
• Additional DWP New Burdens funding	(0.038)
Subtotal: Revenues & Benefits	(0.042)
Housing Programmes	
• SHARP Procurement	0.009
• Staff recharges and maximisation of grant income	(0.059)
Subtotal: Housing Programmes	(0.050)
Minor changes of less than £0.025m.	
• Customer & Housing Services	0.009
• Council Fund Housing	0.013
• Regeneration	(0.001)
• Revenues & Benefits	(0.001)
• Housing Programmes	0.000
Total minor variances of less than £0.025m	0.020
Total: Community & Enterprise	(0.150)

Streetscene & Transportation Portfolio

Ancillary Services & Performance	
• Loss of income from electricity generation through performance of Gas Engines	0.050
• Increased recycling income	(0.035)
• Increased income from burial fees	(0.026)
Subtotal: Ancillary Services & Performance	(0.011)
Highway Network	
• Reduced cost of Winter Maintenance provision due to mild winter	(0.050)
• Additional patching works following flood damage	0.063
Subtotal: Highway Network	0.013
Transport & Logistics	
• Cross Boundary Transportation recharges lower than anticipated	(0.018)
Subtotal: Transport & Logistics	(0.018)
Minor variances of less than £0.025m	
• Ancillary Services & Performance	(0.023)
• Highway Network	0.013
• Transport & Logistics	(0.002)
Total minor variances of less than £0.025m	(0.012)
Total: Streetscene & Transportation	(0.028)

Planning & Environment Portfolio

Business	
• Additional Feed Service Grant from Food Standards Agency (FSA)	(0.017)
Subtotal: Business	<u>(0.017)</u>
Community	
• Reprofiting of 3 and 5 year licence income received into future years	0.017
Subtotal: Community	<u>0.017</u>
Development	
• Better than anticipated Pre Planning Advice Income	(0.011)
• Reduced staffing costs due to delayed filling of posts	(0.025)
Subtotal: Development	<u>(0.036)</u>
Access	
• Reduced expenditure projections through commitment challenge	(0.019)
Subtotal: Access	<u>(0.019)</u>
Minor variances of less than £0.025m	
• Business	(0.003)
• Community	0.020
• Development	(0.015)
• Access	(0.010)
• Shared Service	0.005
• Strategy	0.015
• Administration	(0.001)
• Vacant Posts	0.011
Total minor variances of less than £0.025m	<u>0.022</u>
Total: Planning & Environment	<u><u>(0.033)</u></u>

Education & Youth

Inclusion Services	
• Out of County	(0.035)
Subtotal: Inclusion Services	<u>(0.035)</u>
Minor variances of less than £0.025m	
• Primary School Services	0.008
• Secondary School Services	(0.023)
• Regional Services	0.014
• Access - School Planning	(0.015)
• Access - School Provision	(0.005)
• Adult & Community Education	0.003
• Community Centres	(0.002)
• Youth Justice Service	(0.003)
• Youth & Community Service	(0.009)
• Commissioning & Performance - Business Support	(0.002)
• School Management Information	(0.014)
Total minor variances of less than £0.025m	<u>(0.048)</u>
Total: Education & Youth	<u><u>(0.083)</u></u>

People & Resources

Minor variances of less than £0.025m	
• HR & OD	(0.007)
• Corporate Finance	0.003
Total minor variances of less than £0.025m	<u>(0.004)</u>
Total: People & Resources	<u>(0.004)</u>

Governance

Legal Services	
A grant from Welsh Government has been awarded for £0.092m as a contribution to costs incurred in dealing with claims from personal search companies for refunds of Local Land Charges Register (LLCR) search fees charges. There are minor variances of £0.014m.	
•	(0.078)
Subtotal: Legal Services	<u>(0.078)</u>
Minor variances of less than £0.025m	
• Democratic Services	(0.002)
• Internal Audit	(0.001)
• Procurement	(0.013)
• Business Support	(0.019)
• Records Management	(0.004)
• ICT	(0.010)
Total minor variances of less than £0.025m	<u>(0.049)</u>
Total: Governance	<u>(0.127)</u>

Organisational Change

Valuation & Estates	
• Underspend on Consultancy fees.	0.035
Subtotal: Valuation & Estates	<u>0.035</u>
Property Design & Consultancy	
• A £0.200m carry forward request for feasibility works was approved in month 10	0.200
• Additional unanticipated R&M spend.	0.015
Subtotal: Property Design & Consultancy	<u>0.215</u>
Facilities	
• £0.065m additional income achieved from increased in school meals. £0.025 underspend on CCTV .	(0.090)
Subtotal: Facilities	<u>(0.090)</u>
Minor variances of less than £0.025m	
• Public Libraries & Arts, Culture & Events	0.013
• Leisure Services	(0.023)
• Facilities	0.003
• Community Assets	0.005
Total minor variances of less than £0.025m	<u>(0.002)</u>
Total: Organisational Change	<u>0.158</u>

Chief Executive

Minor variances of less than £0.025m	
• Minor variances less than £0.025m	0.020
Total: Chief Executive	<u>0.020</u>

Central & Corporate Finance

• Pension Deficit Portfolio Recharges	(0.033)
• Bank Charges Rebate	(0.017)
• Matrix Rebates	(0.016)
• Minor variances	(0.018)
Total: Central & Corporate Finance	<u>(0.084)</u>

Total Changes(0.464)

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Social Services Locality Teams (Localities)	14.665	14.147	(0.518)	(0.531)	<p>Domiciliary Care There are some significant compensating variances in this area. The main area of pressure is Domiciliary Care, which is still being influenced by clients returning to the service following successful past rehabilitation, the changing demographic profile, increased complexity of need and increasing numbers of people with dementia. The current level of projected overspend is £0.559m which has significantly reduced from the 2014/15 outturn position of £0.837m, which has been partly influenced by the cessation of one complex package.</p> <p>Residential Care The significant projected overspend on Domiciliary care is being more than offset by a projected underspend of (£0.766m) on residential care, which includes, an underspend of (£0.340m) on payments to care home providers, an underspend of (£0.371m) due to an increase in the level of property related income, plus further increases in income above budget including (£0.035m) for free nursing.</p> <p>Professional Support A further area of significant underspend is the professional support within the area Localities teams. There is a total projected underspend of (£0.244m) which relates to staffing due to Social Worker vacancies, which includes a total of (£0.119m), relating to the Hospital Social Work team which has transferred into Localities from Intake & Reablement (Resources and Regulated Services).</p> <p>Other Other minor variances amount to a net (£0.067m) within Day care and other services.</p>	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Reablement Services (Intake and Reablement)	0.429	0.200	(0.229)	(0.065)	The projected under spend is mainly due to the reallocation of an officer to another service promoting Continuing Health Care independence, and additional CHC funding being utilised.	Keep under review.
Community Equipment contribution	0.476	0.392	(0.084)	0.000	Reduction in requirement for funding of the Council's contribution to the partnership following review of the financial arrangements within the Section 33 partnership agreement.	
Resources & Regulated Services (Disability Services)	15.239	15.972	0.733	0.396	This service is now reflecting the transfer of budget in relation to the Independent Living fund (ILF) to Central and Corporate as a one off efficiency. The remaining element is in relation to the additional administration capacity needed to manage the payments to service users and for obligations to fund employer liability insurance payments for service users who employ carers. recent increases in the projected overspend relate to additional costs of domiciliary care within externally provided Supported Living, including new service users and the impact of a new block contract.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Vulnerable Adults and Disability Service (Disability Services)	2.299	1.997	(0.302)	(0.283)	Reflects current care packages for 2015/16. The projection now includes a revised commitment for new/additional transition clients. Previous commitments in terms of expected costs for service users have now been significantly reduced following service review and revised outcomes.	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.813	1.183	0.370	0.182	Increases in Residential and Domiciliary packages alongside additional new package costs.	Keep under review.
Forensic Budget (Mental Health & Substance Misuse Service)	0.317	0.202	(0.115)	(0.120)	Reflects current care packages for 2015/16.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Other Services for Adults variances (aggregate)	10.898	10.758	(0.140)	0.046	Various minor variances. Since period 10, the potential available funding from Supporting People is not required to be drawn down from reserves based on the current projected outturn position for Older People.	Continue to review but not expected to be recurrent.
Business Services - Charging Policy Income	(1.673)	(1.877)	(0.204)	(0.208)	Impact of an increase by Welsh Government in the level of the maximum charge cap from £55 per week to £60 per week.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Training	0.132	0.164	0.032	0.107	The base budget for this service had reduced as a consequence of the combined impact of Single Status outcomes and EVR/VR determinations. As a consequence the match funding element of the budget had fallen below the level required to meet the grant conditions for the Social Care Workforce Development Programme Grant (SCWDP). In month 11 a budget from realignment within Social Services was undertaken to top up to the level required.	Continue to review but not expected to be recurrent.
Other Development & Resources variances (aggregate)	2.418	2.409	(0.009)	0.162	Various minor variances.	Continue to review but not expected to be recurrent.
Family Placement (Children's Services)	2.227	2.474	0.247	0.258	The £0.247m overspend is a result of an increase in the number of foster care placements within the service. Part of this is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has been undertaken, the outcome of which is being considered and will inform future planning and possible efficiencies.

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Professional Support	5.037	5.198	0.161	0.147	There is a projected overspend of £0.198m on agency pay costs within the Duty & Assessment team, which is due to the need to deploy staff to address key risks within this area of the service. This overspend has been partly mitigated by way of an allocation of £0.100m from the contingency reserve as approved by Cabinet when considering the Month 7 budget monitoring report. There is a further pressure of £0.113m which relates to the Children's and Young Adults Support team (CYAST). This is due to pressures within payments to external providers of £0.119m and Transport £0.047m, with some offsetting underspends against pay budgets due to vacancies. There are offsetting net underspends of (£0.150m) elsewhere within Children's Services Professional Support, including a significant underspend on staffing within the Family Intervention team.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Out of County Placements	3.416	3.208	(0.208)	(0.200)	Reflects current care packages for 2015/16.	Keep under review.
Other Services for Children variances (aggregate)	2.420	2.517	0.097	0.073	Various minor variances.	Continue to review but not expected to be recurrent.
Total Social Services	59.113	58.944	(0.169)	(0.036)		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer & Housing Services	1.666	1.440	(0.226)	(0.264)	Additional in-year efficiency identified in respect of Homeless Accommodation (£0.092m). Recharge in respect of Community Support Services lower than anticipated £0.029m. Community Centres additional efficiency (£0.049m). Underspend on the Flintshire Connects service provision (£0.094m). Switchboard in-year underspend (£0.027m). Other minor variances £0.007m.	Continue to monitor and review.
Council Fund Housing	(0.033)	(0.138)	(0.105)	(0.032)	Telecare income lower than anticipated £0.061m. Procurement of telecare equipment £0.062m. Additional Savings in respect of the Community Based Accommodation Support Service (£0.230m). Other minor variances £0.002m.	Continue to monitor and review.
Regeneration	0.581	0.571	(0.010)	0.012	Estimated shortfall of £0.038m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Further capitalisation of costs and maximisation of Grant Income (£0.041m). Other minor variances (£0.007m).	Continue to monitor and review
Revenues & Benefits	10.631	10.139	(0.492)	(0.449)	Anticipated surplus on the Council Tax Collection Fund currently stands at (£0.291m) higher than initially estimated. Staffing savings (£0.058m). Projected underspend on the budgeted provision for the Council Tax Reduction Scheme (£0.337m). Housing Benefit Subsidy budgeted shortfall of £0.350m. Additional New Burdens funding from DWP (£0.128m). Other minor variances of (£0.028m).	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Housing Programmes	0.072	0.144	0.072	0.122	Expenditure of £0.104m to enable the Strategic Housing and Renewal Programme (SHARP) to move forward with the development of the Over Arching Legal Agreement with Wates Living Space. This expenditure has supported the expedient development of schemes on The Walks, Flint and Custom House School, Connah's Quay which will both be on site by March 2016. Staff recharges and maximisation of grant income (£0.032m).	Continue to monitor and review.
Total Community & Enterprise	12.917	12.156	(0.761)	(0.611)		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation Ancillary Services & Waste Performance - Waste Disposal & Waste Collection	6.572	7.481	0.909	0.900	<p>Reduced electricity sales from gas engines following equipment breakdown and fluctuating levels of gas extraction is now estimated at £0.150m.</p> <p>Further options are being considered and consultation undertaken in relation to the proposed closure of Hope recycling centre. In addition, changes to the later than expected introduction of new operating times at Connah's Quay and Flint sites will result in a total projected shortfall on the budgeted efficiency of £0.160m.</p> <p>Delayed implementation of delivery service for waste containers £0.050m and introduction of charge for second waste bin £0.025m.</p> <p>Under achievement in the recycling market due to a volatile period with fluctuating re-cycle sale values £0.355m. No compost income has been received from Denbighshire CC (£0.060m budget) as they will not be using the composting facilities at Greenfield until the 2016/17 financial year.</p> <p>Additional costs of £0.040m for hire of loading shovels at Greenfield HRC Site, protective clothing costs and equipment purchase and increase in estimated waste treatment tonnages of £0.043m through to the 31st March.</p> <p>£0.010m of increase relating to NE Hub Food Waste. The food waste contractor requesting additional funds due to a change in law due to the withdrawal of the Levy Exemption Certificates which ceased from 31/07/15.</p>	<p>Potential for investment to upgrade/install new extraction wells and new management arrangement.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Monitor recycling market closely and amend projections accordingly</p> <p>Monitor Supplies & services and implement commitment challenge.</p> <p>Continue to monitor and review.</p>

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Ancillary Services & Performance - Parking & Enforcement	0.114	0.198	0.084	0.099	Shortfall from Business Planning proposals following delays in the implementation of car parking charges and Penalty Charge Notice (PCN) enforcement across the County.	Monitor Car Parking Income closely and amend projections accordingly.
Bereavement Services	0.280	0.244	(0.036)	(0.010)	Increased income in burial fees for the last quarter of the year.	Continue to monitor and review.
Ancillary Services & Performance - Other Variances	0.519	0.517	(0.002)	0.000	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Logistics & Resource Services - Fleet	4.808	4.728	(0.080)	(0.079)	Projected reduction in annual fuel costs, due to reducing fuel prices and more efficient usage of vehicles.	Continue to review.
Transportation & Logistics - other Variances	8.590	8.511	(0.079)	(0.060)	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Highways Strategy & Network	7.404	7.488	0.084	0.058	Delay in the full externalisation of grass cutting service offset by some additional income for hedge cutting £0.030m. Delay in the implementation of the reduced cleansing standards and zero tolerance on littering £0.090m. Reduced Ground Work operations following transition into winter related work and additional staff recharges (£0.040m). Additional patching works of £63k following flood damage are reported at Period 11. Due to the below average winter up to the end of March 2016, it is anticipate there will be an underspend of (£0.050m) within winter maintenance.	Reported through Programme Board Efficiency Tracker. Reported through Programme Board Efficiency Tracker. Monitor Employee Costs. Continue to review. Variance reported at Period 11.
Highway Network - other Variances	0.191	0.191	0.000	0.000	No Variance.	Continue to review.
Total Streetscene & Transportation	28.478	29.358	0.880	0.908		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Planning & Environment Pest Control Dog Warden	0.043	0.055	0.012	0.013	Potential Shortfall in the self financing position.	Monitor level of services provided and adjust income projections as appropriate.
Licensing	0.002	0.009	0.007	(0.011)	At Period 11, confirmation of the level of 3 year and 5 year licence income to be carried forward as a PIA.	Monitor level of services provided and adjust income projections as appropriate.
Community - Aggregate of other Variances	0.683	0.723	0.040	0.021	Increased projections on committed expenditure in some areas.	Continue to monitor committed expenditure and reduce/remove where possible.
Animal Health & Defra	0.126	0.155	0.029	0.044	Reduced DEFRA Grant Funding, resulting in the partnership with Wrexham CBC ending in December 2015 and the income target remaining within the service. At Period 11, confirmed receipt of Animal Feed Service Grant of (£0.017m) from FSA.	Investigate ways to reduce Grant Income target through potential budget realignment as total funding will cease from 2016/17.
Business - Aggregate of other Variances	1.485	1.450	(0.035)	(0.037)	At Period 11, commitment challenge continues in reducing the level/value of future projected expenditure.	Continue to monitor committed expenditure and reduce/remove where possible.
Planning Control & Enforcement	(0.133)	(0.029)	0.104	0.140	Shortfall from Planning Application fees not being increased by 15% until October, 2015 under the Planning (Wales) Bill. This was originally proposed for April, 2015 and reflected in Business Planning efficiencies. This is offset at Period 11, with the level of Pre Planning Application Fee Income being higher than expected, together with reduced staffing costs from delayed filing of vacancy position.	Planning Fee Income levels will be closely monitored.
Development - Aggregate of other Variances	0.133	0.108	(0.025)	(0.010)	Continued commitment challenge across the portfolio.	Continue to review.
Portfolio Aggregate of other Variances	3.081	3.027	(0.054)	(0.049)	Continued commitment challenge across the portfolio.	Continue to monitor committed expenditure and reduce/remove where possible.
Total Planning & Environment	5.420	5.498	0.078	0.111		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	0.868	0.861	(0.007)	(0.015)	Minor Variances.	Continue to review.
Secondary, 14-19 & Continuing Education	1.117	1.108	(0.009)	0.000	There has been a reduction in the projected transport costs and estimated sickness cover required within the Music Service which is now projecting an underspend, this has been partially offset by several small overspends on other areas within this budget heading. The service is intending to put forward a request to carry forward the underspend into next year to support the development of the service in particular the ADM.	Continue to review.
Inclusion Services	7.457	7.553	0.096	0.131	Out of County placements are an area of risk to the authority due to the volatile nature of the service and the potential for high cost placements and unpredictability of demand. A number of queries which require resolution regarding the liability of the Authority to pay for high cost placements - there are ongoing discussions with the Health Service.	Continue to review.
Access (School Planning & Provision)	0.508	0.453	(0.055)	(0.036)	This figure includes the underspent budget for Insurance claims which now stands at £45k, plus some other smaller variances. This reflects the impact of mild winter weather and a reduction in claims compared with previous years.	Continue to review.
21st Century Schools	0.196	0.196	0.000	0.000	No Variance.	Continue to review.
Youth Services	1.436	1.422	(0.014)	(0.003)	Minor Variances.	Continue to review.
Commissioning & Performance	0.346	0.307	(0.039)	(0.036)	Vacancy savings following a Senior Management Restructure with Education and Youth Portfolio.	Continue to review.
School Management & Information Team	0.192	0.139	(0.053)	(0.039)	Vacancy savings following a Senior Management Restructure with Education and Youth Portfolio. Shared salary costs have now been agreed with Transportation.	Continue to review.
Total Education & Youth	12.120	12.039	(0.081)	0.002		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Schools						
Primary & Early Years Education	44.599	44.599	0.000	0.000	No Variance.	Continue to review.
Secondary, 14-19 & Continuing Education	35.744	35.744	0.000	0.000	No Variance.	Continue to review.
Inclusion Services	3.930	3.930	0.000	0.000	No Variance.	Continue to review.
Total Schools	84.280	84.280	0.000	0.000		
People & Resources						
HR&OD	2.257	2.231	(0.026)	(0.019)	A 2015/16 budget efficiency of £0.105m is being reported as not achievable. In addition to this there is an overspend on the Disclosure & Disbarring Service of £0.006m and Software of £0.031m. These overspends are being offset by workforce underspends of (£0.160m). There are minor underspend variances of (£0.008m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Corporate Finance	2.367	2.285	(0.082)	(0.085)	A 2015/16 budget efficiency is being reported as being partially achieved with a shortfall of £0.038m. This is being offset by temporary workforce underspends of (£0.127m). There are minor overspend variances of £0.007m.	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Total People & Resources	4.624	4.516	(0.108)	(0.104)		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Governance						
Legal Services	0.610	0.563	(0.047)	0.031	A grant from Welsh Government has been awarded for (£0.092m) as a contribution to costs incurred in dealing with claims from personal search companies for refunds of Local Land Charges Register (LLCR) search fees charges. There are minor variances of £0.045m.	Underspend is not expected to be recurrent.
Democratic Services	1.907	1.989	0.082	0.084	The overspend is due to a delay in achieving an efficiency of £0.110m which was agreed within the 2014/15 budget. An underspend of (£0.028m) is due to minor variances.	The efficiency is expected to be achieved in full next year.
Internal Audit	0.416	0.410	(0.006)	(0.005)	Minor Variances.	Underspend is not expected to be recurrent.
Procurement	0.138	0.253	0.115	0.128	This overspend is due to the non-achievement of an efficiency of £0.116m within 2015/16 and a minor underspend of (£0.001m).	Overspend is not expected to be recurrent. The efficiency is expected to be achieved in full next year.
Business Support	0.740	0.684	(0.056)	(0.037)	There is an underspend on the postage budget of (£0.021m) and various minor underspends of (£0.035m).	Underspend is not expected to be recurrent.
Records Management	0.174	0.184	0.010	0.014	Minor Variances.	Overspend is not expected to be recurrent.
ICT	4.726	4.744	0.018	0.028	Minor Variances.	Overspend is not expected to be recurrent.
Total Governance	8.711	8.827	0.116	0.243		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.772	1.773	0.001	(0.012)	Minor Variances.	Continue to review.
Museums Service	0.064	0.066	0.002	0.002	Minor Variances.	Continue to review.
County Archives	0.266	0.265	(0.001)	(0.001)	Minor Variances.	Continue to review.
Leisure Services	4.023	4.015	(0.008)	0.015	£0.070m Deeside Ice rink income pressure offset by premises & supplies cost savings of (£0.078m).	Continue to review.
Community Assets	0.018	0.023	0.005	0.000	No Variance.	Continue to review.
Valuation & Estates	(0.813)	(0.779)	0.034	(0.001)	£.034m shortfall in industrial estate rental income.	Continue to review.
Property Design & Consultancy	2.629	2.529	(0.100)	(0.315)	Projected costs of (£0.100m) relating to the demolition of Connah's Quay office has been met through alternative funding in addition to other savings on admin buildings.	The service has given up £0.120m of Design fees in reserves in the current financial year.
Engineering Services	0.000	0.000	0.000	0.000	No Variance.	Continue to review.
Facilities Services	1.654	1.438	(0.216)	(0.129)	(£0.163m) Careful monitoring of provisions and additional income anticipated over and above income target from increased uptake in school meals. (£0.014m) savings on CCTV. (£0.021m) additional income anticipated due to new cleaning contracts awarded. Minor variances of (£0.018m).	Request to roll forward £0.100m to assist Facilities with the feasibility works in order to upgrade the kitchen ventilation at 24 schools as well as providing much needed kitchen equipment upgrades in schools.
Total Organisational Change	9.613	9.330	(0.283)	(0.441)		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Chief Executives	3.087	2.929	(0.158)	(0.178)	The underspend is due to workforce savings of (£0.098m) and also a reduction in Core Funding Agreements of (£0.028m). There is an underspend of (£0.042m) relating to the budget required for performance related increments. There are minor overspend variances of £0.010m.	The employee savings of (£0.098m) are expected to be in-year only.
Total Chief Executives	3.087	2.929	(0.158)	(0.178)		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Central & Corporate Finance						
Central & Corporate Finance	23.094	22.006	(1.088)	(1.004)	<p>HRA Financing - The settlement amount changed after the budget was set. Based on all original assumptions this equates to a reduction in efficiencies of approximately £0.600m. However, there is no need to borrow this financial year, as capital expenditure is later than planned, resulting in short term savings from interest costs built into the budget.</p> <p>Balance of unused Non Standard Inflation from previous year (£0.240m) and current year (£0.125m). Pension Actuarial Review (£0.912m) due to lower than anticipated costs of additional contributions.</p> <p>Projected under-recovery of contribution to pension fund £0.146m.</p> <p>Coroners projected 2015/16 overspend of £0.027m.</p> <p>Estimated Workforce Efficiency of £0.300m considered unachievable in year.</p> <p>One off identified efficiencies (£0.300m) in relation to the Independent Living Fund (ILF).</p> <p>Higher than projected income as a result of Rent Review for Unilever (£0.191m).</p> <p>External Audit Fees are anticipated to be lower than budget (£0.093m) this is under review with Wales Audit Office. Received no charge on three quarters of the year in relation to corporate Bank Charges (£0.047m).</p> <p>One off / time limited, Unbudgeted costs of £0.356m in relation to former Euticals Ltd - Sandycroft site.</p> <p>Minor Variances of (£0.009m).</p>	<p>Review of CLIA has mitigated this position.</p> <p>Reviewed as part of Medium Term Finance Strategy, Corporate Financing Options.</p> <p>Keep under review.</p> <p>Continue to review.</p> <p>Addressed as part of 2016/17 budget process.</p> <p>Addressed as part of 2016/17 budget process.</p> <p>This income is non-recurring.</p> <p>Keep under review.</p> <p>Keep under review.</p> <p>Keep under review.</p>
Total Central & Corporate Finance	23.094	22.006	(1.088)	(1.004)		
TOTAL	251.457	249.883	(1.574)	(1.110)		

2015/16 Efficiencies Month 11 - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2015/16 £(m)	2015/16 £(m)	2015/16 £(m)
People & Resources			
Review of specialist finance functions to identify efficiencies in process	0.170	0.166	(0.004)
Ensure continuation of grant maximisation opportunities identified in 2014/15	0.100	0.066	(0.034)
Review of specialist human resources functions to identify efficiencies in process	0.105	0.000	(0.105)
Total People & Resources	0.375	0.232	(0.143)
Governance			
Procurement Supplier Charging	0.116	0.000	(0.116)
	0.116	0.000	(0.116)
Central and Corporate Finance			
Workforce efficiency proposal	0.300	0.000	(0.300)
Central Loans and Investment Review	1.830	1.230	(0.600)
Total Central & Corporate Finance	2.130	1.230	(0.900)
Social Services			
Develop means testing approach for minor adaptations	0.100	0.000	(0.100)
Review model/costs contracts for catering	0.050	0.000	(0.050)
Rationalise the number of sites where In-House short term care is provided	0.075	0.110	0.035
Develop a 'progression' model for Supported Living	0.250	0.145	(0.105)
Review commissioning with Action for Children	0.075	0.015	(0.060)
Regional approach to advocacy	0.053	0.000	(0.053)
Review and realign funding to voluntary sector	0.203	0.065	(0.138)
Total Social Services	0.806	0.335	(0.471)
Community & Enterprise			
Close the personal answering service for main switchboard telephone calls	0.099	0.125	0.026
Welfare Rights Team Review	0.020	0.035	0.015
Community Centres	0.048	0.096	0.048
Community Based Accommodation Support Service	0.030	0.090	0.060
Telecare Charging	0.200	0.139	(0.061)
Stopping sending remittance advices to Landlords	0.054	0.013	(0.041)
In-house bailiff service	0.100	0.070	(0.030)
Removal of Post Office as payment option	0.028	0.017	(0.011)
Review Single Person Discount	0.150	0.270	0.120
Total Community & Enterprise	0.729	0.855	0.126
Streetscene & Transportation			
Introduce non-generic Streetscene roles (3 year plan)	0.080	0.115	0.035
Develop Energy Production at Landfill	0.050	0.000	(0.050)
Rationalise HRC Sites	0.400	0.240	(0.160)
Removing the Waste Containers delivery service	0.150	0.100	(0.050)
Introduce Charge for 2nd Garden Waste Bin	0.050	0.025	(0.025)
Car Parking Charges	0.400	0.290	(0.110)
Cancel Real Time Info System	0.020	0.025	0.005
Charge Maintenance of Bus Shelters	0.005	0.000	(0.005)
Review subsidised bus routes	0.075	0.050	(0.025)
Externalise grass cutting service	0.075	0.025	(0.050)
Reduced Street Lighting resource	0.050	0.038	(0.013)
Remove second grass cut for highway verges	0.030	0.025	(0.005)
Reduce Cleansing standards zero tolerance litter	0.150	0.060	(0.090)
Part night street lighting in residential areas	0.020	0.030	0.010
Winter Maintenance (Car Parks and standard)	0.150	0.170	0.020
Total Streetscene & Transportation	1.705	1.193	(0.513)
Planning & Environment			
Staffing & Management Restructure (incl. all vacancies)	0.295	0.207	(0.088)
Staffing & Collaboration	0.024	0.040	0.016
Animal & Pest Control	0.030	0.007	(0.023)
Increased Planning Fees (15% WG increase)	0.135	0.050	(0.085)
Increase in number of Planning Applications	0.060	0.030	(0.030)
Additional elements of charging (discharge of conditions)	0.050	0.025	(0.025)
Total Planning & Environment	0.594	0.359	(0.235)
Total 2015/16 Budget Efficiencies		100	12.874
Total Projected 2015/16 Budget Efficiencies Underachieved		17	2.251
Total Projected 2015/16 Budget Efficiencies Achieved		83	10.623

APPENDIX 4

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2015	10.515	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		4.746
Less - Allocation from the Contingency Reserve for the costs of the speed limit review		(0.210)
Less - Allocation from the Contingency Reserve for the contribution to meet the estimated increase in levy required to meet past and future claim liabilities in relation to the former Municipal Mutual Insurance company		(0.800)
Less - Allocation from the Contingency Reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Plus projected underspend as at Month 11		1.574
Total projected Contingency Reserve as at 31st March 2016		5.210

HRA Major Variance Report - Period 11

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Estate Management	1.634	1.529	(0.105)	(0.065)	(£0.054m) relates to an underspend on salary costs. (£0.012m) relates to an underspend on printing costs. Court costs and Giro Charges have contributed an underspend of (£0.054m). Rechargeable works create a pressure of £0.019m due to non payment of invoices. Tenants Incentive scheme has contributed a saving of (£0.017m). The remaining £0.013m relates to other minor variances.	
Rent Income	(29.377)	(29.597)	(0.220)	0.028	(£0.249m) relates to an adjustment in the expected bad debt provision for Rent Income based on the final outturn of aged debt as at year end compared to an earlier projection in quarter 3. The costs associated with the water surplus are expected to rise by £0.018m based on what has been recovered vs actual spend. £0.030m relates to additional expenditure on Garden Services. The remaining £0.019m relates to other minor efficiencies.	
Repairs & Maintenance	8.394	8.079	(0.315)	(0.379)	(£0.324m) of the projected underspend relates to salaries as a result of in-year vacancies and budgeting at the top of scale. (£0.087m) of the projected underspend relates to materials. £0.029m profit share relating to last year and careful monitoring has contributed to this underspend. £0.042m relates to a pressure on transport and fleet costs. £0.074m relates to unachieved income recharges. The remaining (£0.020m) relates to minor variances.	
Finance & Support	2.427	2.213	(0.214)	(0.140)	Removal of the projection for delivering the Handyman Service releases a (£0.038m) underspend. (£0.022m) of the projected underspend relates to consultancy and conferences. Redistribution of salaries across departments and services has realised a (£0.147m) underspend. Agile working equipment for HRA is projected to cost £0.027m. Insurance Premiums are lower than anticipated by (£0.012m). The remaining (£0.022m) relates to other minor costs.	A 2015/16 budget allocation of £0.244m will be carried forward to 2016/17 to fund the implementation of Job Scheduling. This is one of the priorities in the HRA Business Plan.

HRA Major Variance Report - Period 11

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Landlord Services	0.882	1.001	0.119	0.190	Cleaning charges and utility costs for the community centres brought into the HRA from Council Fund have received a charge in the amount of £0.096m which was an unexpected cost. Garden Charges have underspent by (£0.061m) due to staff vacancies and lower contractor costs. A review of communal area costs has resulted in an in-year pressure of £0.090m through contractor work. Vehicle hire has reduced by (£0.007m) on receipt of full year costs. Minor variances amount to £0.001m.	
HRA Subsidy	0.000	0.122	0.122	0.122	£0.122m relates to a post audit adjustment relating to Housing Subsidy.	
Other variances (aggregate)	16.274	16.794	0.520	0.152	£0.711m relates to the additional balance contributed towards capital expenditure. This will contribute towards demolition costs for the Walks and Leas sites in Flint. Funding costs this way delays borrowing for 12 months and avoids unnecessary interests charges. (£0.191m) relates to the reduced Capital Financing recharges expected at year end. This balance may change once funding arrangements are finalised.	
Total :	0.234	0.141	(0.093)	(0.092)		

Carry Forward Requests 2015/16**GOVERNANCE**

ICT - Unified Threat Management security software – to complete the procurement of new Unified Threat Management system (£0.013m)

ICT – IT Networks – to complete procurement in 2016/17 due to delays in the National Procurement Service Framework agreement (£0.027m)

ICT – Education ICT - to contribute to the funding of enhanced communication links commitment given to schools (£0.039m)

ICT – Telephone System Upgrade – to support to support the move to Microsoft Exchange (£0.125m)

ICT – Education ICT - to fund consultancy resource to complete the implementation of the Education ICT service review (£0.007m)

ICT – Digital Print - to integrate the printers in the Digital Print unit with electronic mail room software (£0.010m)

ICT – Capita One – for funding held on behalf of the regionally funded service (£0.040m)

ICT – Central Dispatch - to fund work to modernise the service through the creation of an electronic mail room (£0.038m)

PEOPLE & RESOURCES

Welsh Language Training - to fund learners on Summer school which falls in August (£0.006m)

Flintshire Trainees – for the continuation of the funding strategy for the Flintshire Trainee programme (£0.012m)

Corporate Finance - In 2015/16 a one off investment budget for £0.050m was allocated for the Corporate Finance Modernisation project. This project has not yet been completed and the balance of £0.017m is required to continue funding into 2016/17.

Corporate Finance - Request to carry forward £0.010m to contribute to training requirements associated with the Corporate Finance Modernisation project and an amount of £0.008m for costs of equipment to enable agile working within the service.

EDUCATION & YOUTH

Music Service – to support additional costs in relation to moving towards an alternative delivery model (£0.020m)

COMMUNITY & ENTERPRISE

Customer & Housing Services - to facilitate the continued development of Digital Engagement for customers through the development of software in 2016/17 (£0.014m)

Regeneration – income which has arisen from grant maximisation to further support Town Centre Regeneration programmes in 2016/17 (£0.020m)

Revenues & Benefits – DWP New Burdens Grant funding to contribute to the Welfare Rights Programme (£0.032m)

Revenues & Benefits – DWP grant funding to contribute to Universal Credit Administration costs (£0.028m)

Revenues & Benefits – fixed funding to continue to contribute towards the staffing costs of the Welfare Reform Response Team in 2016/17 (£0.052m)

STREETSCENE & TRANSPORTATION

Highways Network - for the purchase of the safety fence for the B5101 Ffrith scheme which will not now be delivered until early 2016/17 (£0.021m)

PLANNING & ENVIRONMENT

Planning Policy – for costs associated with the Local Development Plan (LDP) (£0.053m)

ORGANISATIONAL CHANGE

Facility Services – to assist Facilities with the feasibility works in order to upgrade the kitchen ventilation at 24 schools. (£0.100m)

CHIEF EXECUTIVES

Policy & Performance - to fund costs of a software service support package for the CAMMS performance management system. (£0.014m)

Corporate Communications – for cost of promotion and advertising of the URDD Eisteddfod (£0.025m)

Chief Executive Management & Admin – in relation to costs associated with the Village Heroes Project (£0.003m)

CENTRAL & CORPORATE FINANCE – in relation to the estimated balance remaining at the end of March for the ongoing investment programme in relation to organisational change (£0.723m)



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 12 May, 2016
Report Subject	Forward Work Programme
Cabinet Member	N / A
Report Author	Member Engagement 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 Member Engagement 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 Member Engagement 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.

This page is intentionally left blank

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2016/17

DATE		O&S Focus	REPORT FROM
Thursday, 16 th June 2016 10.00	Year end Improvement Plan Monitoring reports Year end Chief officer Performance reports. Revenue Budget Monitoring (Month 12) Forward Work Programme	Assurance and comment Monitoring Monitoring Approval and development	Robert Robins Robert Robins Sara Dulson Robert Robins
Thursday, 14 th July 2016 10.00	LSB and strategic Partnerships Performance – end of year report Revenue Budget Monitoring 15/16 – outturn Forward Work Programme	Assurance Monitoring Approval and development	Karen Armstrong Sara Dulson Robert Robins
Items to be scheduled	Health and Well-being update Customer services and Call-handling update	Information Information	

This page is intentionally left blank