

# Public Document Pack



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To: Cllr Clive Carver (Chairman)

Councillors: Marion Bateman, Paul Cunningham, Peter Curtis, Andy Dunbobbin, Robin Guest, Ron Hampson, Ray Hughes, Richard Jones, Brian Lloyd, Vicky Perfect, Paul Shotton, Ian Smith, Nigel Steele-Mortimer and Arnold Woolley

9 September 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, 15th September, 2016 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

**Members are requested to stay in the Delyn Room for a short while after the meeting is concluded, to give feedback on the new report format now that we have been using it for a year.**

## A G E N D A

### 1 APOLOGIES

**Purpose:** To receive any apologies.

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

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

### 3 MINUTES (Pages 3 - 10)

**Purpose:** To confirm as a correct record the minutes of the meeting held on 14 July 2016.

### 4 COMMUNITY SAFETY PARTNERSHIP ANNUAL REVIEW (Pages 11 - 28)

Report of Chief Executive enclosed. Portfolio of the Cabinet Member for Waste Strategy, Public Protection and Leisure.

**Purpose:** To provide the committee with the annual overview of the Community Safety Partnership's activities and progress

5 **ANNUAL IMPROVEMENT REPORT OF THE AUDITOR GENERAL FOR WALES** (Pages 29 - 36)

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

**Purpose:** For the Committee to receive the Annual Improvement Plan and the updated response to the Proposals for Improvement from the 2015 report.

6 **QUARTER 1 IMPROVEMENT PLAN MONITORING REPORT 2016/17** (Pages 37 - 56)

Report of Member Engagement Manager enclosed. Portfolio of the Cabinet Member for Corporate Management.

**Purpose:** To enable Members to fulfil their scrutiny role in relation to performance monitoring.

7 **REVENUE BUDGET MONITORING 2016/17 (MONTH 4) AND CAPITAL PROGRAMME MONITORING (MONTH 4)** (Pages 57 - 104)

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

**Purpose:** This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 4, and projects forward to Year-End.

8 **APPRAISALS UPDATE**

The Committee considered the initial report on Performance Appraisals and Progress Update at its meeting on 14<sup>th</sup> July. The Committee was reassured by the progress made and an undertaking was given to provide further details at the September meeting. A full report will now be on the agenda for 13<sup>th</sup> October, but in the interim, the Senior Manager Human Resources and Organisational Development will provide a verbal update at the meeting.

9 **FORWARD WORK PROGRAMME** (Pages 105 - 112)

Report of Member Engagement Manager enclosed.

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

Yours faithfully



Peter Evans  
Democracy & Governance Manager

## **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** **14 JULY 2016**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 14 July 2016

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

Councillors: Marion Bateman, Paul Cunningham, Peter Curtis, Richard Jones, Vicky Perfect, Paul Shotton, Ian Smith and Arnold Woolley

**SUBSTITUTE:** Councillor Sara Parker (for Robin Guest)

**APOLOGIES:** Councillor Aaron Shotton, Leader of the Council & Cabinet Member for Finance and Councillors Ray Hughes, Brian Lloyd and Nigel Steele-Mortimer

**CONTRIBUTORS:** Councillor Billy Mullin, Cabinet Member for Corporate Management; Chief Executive; Chief Officer (Governance) and Corporate Finance Manager

Senior Manager, Human Resources & Organisational Development (HR & OD) - minute number 29

**IN ATTENDANCE:** Member Engagement Manager and Committee Officer

### **23. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

During discussion on Agenda Item 7 'Revenue Budget Monitoring 2016/17 (Month 2)', Councillor Richard Jones declared a personal and prejudicial interest and explained that he had been granted dispensation to speak on matters relating to the Car Parking Strategy.

### **24. MINUTES**

The minutes of the meeting of the Committee held on 16 June 2016 had been circulated with the agenda.

**RESOLVED:**

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

### **25. PERFORMANCE REPORT 2015/16**

The Chief Executive introduced a report analysing the Council's progress towards the national indicators set by the Welsh Government (WG) during 2015/16. The information included trend analysis for indicators relevant to the Committee together with an overall view across the organisation. The Annual Performance Report would be submitted for approval to Cabinet and County Council in September when the Council's comparative performance position in Wales would be known.

As a point of accuracy on the outcomes of internal analysis within the Cabinet report, Councillor Richard Jones pointed out that four indicators had remained the same. He felt that the overall position on trends was disappointing and suggested that the downturn in the percentage of pupils aged 15 achieving the Level 2 threshold (ref EDU/017) be referred to Education. In acknowledging the positive trend in the delivery of Disabled Facilities Grants, he pointed out that this remained below the target and suggested that the matter be referred to the Overview & Scrutiny Committee.

The Chief Executive advised that a correction would be made in respect of the initial query. Whilst he felt that some targets could be viewed as over-ambitious and not always achievable due to a variety of factors, he supported the approach to refer matters of concern to the relevant committee. On the indicator for education, examination results at GCSE level had been disappointing. The accuracy of past pupil tracking across the region, underpinning predictive examination results at both GCSE and A Level, was under review by GwE. The local tracking processes in schools were more rigorous and the predictive grades for 2016/17, if achieved, would raise local attainment rates. Disabled Facilities Grants involved a range of factors and had been subject to detailed scrutiny; progress had been made over time although the Council was still not achieving its longer term targets. The concerns raised would be referred to the Community and Enterprise Overview & Scrutiny Committee with the response shared with the Committee.

In referring to sections of the report, Councillor Arnold Woolley asked that report authors adhere to the use of plain language, in line with the agreed policy. The Chief Executive commented on improvements to report writing with the new format and the need for editorial control over the detailed information provided in performance reports. He spoke of the significant progress with the use of the CAMMS system.

Following a question from the Chairman about the use of 'yellow' risk levels, the Chief Executive provided explanation on the move to a more sophisticated five column matrix. The Chief Executive also provided a response to Councillor Marion Bateman on the future recycling of 'incinerator bottom ash' as part of the regional waste project.

**RESOLVED:**

- (a) That the Committee, having considered the 2015/16 Performance Report, is assured of progress and performance against the national indicators set by the Welsh Government; and
- (b) That the requests be passed on for further information to be given to the Committee.

**26. IMPROVEMENT PLAN 2015/16 YEAR-END PROGRESS**

The Chief Executive presented the update report to consider progress towards the delivery of the impacts set out in the 2015/16 Improvement Plan, focussing on the areas of under-performance relevant to the Committee during

the fourth quarter/year end. The 'red' risk areas were set out in the report, with the current financial position inevitably remaining an area of concern. However, the risk in the capacity of the organisation to implement changes would significantly reduce during 2016/17 due to progress on Alternative Delivery Models.

Whilst Councillor Arnold Woolley acknowledged the challenging financial position, he questioned the timeliness of the drafting of the report and stressed the need for up-to-date information. The Chief Executive explained that the report showed the year end position with the narrative being based on circumstances and information at that time. He pointed out that the materiality of the risks on the financial situation remained unchanged.

Councillor Peter Curtis spoke in support of the response given by the Chief Executive.

Councillor Woolley questioned whether the details on implementing the People Strategy could have been updated at a later stage than December 2015. The Chief Executive agreed that this would be updated. He added that the amber rating for this indicator reflected the fact that the Strategy was due to be re-published was behind schedule. In reality, the resources of the Human Resources & Organisational Development Team had been geared to the priorities for supporting organisational change during the year. Examples were the work on alternative delivery models, business planning and structural reviews.

Councillor Richard Jones questioned the inclusion of a target for the number of social enterprises supported to thrive when none had been shown in the original Improvement Plan. The Chief Executive said that the report could have reflected the fact that the target had been set in-year following adoption of the Plan. He agreed to follow up the request for details of the Communities First areas referred to.

In response to further queries, the Chief Executive clarified that a generic 95% target applied for the completion of appraisals across the organisation. A response would be given on the reason for no target for efficiencies achieved through the use of electronic purchasing. The query in relation to no 'actual' data shown for the number of working days/shifts lost due to sickness absence would be referred to the Senior Manager for HR & OD. Explanation would also be provided on the downturn in the percentage of customers successfully locating what they required on the Council's website, along with a breakdown of the 26 key performance indicators (KPIs) which were off track.

Following comments from Councillor Paul Shotton about the uncertainty on financial planning, the Chief Executive spoke about the Council's aim, with support from local partners, to put together a case for discussion with the Welsh Government. In the event of there being no emergency budget by central Government then the financial predictability for Welsh Government should allow timely planning for 2017/18.

On the capacity of the community and social sectors, Councillor Woolley questioned the robustness of procedures and business plans to ensure the long-

term survival of Community Asset Transfers and Alternative Delivery Models. The Chief Executive said that business plans had been subject to intensive consideration with progress reports due to be submitted to Cabinet the following week. However, there was an element of uncertainty in all business planning due to market forces, for example where assumptions of income levels had to be made.

When asked by the Chairman about business plans for Community Asset Transfers, the Chief Executive replied that some had been published online but that copies could be shared with Members on request, noting the local sensitivities in some issues.

**RESOLVED:**

That the Committee, having considered the Improvement Plan 2015/16 Year-end Progress report, is assured of progress and performance noting the requests for information on the key performance indicators and missing data.

**27. REVENUE BUDGET MONITORING (OUTTURN) AND CAPITAL PROGRAMME MONITORING (OUTTURN)**

The Corporate Finance Manager introduced the reports on the Revenue Budget and Capital Programme Monitoring 2015/16 as at Outturn, which had been submitted to the previous Cabinet meeting.

Revenue Budget Monitoring 2015/16 (Outturn)

The final position reported that the net in-year expenditure was £1.489m below budget, with a contingency reserve balance of £4.375m as at the end of March. As a year-end adjustment, there had been a reduction in final costs for out of county placements and an increased return on interest and investment income, offset by reduced support service recharge income. The report included a brief overview for the year and details of significant movements since Month 12. An update was also provided on the programme of efficiencies, inflation and reserves.

On the Housing Revenue Account (HRA), the net in-year expenditure on was £59K higher than budget, with a closing balance of £1.178m representing 4.3% of total expenditure (above the minimum 3% recommended level).

Capital Programme 2015/16 (Outturn)

The report detailed changes to the programme during the last quarter of 2015/16 resulting in a decrease of £2.178m in the period. There were currently £3.168m of resources available for funding future capital expenditure. The changes since budget approval were set out, with the most significant being the Housing Revenue Account subsidy buy-out of £79K. Changes during the last quarter had resulted in a net decrease to the programme of £1.452m. A rollover of £1.874m during the last quarter brought the final rollover figure into 2016/17 to £6.192m. An update was also given on the funding of 2015/16 approved schemes and on capital programmes for 2016/17 and future years.

**RESOLVED:**

- (a) That the Revenue Budget Monitoring 2015/16 (Outturn) report be approved; and
- (b) That the Capital Programme 2015/16 (Outturn) report be approved.

**28. REVENUE BUDGET MONITORING 2016/17 (MONTH 2)**

The Corporate Finance Manager introduced a report on the revenue budget monitoring position for Month 2 of 2016/17 for the Council Fund and Housing Revenue Account (HRA) prior to its consideration at Cabinet on 19 July 2016. As in previous years, this was an exception based report due to the necessary resources required at this time for the closure of the 2015/16 accounts. A number of proposed budget realignments were reported, including those set out in paragraph 1.06 for Social Services. The emerging risk and issues identified across portfolios had been raised at this early stage, however a more detailed position would be given in the Quarter 1 report in September. An update was also shown on the proposed use of contingency reserves in respect of Legal Services and Leisure. Officers noted the error in section 1.10 of the report which was pointed out by Councillor Arnold Woolley.

Councillor Richard Jones raised queries on parking charges as part of the proposed budget realignments in Streetscene & Transportation. The Chief Executive spoke about the risks in not achieving income targets and the delays in implementing the scheme in Flint due to the current movement of parking and traffic in the town. He gave explanation on the amended scheme to be introduced at County Hall, following negotiations with Trades Union colleagues. In response to further questions, he said that the site differed to the other car park sites and had not been excluded from the scheme originally put forward. He went on to provide a brief update on the proposed changes to the Essential Car User scheme, as reported to the Audit Committee, for which a challenging efficiency target had been set.

When asked by Councillor Paul Shotton about the potential to roll out 'double' parking tickets across the county, the Chief Executive said that this might be feasible with the support of local businesses. A 12 month review of the parking strategy was due to be considered at the next Cabinet meeting. Having declared an interest, Councillor Richard Jones explained that he had been granted dispensation to speak in respect of car parking charges. He pointed out the need for the majority of traders to support the double ticket scheme in their area, pointing out that not all traders were in favour of it.

The Chief Executive agreed to follow up an issue reported by Councillor Peter Curtis regarding a problem with a car park in Holywell where charges did not apply.

Councillor Shotton referred to the request for one-off funding support for summer play schemes due to the withdrawal of grant funding which was a concern for Town/Community Councils. The Chief Executive said that this was an ongoing risk requiring review.

**RESOLVED:**

- (a) That the Revenue Budget Monitoring Report 2016/17 (Month 2) be approved; and
- (b) That the Committee confirms that, on this occasion, there is nothing which it wishes to be brought formally to the attention of the Cabinet.

**29. PERFORMANCE APPRAISAL REPORT & PROGRESS UPDATE**

The Chief Executive introduced a report to provide an overview of completion levels of appraisals across the Corporate Services portfolios (Governance and People & Resources). As an update to the report, it was noted that 81% of appraisals had now been completed in the Pensions team with the remainder scheduled for completion by the end of September. Following a review of the methodology used for recording and reporting appraisal completion levels, a set of eligibility criteria had been agreed to ensure meaningful and consistent reporting across the organisation. Further improvements to the process in managing changes to posts and scheduling appraisals on the iTrent system gave reassurance that eligible employees were receiving appraisals in line with the corporate policy.

The Senior Manager for HR & OD spoke about the introduction of 'light touch' appraisals for larger workgroups involving collective discussions on issues relevant to those roles, although this did not exclude the option to seek a private appraisal. The data for Corporate Services had been shared with Internal Audit and work was now underway to carry out the same exercise for service portfolios to enable an update to be brought to the September meeting. An additional field had been incorporated in the iTrent system to instigate a reminder of scheduled appraisals. The Chief Executive advised that anonymous feedback would be sought on the quality of appraisals to give further reassurance.

Councillor Richard Jones felt that managers' appraisals should stipulate the need to complete appraisals for team members. He acknowledged the reasons for introducing 'light touch' appraisals but felt that these would not help to identify good or poor performance within teams. It was explained that there were a number of core objectives applied to those with line management responsibilities. The light touch appraisals did not affect the expectations of day-to-day supervision/management roles and would contain an element of 'career conversation' to raise awareness of expected competencies.

Councillor Peter Curtis stressed the importance of adequate appraisals in adding value to the organisation. The Chief Executive, Senior Manager and Corporate Finance Manager described their personal approaches to conducting appraisals and the benefits gained from all perspectives.

In response to questions from the Chairman, the Chief Executive said that an annual appraisal was the minimum requirement. The Senior Manager provided details of the range of support, above the guidance, given to managers to support the completion of appraisals.



In respect of the groups of employees not eligible for appraisals, Councillor Arnold Woolley sought clarification on those returning from long-term sickness absence. The Senior Manager spoke about the robust process involving attendance reviews and individual discussions/monitoring, which was more detailed than appraisal process. For employees whose managers were absent over a prolonged period, a trigger was in place to ensure that no-one was overlooked.

Councillor Paul Cunningham commented on the need for the Council's duty of care to the workforce, particularly in changing times.

The Chief Executive gave his preference for the target for completing appraisals to be changed from 95% to 100%. Councillor Jones said that this should apply across the organisation and suggested that the Committee receive five examples of appraisals for consideration at a future meeting. Officers agreed that appraisal paperwork (including the competency framework) could be shared, together with some examples of anonymised evidence of outcomes. It was suggested that this item could be brought to the October meeting.

**RESOLVED:**

- (a) That the Committee endorses the progress made against the target set for completion of appraisals for Corporate Services, which was presented first as a model for future reporting;
- (b) A more detailed report including Service Portfolios will follow in October 2016; and
- (b) That the Committee accepts the timeline for completion of scheduled appraisals as 30 September 2016.

**30. FORWARD WORK PROGRAMME**

In presenting the Forward Work Programme for consideration, the Member Engagement Manager highlighted the detailed items scheduled for the September meeting. It was agreed that the items on service portfolio appraisals and Welsh Language standards would be moved to the October meeting.

Councillor Richard Jones asked whether the Committee could receive a report on the risks to changes in grant funding. The Chief Executive agreed that this was a legitimate issue concerning organisational risk.

**RESOLVED:**

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

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

That the press and public be excluded from the meeting as the following items were considered to be exempt by virtue of paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

**32. USE OF CONSULTANTS**

The Chief Executive presented a report with an evaluation of the work, value and impact of the small number of consultancies engaged at a value of £25K or more in 2015/16. A report to the Audit Committee on the updated controls now in place to procure consultancies had been welcomed by the Internal Audit Manager.

Councillor Richard Jones expressed his appreciation for the report which demonstrated good value for money.

Following a request from the Chairman, the Chief Executive agreed that an update on the use of consultants would be reported to the Committee and the Audit Committee in June/July each year.

Councillor Arnold Woolley recalled the thorough, positive debate on the matter by the Audit Committee.

**RESOLVED:**

That, having considered the progress report on the use of consultants, the Committee is satisfied that the Council is achieving value for money.

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

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

(The meeting started at 10.00 am and ended at 12.00 pm)

.....  
**Chairman**



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

|                        |  |
|------------------------|--|
| <b>Date of Meeting</b> | Thursday 15 <sup>th</sup> September 2016                         |
| <b>Report Subject</b>  | Community Safety Partnership Annual Review                       |
| <b>Cabinet Member</b>  | Cabinet Member for Waste Strategy, Public Protection and Leisure |
| <b>Report Author</b>   | Chief Executive  |
| <b>Type of Report</b>  | Strategic  |

### EXECUTIVE SUMMARY

To provide Members with an overview of the Community Safety Partnership's activities and progress in 2015/6.

### RECOMMENDATIONS

|   |   |
|---|---|
| 1 | The Committee is invited to consider and comment on the work of the Community Safety Partnership during 2015/6. |
|---|---|

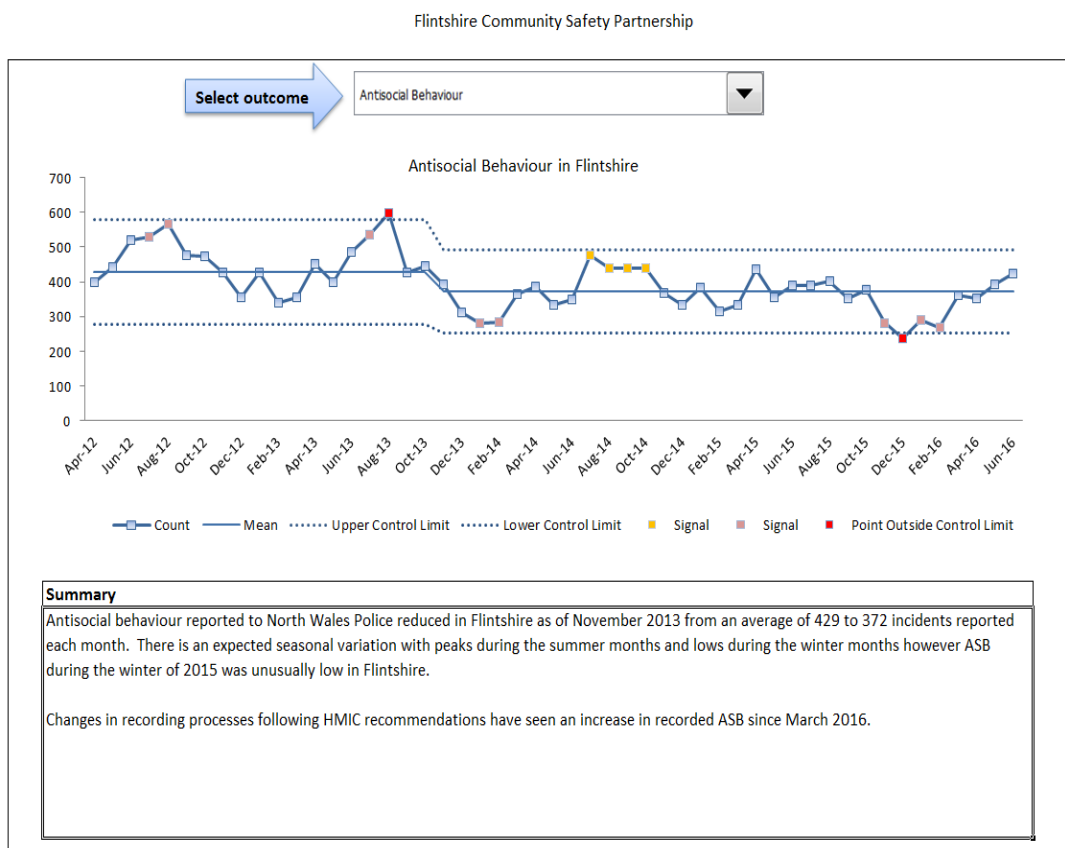
### REPORT DETAILS

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|-------------|--|
| <b>1.0</b>  | <b>EXPLAINING THE FUNCTION OF THE COMMUNITY SAFETY PARTNERSHIP, AND REVIEWING PERFORMANCE DURING 2015/6</b>  |
| <b>1.01</b> | The Flintshire Community Safety Partnership is required to formally report to this committee on an annual basis, and provide an overview of activities undertaken over the previous twelve months. This ensures that the Partnership meets its obligations under sections 19 and 20 of the Police and Justice Act 2006. The legislation came into effect in Wales on 1 October 2009 through the Crime and Disorder (Overview and Scrutiny) Regulations 2009. |

|             |  |
|-------------|--|
| <b>1.02</b> | Flintshire County Council has a statutory duty under the Crime and Disorder Act 1998, and the subsequent amendments by the Police and Justice Act 2006, to work in partnership with the police, health service, probation and fire service to address the local community safety agenda. Collectively they make up the Community Safety Partnership.   |
| <b>1.03</b> | There has been a partnership in existence in Flintshire since 1999. To support the Partnership, the county is served by a core team of local authority and police officers who tackle issues such as domestic abuse, substance misuse and anti-social behaviour, along with the Neighbourhood Wardens.   |
| <b>1.04</b> | In recent years the drive to rationalise the work of partnerships has been the catalyst for significant changes in the Flintshire Community Safety Partnership's governance structure. One such consequence has been its merger with the Public Service Board. This has had minimal impact on the operational delivery structure; however at a strategic level it has meant a greater consistency of approach. The statutory duties of the Community Safety Partnership continue to be fulfilled.  |
| <b>1.05</b> | Over the past few years' significant progress has also been made in the way community safety partnerships across the region have worked together. The establishment of the North Wales Safer Communities Board in July 2012 has been the most significant development. This Board represents a partnership between all the statutory authorities across the region (as defined by the Crime and Disorder Act 1998), along with the voluntary sector. The overall aim of the Board is to introduce greater consistency in this area of work, whilst allowing opportunities to share expertise and work more effectively and efficiently.  |
| <b>1.06</b> | <p>The Partnership's local activity plan summaries the work undertaken in 2015/6. A copy of the plan accompanies this report. Examples of some of the work undertaken are illustrated below:</p> <ul style="list-style-type: none"> <li>▪ Engage with the newly established, regional, Victim Support hub</li> <li>▪ Promote multi-agency work to tackle doorstep crime</li> <li>▪ Adopt a consistent approach to the application of powers under the Anti-Social Behaviour, Crime and Policing Act 2014</li> <li>▪ Raise awareness of domestic abuse through promoting the White Ribbon campaign</li> <li>▪ Respond to the Women, Domestic Violence and Sexual Violence (Wales) Act</li> <li>▪ Participate in the thematic workstreams of the north Wales Area Planning Board, around substance misuse</li> </ul> |
| <b>1.07</b> | In terms of crime and disorder figures the level of victim based crime in 2015/16 remained stable in Flintshire compared to 2014/15. Changes in the recording process (used by the North Wales Police) and a rise in third party referrals, were factors which saw an increase in violence and sexual offences, however these were offset by reductions in burglaries and other acquisitive crimes.  |

**1.08** Currently in 2016/17 there has been a 9% increase in victim based crime in Flintshire. This is in line with a force wide increase of 9% which has been affected by changes in the recording process following HMIC recommendations. Furthermore, a large number of offences have been recorded and linked to an ongoing police operation in Flintshire. Not all crime categories are on the increase, with burglary, vehicle crime and criminal damage showing a year to date reduction.

**1.09** In 2016/7 the focus of the Partnership will continue to be intelligence led. One notable difference, however, will be the way in which our performance is monitored. Where possible 'SPC' charts will be used. An example is provided below, which relates to anti-social behaviour:



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

|             |   |
|-------------|---|
| <b>3.00</b> | <b>CONSULTATIONS REQUIRED / CARRIED OUT</b> |
| 3.01        | None as a result of this report.            |

|             |                                  |
|-------------|----------------------------------|
| <b>4.00</b> | <b>RISK MANAGEMENT</b>           |
| 4.01        | None as a result of this report. |

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| <b>5.00</b> | <b>APPENDICES</b>   |
| 5.01        | People are Safe Work Programme – 2015/6. End of year review of action plan. |

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|-------------|--|
| <b>6.00</b> | <b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>   |
| 6.01        | <b>Contact Officer:</b> Sian Jones, Public Protection Manager - Community<br><b>Telephone:</b> 01352 702132<br><b>E-mail:</b> <a href="mailto:sian-jones@flintshire.gov.uk">sian-jones@flintshire.gov.uk</a> |

|             |  |
|-------------|--|
| <b>7.00</b> | <b>GLOSSARY OF TERMS</b>   |
| 7.01        | <b>Area Planning Board (APB):</b> The North Wales APB provides a forum which brings together representatives of all partner agencies involved in the planning, commissioning and delivery of substance misuse services.  |
| 7.02        | <b>Asset:</b> <i>Asset</i> is a structured assessment tool used by Youth Offending Teams in England and Wales on all young offenders who come into contact with the criminal justice system. It aims to look at the young person's offence or offences and identify a multitude of factors or circumstances – ranging from lack of educational attainment to mental health problems – which may have contributed to such behaviour. The information gathered from <i>Asset</i> can be used to inform court reports so that appropriate intervention programmes can be drawn up. It will also highlight any particular needs or difficulties the young person has, so that these may also be addressed. |
| 7.03        | <b>Most Similar Group (MSG):</b> Are groups of CSP areas that have been found to be the most similar to each other based on an analysis of demographic, social and economic characteristics which relate to crime. Each CSP area has its own group of CSP areas to which it is 'most similar'.   |
| 7.04        | <b>Multi agency risk assessment conference (MARAC):</b> Monthly multi agency meeting to discuss high risk / repeat cases of domestic abuse.  |
| 7.05        | <b>PSPO:</b> Public Space Protection Orders are intended to deal with a particular nuisance or problem in a particular area that is detrimental to the local community's quality of life, by imposing conditions on the use of that area which apply to everyone.  |
| 7.06        | <b>SPC Charts:</b> Statistical process control (SPC) is a method of quality control which uses statistical methods. SPC is applied in order to monitor and control a process.  |

**FLINTSHIRE PUBLIC SERVICE BOARD**

**PEOPLE ARE SAFE WORK PROGRAMME – 2015/16**

**End of year review of action plan**

## Priority 2: People are Safe

A key aim of the Flintshire Public Service Board is to work in partnership to make Flintshire a safer place to live, work and visit.

Over the past decade levels of recorded crime have steadily reduced. This is partly a reflection of the improved ways public sector organisations have worked together to promote community safety.

The intention of the 'People are Safe' work plan for 2015/6 is to respond to the issues affecting Flintshire, which have been identified through a needs assessment process. The progress of the plan will be reported on a six monthly basis, to both the Flintshire Public Service Board and also the North Wales Safer Communities Board

Our focus for 2015/16 are as follows:

**i. Reducing crime and disorder, through focussing on:**

- Reduce victim based crime
- Reduce ASB
- Support vulnerable people to prevent them becoming victims of crime
- Reduce repeat incidents of victim based crime and ASB for victims and perpetrators
- Work with MARAC to manage the levels of repeat victims of Domestic Abuse
- Deal effectively with high risk cases of Domestic Abuse and Sexual Violence
- Increase the confidence in reporting Domestic Abuse and Sexual Violence
- Increase awareness amongst young people of sexual violence

**ii. Combat substance misuse in the area, through:**

- Reduce substance misuse

**iii. Reducing reoffending, through focussing on:**

- Adult reoffending
- Children and young people reoffending



The tables that appear in the remainder of this document details how these areas will be addressed and their success measured.

## FLINTSHIRE PEOPLE ARE SAFE DELIVERY BOARD: 2015/6 WORK PLAN

**FOCUS: Reduce victim based crime (violence and acquisitive crimes)**  
**FOCUS: Reduce anti-social behaviour**  
**FOCUS: Support vulnerable people to prevent them becoming victims of crime**  
**FOCUS: Reduce repeat incidents of victim based crime and ABS for victims and perpetrators**

### **Background information:**

Flintshire is a safe place to live and work. Victim based crime has fallen by 7% in the county over the past four years and incidents of anti-social behaviour have reduced by nearly 20% during the same period.

Becoming a victim of crime and anti-social behaviour can have a significant impact on an individual's well-being. It is essential for partner agencies to work together to identify, reassure and support victims of crime and ASB. Often solutions cannot be found by a single agency.

Focus must also be on identifying and protecting the most vulnerable in our communities to prevent them from becoming repeat victims of both crime and ASB.

Anti-social behaviour is defined as behaviour likely to cause alarm, harassment or distress to members of the public not of the same household as the perpetrator.

Where anti-social behaviour is identified, agencies have a number of different powers to help tackle the issues. The most recent powers are those introduced through the Anti-social Behaviour Crime and Policing Act 2014. This legislation provides professionals and organisations with greater flexibility to deal with offenders, including Public Space Protection Orders, Community Protection Notices, Civil Injunctions, Closure Orders and Criminal Behaviour Orders.

### **Achievement Measures**

### **2015/16 Baseline Information**

Total numbers of victim based crime reported  
 Number of repeat victims of crime  
 Repeat victims of hate crime  
 Level of ASB (personal)

**6573**  
**506**  
**4**  
**4135 (total); 844 (personal)**

| Number of repeat victims of ABS (personal)<br>Numbers of households supported by the Flintshire Neighbourhood Wardens               |                | <b>57</b><br><b>1290 (Reassurance and Homesafe visits)</b> |  |
|---|----------------|--|--|
| Key Activities  | Target Date    | Responsible Officer  | Update   |
| Continue to promote the OWL on-line system as a means of engaging with members of our communities (March 2016)                      | On-going       | Team Leader – Community Safety                             | The OWL system continues to be utilised by partners as a means of engagement with the residents and businesses of Flintshire. Quarterly monitoring reports are received. |
| Actively contribute to the work of the regional Tackling Serious Organised Crime Group  | On-going       | Team Leader – Community Safety                             | Action decommissioned – the regional group has not met for some time.  |
| Develop links with the PCC's 'victim hub' to ensure an enhanced service to victims of crime   | March 2016     | ASB Co-ordinator   | Action completed. ASB Co-ordinator liaises on behalf of the CSP with the hub.  |
| Include focus on hate crime in the partnership tasking process  | September 2015 | County Chief Inspector                                     | Action complete. Standing agenda item  |
| Support partners to tackle 'doorstep crime' in our communities  | On-going       | Team Leader – Community Safety                             | Trading Standards and North Wales work closely to address this matter. On-going work.  |
| Agree a multi-agency process to ensure a consistent approach to powers under the Anti-Social Behaviour, Crime and Policing Act 2014 | March 2016     | ASB Co-ordinator   | Process and procedures agreed for PSPO's and Community Trigger. North Wales Police have an agreed approach to Closure Orders, and have utilised this sanction.           |

|  |            |                  |  |
|--|------------|------------------|--|
| Address juvenile ASB & Crime offenders through developing a procedure for FCC staff to issue 'yellow card' warning notices   | March 2016 | ASB Co-ordinator | On-going work with the Youth Justice Service and North Wales Police.                 |
| Maintain the multi-agency intelligence led approach to tackle ASB through monthly tasking and ad hoc professionals meetings. | On-going   | ASB Co-ordinator | On-going. The ASB Tasking Group was reviewed in January 2016 to improve performance. |

- 4. FOCUS: Increase confidence in reporting domestic abuse / Work with MARAC to manage the levels of repeat victims of Domestic Abuse (Multi Agency Risk Assessment Conferences)**
- 5. FOCUS: Increase confidence in reporting sexual violence/ Increase awareness amongst young people of Sexual violence**

**Background information:**

Domestic abuse can happen to anyone regardless of race, age, sexual orientation, religion, or gender. Domestic abuse affects people of all socioeconomic backgrounds and education levels. Domestic abuse occurs in both opposite-sex and same-sex relationships and can happen to intimate partners who are married, living together, or dating.

Domestic abuse not only affects those who are abused, but also has a substantial effect on family members, friends, co-workers, other witnesses, and the community at large. Children, who grow up witnessing domestic violence, are among those seriously affected by this crime. Frequent exposure to violence in the home not only predisposes children to numerous social and physical problems, but also teaches them that violence is a normal way of life - therefore, increasing their risk of becoming society's next generation of victims and abusers.

One woman in four (and one man in six) in the UK will be a victim of domestic violence during their lifetime, according to research estimates. Two women a week are killed by a current or former male partner.

<http://www.nationaldomesticviolencehelpline.org.uk/>

The cross-government definition of domestic violence and abuse is:

any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to:

- psychological
- physical
- sexual
- financial
- emotional

## Controlling behaviour

Controlling behaviour is a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

## Coercive behaviour

Coercive behaviour is an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim. This is not a legal definition.

### Achievement Measures

1. Number of high risk repeat victims of Domestic Abuse (reviewed MARAC).
2. All domestic crimes reported to North Wales Police.
3. All non crime domestic incidents reported to North Wales Police.
4. Number of individuals supported through the IDVA Service who report 'feeling safe'
5. Number of 'Homesafe' referrals to the Neighbourhood Wardens

### 2015/16 Baseline Information

1. **18.6%**
2. **912**
3. **1232**
4. **Not available**
5. **219**

| Key Activities   | Target Date   | Responsible Officer                    | Update                                    |
|--|---------------|--|---|
| <ul style="list-style-type: none"> <li>▪ Raise awareness of violence against women by supporting the International White Ribbon</li> </ul> | November 2016 | Domestic Abuse and Sexual Violence Co- | On-going work through the regional forum. |

|   |            |   |   |
|---|------------|---|---|
| Campaign on a regional level  |            | ordinator                                       |   |
| <ul style="list-style-type: none"> <li>Continue to monitor the effectiveness of MARAC through the local strategic groups, ensuring they are operating to 'SafeLives' minimum standards</li> </ul>   | On-going   | Domestic Abuse and Sexual Violence Co-ordinator | On-going. Overseen by the MARAC Steering Group.   |
| <ul style="list-style-type: none"> <li>Develop a collaborative approach to standardising IDVA service across the region.</li> </ul>   | March 2017 | Domestic Abuse and Sexual Violence Co-ordinator | Outstanding action to be taken forward in 2016/7.   |
| <ul style="list-style-type: none"> <li>Respond to new legislation – The violence against Women, Domestic Abuse and Sexual Violence (Wales) Act, including the National Training Framework.</li> </ul>   | March 2017 | Domestic Abuse and Sexual Violence Co-ordinator | Outstanding action to be taken forward in 2016/7.   |
| <ul style="list-style-type: none"> <li>Establish local domestic abuse service user groups to ensure they are involved with the planning, design and delivery of services.</li> </ul>  | July 2015  | Domestic Abuse and Sexual Violence Co-ordinator | Service user groups are currently being established.  |
| <ul style="list-style-type: none"> <li>Ensure that there are age appropriate education plans in place for all secondary school children in the region through delivery of the Cat's Paw Theatre Company Forum Theatre, School Liaison Officers and Spectrum Project.</li> </ul> | March 2017 | Domestic Abuse and Sexual Violence Co-ordinator | Cat's Paw have delivered their production to the county's secondary schools. Dedicated lessons delivered by the School Liaison Officers on 'healthy relationships'. |
| <ul style="list-style-type: none"> <li>Raise awareness of child sexual exploitation in order to improve intelligence and identify specific areas of concern for Flintshire.</li> </ul>  | March 2016 | Team Leader – Community Safety                  | Targeted, multi-agency, training has been delivered in response to the requirements of a specific multi-agency operation.   |

**6. FOCUS: Combat substance misuse in the area**

**Background information:**

Substance misuse can affect anyone, from any walk of life.

The focus of this workstream will be the key areas of education, prevention, enforcement and recovery. Particular emphasis will be placed on:

- The needs of young people
- The impact of New Psychoactive Substances (Legal Highs)
- The impact that alcohol has on individuals and the community

We will also work closely with those who use our services to ensure our efforts are making a genuine difference.

**Achievement Measures**

Key Performance Indicators

1. KPI 2 Waiting Times between Referral and Treatment Start Date (to achieve a waiting time of less than 20 days)
2. KPI 5 Treatment Completes (numbers of cases closed as treatment complete)
3. Number of successful awareness sessions delivered to

**2015/6 Baseline Information**

1. **84.76% (Green)**
2. **78.22% (Amber)**



|  |                    |                                   |   |
|--|--------------------|-----------------------------------|---|
| young people   |                    |                                   |   |
| 4. Number of successful training sessions delivered to professionals   |                    |                                   |   |
| <b>Key Activities</b>  | <b>Target Date</b> |                                   |   |
| <ul style="list-style-type: none"> <li>Local gaps in services are fed into regional commissioning and planning cycle</li> </ul>                                  | On-going           | Regional Substance Misuse Manager | On-going function of the service.   |
| <ul style="list-style-type: none"> <li>Establish a virtual network to disseminate information and advice on substance misuse appropriately</li> </ul>            | March 2016         | Regional Substance Misuse Manager | Not achieved. To be carried forward into 2016/7.  |
| <ul style="list-style-type: none"> <li>Respond effectively to emerging issues with consistent approaches in terms of awareness/treatment and recovery</li> </ul> | On-going           | Regional Substance Misuse Manager | On-going function of the service.   |
| <ul style="list-style-type: none"> <li>Implementation of recommendations emerging from the Harm Reduction and Drug Poisoning Review Group</li> </ul>             | March 2016         | Regional Substance Misuse Manager | A regional task and finish group has been established to review and implement the recommendations. Will continue in 2016/7. |
| <ul style="list-style-type: none"> <li>Implementation of alcohol brief intervention training as per the alcohol demand reduction work stream</li> </ul>          | March 2016         | Regional Substance Misuse Manager | This work is being rolled out through partner organisations – led by Health.  |

## 7. FOCUS: Reduce reoffending (for victims and offenders)

### Background Information:

A great deal of work is undertaken to identify those who have or are likely to cause harm to our communities. A distinction is made between adult and children's services, although when a young person transfers to adult services resources are available for practitioners, young people and their families to manage this transition effectively.

**i. Adult services**

Reducing reoffending is key objective in safeguarding our communities. By working with offenders in a targeted way with partners we can significantly reduce crime levels. We have a well established Integrated Offender Management Unit which brings together partners who will continue to deliver against the 'All Wales Reducing Reoffending Strategy'.

**ii. Children's services**

There are four Youth Justice Services in North Wales. They focus on preventing young people entering the criminal justice system, and seek to reduce reoffending and use of custody. An important aspect of their rehabilitation work is to focus on the impact of crime on victims, and undertake community reparation work – where appropriate.

|  |   |   |                                      |
|--|---|---|--------------------------------------|
| <p><b>Achievement Measures</b></p> <ol style="list-style-type: none"> <li>1. Number of repeat victims of crime</li> <li>2. Re-offending rate ( YJS) 10-17 yr olds who received a substantive outcome (youth caution and above)</li> <li>3. Number of Y2A transition referrals – YJS to NPS</li> <li>4. Number of First Time Entrants- YJS</li> </ol> | <p><b>2014/15 Baseline Information (historic data for this category)</b></p> <ol style="list-style-type: none"> <li>1. <b>506</b></li> <li>2. <b>01/10/14 - 30/06/15: 16.4%</b></li> <li>3. <b>No data available for 14/15</b></li> <li>4. <b>01/10/13 - 30/09/14: 47 male &amp; 18 female</b></li> </ol> |   |                                      |
| <p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>▪ Target repeat offenders (adults) via an Integrated Offender Management (IOM) process. Identifying those who cause the most</li> </ul>  | <p><b>Target Date</b></p> <p>On-going</p>   | <p><b>Responsible Officer</b></p> <p>Probation Lead Officer</p> | <p><b>Update</b></p> <p>On-going</p> |

|   |              |                       |   |
|---|--------------|-----------------------|---|
| harm (prolific offenders) and addressing their re-offending behaviour   |              |                       |   |
| <ul style="list-style-type: none"> <li>Targeting young offenders to reduce offending and re-offending by implementing the Flintshire Youth Justice Service Plan</li> </ul>                            | March 2017   | Youth Justice Manager | Work undertaken to target young people to identify those at risk of reoffending. On-going work. |
| <ul style="list-style-type: none"> <li>Implement the new IOM Cymru strategic and operational delivery framework through Flintshire agencies</li> </ul>  | January 2017 | Youth Justice Manager | Awaiting the establishment of a regional pathway.   |
| <ul style="list-style-type: none"> <li>Implement the new Youth to Adult (Y2A) portal – information sharing system for YOTs and NPS</li> </ul>   | January 2017 | Youth Justice Manager | Migrated to the ASSET assessment. Some difficulties encountered with the Y2A portal.            |
| <ul style="list-style-type: none"> <li>Reduce the number of young people entering the youth justice system</li> </ul>   | On-going     | Youth Justice Manager | Work is on-going with the Bureau.   |
| <ul style="list-style-type: none"> <li>YJS to complete the Enhanced Case Management test project, contribute to Cordis Bright evaluation and disseminate learning</li> </ul>                          | March 2016   | Youth Justice Manager | Project extended to November 2016.  |
| <ul style="list-style-type: none"> <li>Implementation of revised YJS Resettlement and Reintegration partnership (RRP) providing scrutiny of resettlement practice and partnership working.</li> </ul> | March 2016   | Youth Justice Manager | Meeting every 2 months – working well   |

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

|                         |  |
|-------------------------|--|
| <b>Date of Meeting</b>  | Thursday, 15 September 2016                                |
| <b>Report Subject</b>   | Annual Improvement Report of the Auditor General for Wales |
| <b>Portfolio Holder</b> | Leader of the Council                                      |
| <b>Report Author</b>    | Chief Executive  |
| <b>Type of Report</b>   | Strategic  |

### EXECUTIVE SUMMARY

This Annual Improvement Report (AIR) summarises the audit work undertaken at the Council by the Wales Audit Office since the last report was published in March 2015.

Overall the Auditor General for Wales has reached a positive conclusion: *“Despite increasing financial pressures, the Council has continued to improve performance within its priority areas and to strengthen its corporate arrangements.”*

This report has previously been considered by the Cabinet at its meeting on 19 July, when it was resolved to ‘accept the Annual Improvement Plan and note the updated response to the Proposals for Improvement from the 2015 report’.

### RECOMMENDATIONS

|    |  |
|----|--|
| 1. | That having considered the report and the Council’s response to it, the Committee is assured by the contents of the Annual Improvement Report. |
|----|--|

### REPORT DETAILS

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

|      |   |
|------|---|
| 1.02 | This is the sixth such Annual Improvement Report for Flintshire. It includes the Appointed Auditor's Annual Audit Letter as previously reported to Audit Committee in January 2016.   |
| 1.03 | <p>It also includes an updated assessment of the review of the seven proposals for improvement which were incorporated within last year's Annual Improvement Report as part of the four year cycle of Corporate Assessments.</p> <p>The full report is appended at Appendix 1.</p>  |
| 1.04 | <p>Overall the Auditor General has concluded that:</p> <p><i>“Despite increasing financial pressures, the Council has continued to improve performance within its priority areas and to strengthen its corporate arrangements.”</i></p>   |
| 1.05 | <p>The Auditor General has reached this conclusion as verified within the three sections of the report:</p> <p>Performance:</p> <p style="padding-left: 40px;"><i>a) despite increasing budget pressures the Council continues to make good progress against its priority areas and maintains compliance with the Local Government Measure 2009;</i></p> <p>Use of Resources</p> <p style="padding-left: 40px;"><i>b) the Council is strengthening its management of financial resources, but has made less consistent progress revising other resource management strategies; and</i></p> <p>Governance</p> <p style="padding-left: 40px;"><i>c) the Council has made good progress in addressing the governance related proposals for improvement arising from our 2015 corporate assessment report.</i></p>                            |
| 1.06 | <p>Of particular significance is the assessment made of the Council's own performance for 2014/15.</p> <p><i>“During 2014-15, the Council maintained or improved its performance for almost two-thirds (63 per cent) of national performance indicators. Although this was slightly below the 67 per cent achieved in 2013-14, it is still good performance, considering the significant financial pressures facing local government.”</i></p> <p><i>“The Council's performance relative to other councils in Wales improved significantly. The proportion of indicators where performance was better than the national average improved from 51 per cent in 2013-14 to 62 per cent in 2014-15 and a higher proportion of national indicators were in the top half – 60 per cent in 2014-15 compared to 54 per cent in 2013-14 .”</i></p> |

|             |  |
|-------------|--|
| 1.07        | The Auditor General has not made any statutory recommendations with which the Council must comply, nor any further advisory proposals for improvement.   |
| 1.08        | The Council's updated response to the seven proposals for improvement from last year's report are attached as Appendix 2.  |
| 1.09        | This report was considered and accepted at the meeting of the Cabinet in July. It has been submitted to the Corporate Resources Overview & Scrutiny Committee to ensure that the Committee is kept fully apprised of matters within its remit. |
| <b>2.0</b>  | <b>RESOURCE IMPLICATIONS</b>   |
| 2.01        | Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.                                |
| <b>3.00</b> | <b>CONSULTATIONS REQUIRED / CARRIED OUT</b>  |
| 3.01        | All Overview and Scrutiny Committees have the opportunity to review the performance of the Improvement Plan priorities for 2015/16 and have been involved throughout the year with the quarterly monitoring reports.                           |
| <b>4.00</b> | <b>RISK MANAGEMENT</b>   |
| 4.01        | Delivery of the plan objectives is risk managed as part of each of the sub priorities of the Improvement Plan and is monitored and reported against quarterly by the Overview and Scrutiny Committees.   |
| <b>5.00</b> | <b>APPENDICES</b>  |
| 5.01        | <b>Appendix 1:</b> <a href="#">Annual Improvement Report June 2016</a><br><b>Appendix 2:</b> Flintshire's updated executive response<br><b>Appendix 3:</b> <a href="#">Annual Improvement Report incl. Corporate Assessment 2014</a>           |
| <b>6.00</b> | <b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>   |
| 6.01        | <b>Contact Officer:</b> Karen Armstrong, Corporate Business and Communications Executive Officer<br><b>Telephone:</b> 01352 702740<br><b>E-mail:</b> <a href="mailto:karen.armstrong@flintshire.gov.uk">karen.armstrong@flintshire.gov.uk</a>  |

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



# Wales Audit Office Annual Improvement Report

## Progress Update on the Action Plan

June 2016

The following is a progress report on the action plan agreed by the Council in response to the Annual Improvement Report and Corporate Assessment of the Wales Audit Office published earlier in 2015.

| Proposal for Improvement<br>(P1-7)<br>Including overall lead <sup>1</sup> .   | Action Update  | RAG<br>Status |
|---|--|---------------|
| <p><b>P1</b><br/>The Council should develop and implement a (more) consistent approach to <b>business planning</b> that promotes the ownership by staff of key objectives and targets.</p> <p>Lead: Chief Executive</p>   | <p>P1.1 Mapping of current service planning and strategies etc. to show strength and gaps (complete). Further analysis to show intentions to strengthen arrangements (by 10.15) with a full set of operational plans being in place (for 04.16)</p>  | <b>G</b>      |
|   | <p>P1.2 Plans using the new performance management solution (CAMMS) to be piloted (09.15) with full roll out (04.16)</p>   | <b>G</b>      |
|   | <p>P1.3 Personal appraisal model is being extended to build in service/ team service plan objectives (from 04.16). Evaluation of the new appraisal model (04.16)</p>   | <b>G</b>      |
| <p><b>P2</b><br/>The Council should improve the <b>quality of its reports</b> to committees and Cabinet to ensure that:</p> <ul style="list-style-type: none"> <li>• where necessary, reports enable councillors to refer easily to relevant policies and previous decisions and discussions</li> <li>• key messages and recommendations are clear and succinct; and</li> <li>• reports to scrutiny committees include recommendations or options that committees might endorse.</li> </ul> <p>Lead: Chief Officer (Governance)</p> | <p>P2.1 A review of report format, style and quality of presentation (complete).<br/>A pilot of the improved format will be used for Cabinet reports (09.15). The improved format includes use of executive summaries and fuller exploration of risk in assessing options for decisions. Fuller use of hyperlinks are to be made to avoid publishing extensive appendices where this can be avoided.<br/>Feedback of the revised approach will be undertaken before applying across the suite of committees.</p> | <b>G</b>      |
|   | <p>P1.2 Updated report writing guidelines have been produced and issued. Refresher report writing training is being organised (by 12.15)</p>   | <b>G</b>      |
|   | <p>P2.3 Quality assurance systems for report approval have been implemented (complete)</p>   | <b>G</b>      |
| <b>P3</b>   |  |               |

NOTE 1: Named lead officer is the overall 'lead' and supported by others.

|  |   |   |
|--|---|---|
| <p>The Council should ensure that, in implementing its revised <b>strategies</b> for People, ICT, Finance and Asset Management:</p> <ul style="list-style-type: none"> <li>• their financial implications feed into the medium-term financial plan; and</li> <li>• the links between the strategies are fully considered so that specialist staff are available when required.</li> </ul> <p>Lead: Chief Executive</p> | <p>As P1 above noting:-</p> <p>P3.1 A single corporate resourcing plan is being developed (by summer 2016) as part of the suite of key corporate documents. This plan will prioritise the allocation of corporate resources for change projects</p> <p>P3.2 Set of 8 Programme Boards (for officer portfolios where significant change needs to be led, co-ordinated and managed) all now organised; are meeting and settled with good evidence of impact.</p> <p>P3.3 A comprehensive and more usable Medium Term Financial Strategy in a new graphic format has been produced in 2 parts: Part 1 published 06.15; Part 2 to be published 09.15. This is being updated for 2016.</p>   | <p><b>A</b></p> <p><b>G</b></p> <p><b>G</b></p> |
| <p><b>P4</b></p> <p>Group Leaders should strongly encourage members to take advantage of the <b>Member Development Scheme</b>.</p> <p>Lead: Chief Officer (Governance)</p>   | <p>P4.1 A review of the member development programme is ongoing with the aim of having a broader offer for members in partnership with the Welsh Local Government Association.</p> <p>P4.2 Group Leaders have been requested to take-up training opportunities amongst their respective groups; there'll be follow-up with Group Leaders.</p>   | <p><b>A</b></p> <p><b>A</b></p>                 |
| <p><b>P5</b></p> <p>The Council should take the opportunity of its review of scrutiny structures to ensure that <b>Overview and Scrutiny committees</b> can add real value to Council decision-making by aligning agendas more explicitly to Council priorities and risks.</p> <p>Lead: Chief Officer (Governance)</p>   | <p>P5.1 A Task and Finish Group set up by the Constitution Committee has reviewed the number and terms of reference of Overview and Scrutiny Committees. The Group reported to the Annual General Meeting of the Council and the new Overview and Scrutiny Committees are in place (complete).</p> <p>P5.2 Forward work programmes are being developed to include major and higher risk annual budget proposals which require monitoring and assessment of impact, major service reviews included in the budget, and periodic review of the achievement of improvement priorities. Report formats are being reviewed as P2 above to make reports more purposeful.</p> <p>P5.3 More purposeful Forward Work Programmes; reports with 4 typologies (information, assurance, policy development or options consultation) and improved report format; clearer protocol on pre-decision scrutiny for policy development and options consultation type items); purposeful recommendations and more managed chairing and debate of meetings, including precise</p> | <p><b>G</b></p> <p><b>G</b></p> <p><b>G</b></p> |

NOTE 1: Named lead officer is the overall 'lead' and supported by others.

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

NOTE 1: Named lead officer is the overall ‘lead’ and supported by others.

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY MEETING

|                        |  |
|------------------------|--|
| <b>Date of Meeting</b> | Thursday 15 <sup>th</sup> September, 2016    |
| <b>Report Subject</b>  | Quarter 1 Improvement Plan Monitoring Report |
| <b>Cabinet Member</b>  | Cabinet Member for Corporate Management      |
| <b>Report By</b>       | Member Engagement Manager                    |
| <b>Type of Report</b>  | Strategic                                    |

### EXECUTIVE SUMMARY

The Improvement Plan 2015/16 was adopted by the Council in June 2015. This report presents the monitoring of progress for the first quarter of 2016/17 focusing on the areas of under performance relevant to the Corporate Resources Overview & Scrutiny Committee.

This report is an exception based report and therefore detail focuses on the areas of under-performance.

### RECOMMENDATIONS

|   |   |
|---|---|
| 1 | That the Committee consider the Quarter 1 Improvement Plan Monitoring Report, highlight and monitor poor performance and feedback details of any challenge to the Policy, Performance & Partnerships Team who are responsible for the overview and monitoring of improvement targets. |
|---|---|

## **REPORT DETAILS**

|             |  |
|-------------|--|
| <b>1.00</b> | <b>EXPLAINING THE IMPROVEMENT PLAN MONITORING REPORT</b>   |
| 1.01        | The Improvement Plan monitoring report gives an explanation of the progress being made towards the delivery of the impacts set out in the 2016/17 Improvement Plan. The narrative is supported by performance indicators and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are controlled.  |
| 1.02        | The detailed sub-priority reports, shown at Appendix 1, are in a new format, which has been generated from the new performance management solution, CAMMS.   |
| 1.03        | CAMMS has been purchased to provide benefits which include: <ul style="list-style-type: none"><li>• efficiencies by reducing duplication and data entry;</li><li>• a single version of the truth;</li><li>• improved visibility and accountability for performance and programme / project management objectives; including an audit trail; and</li><li>• dynamic, exception based reporting with dashboards and standard reports.</li></ul>   |
| 1.05        | <p>Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-</p> <p><b><u>Performance</u></b></p> <ul style="list-style-type: none"><li>• RED – equates to a position of under-performance against target.</li><li>• AMBER – equates to a mid-position where improvement may have been made but performance has missed the target.</li><li>• GREEN – equates to a position of positive performance against target.</li></ul> <p><b><u>Outcome</u></b></p> <ul style="list-style-type: none"><li>• RED – equates to a forecast position of under-performance against target at year end.</li><li>• AMBER – equates to a forecast mid-position where improvement may have been made but performance will miss target at year end.</li><li>• GREEN – equates to a forecast position of positive performance against target at year end.</li></ul> |
| <b>2.00</b> | <b>RESOURCE IMPLICATIONS</b>   |
| 2.01        | There are no specific financial implications for this report; however the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.  |

|             |  |
|-------------|--|
| <b>3.00</b> | <b>CONSULTATIONS REQUIRED / CARRIED OUT</b>  |
| 3.01        | The Chief Officer Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting. |

|             |   |
|-------------|---|
| <b>4.00</b> | <b>RISK MANAGEMENT</b>  |
| 4.01        | Progress against the risks identified in the Improvement Plan have been reported on for quarter 1 and the detail is included in the report at Appendix 1. |

|             |   |
|-------------|---|
| <b>5.00</b> | <b>APPENDICES</b>   |
| 5.01        | Appendix 1 – Quarter 1 Improvement Plan Monitoring Report – Modern & Efficient Council. |

|             |  |
|-------------|--|
| <b>6.00</b> | <b>LIST OF ACCESIBLE DOCUMENTS</b>   |
| 6.01        | <p><b><u>Improvement Plan 2015/16</u></b></p> <p><a href="http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx">http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</a></p> <p><b>Contact Officer:</b> Robert Robins<br/>Member Engagement Manager</p> <p><b>Telephone:</b> 01352 702320</p> <p><b>E-mail:</b> <a href="mailto:robert.robins@flintshire.gov.uk">robert.robins@flintshire.gov.uk</a></p> |

|             |  |
|-------------|--|
| <b>7.00</b> | <b>GLOSSARY OF TERMS</b>   |
| 7.01        | <b>Improvement Plan</b> – the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.  |
| 7.02        | <b>CAMMS</b> – is an integrated planning, risk management and programme/project management and reporting software. It was purchased in April 2015 and work to commence implementation began in May; focusing initially on the Council’s Improvement Plan and the Portfolio of Social Services. The link below provides further information about CAMMS.<br><a href="http://cammsgroup.com/">http://cammsgroup.com/</a> |

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# Appendix 1 - Quarterly Performance Progress Report

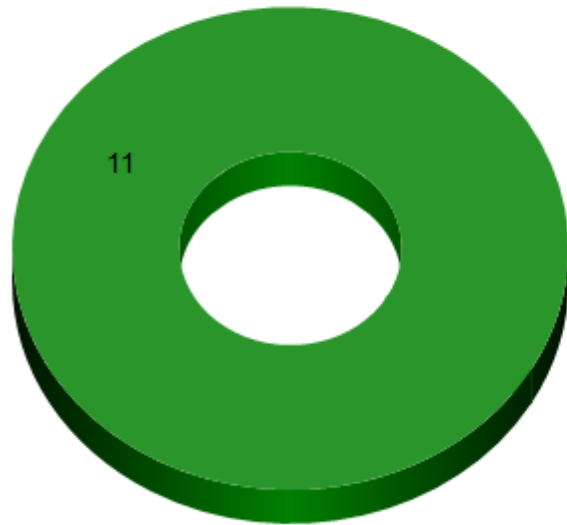
Flintshire County Council

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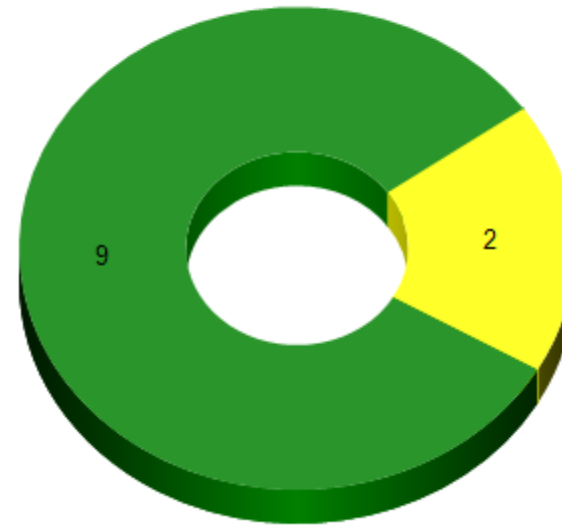
Print Date: 08-Sep-2016

Action Progress RAG Status



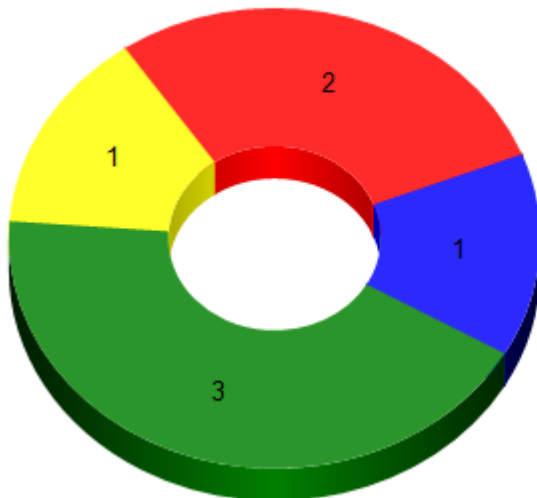
On Track 100% (11)

Action Outcome RAG Status



On Track 82% (9)  
Monitor 18% (2)

KPI Progress RAG Status



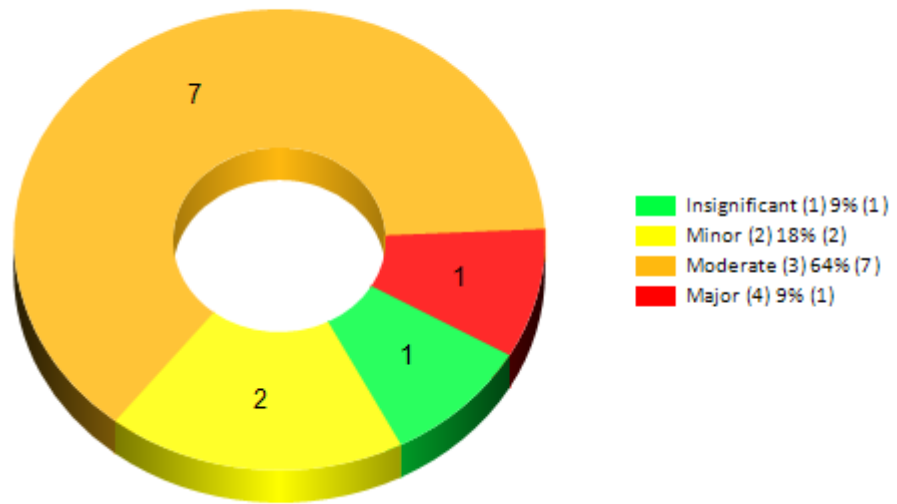
On Track 50% (3)  
Monitor 17% (1)  
Off Track 33% (2)  
No Target 17% (1)

KPI Trend Status





Improved 25% (1)  
Maintained 25% (1)  
Downturned 50% (2)  
Not Applicable 75% (3)

### Current Risk Status



## 8 Modern and Efficient Council



### Actions

| ACTION  | LEAD OFFICER   | STATUS      | START DATE  | END DATE    | COMPLETE % | PROGRESS RAG  | OUTCOME RAG   |
|---|--|-------------|-------------|-------------|------------|---|---|
| 8.1.1.1 Develop the Community and Social Sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business | Ian Bancroft - Chief Officer - Organisational Change 1 | In Progress | 01-Apr-2016 | 31-Mar-2017 | 45.00%     |  GREEN |  GREEN |

#### ACTION PROGRESS COMMENTS:

Alternative Delivery Models Programme (ADMs) is contributing to developing new and stronger social enterprises in Flintshire. The programme transferring 5 services to ADM's by 2017 is now in its second year of the three year plan. This year implementation plans are in place for 2 new organisations, and there is 1 implementation plan for strengthening an existing social sector organisation. 8 Community Asset Transfers (CATs) were completed or are in final stages of legal completion for end March 2016, with a further 4 progressing at an earlier stage. Further detail on the CATs programme is at 8.1.1.5. At this stage of the 3 year programme a 45% completion rate is assured.

Last Updated: 08-Sep-2016



| ACTION   | LEAD OFFICER   | STATUS      | START DATE  | END DATE    | COMPLETE % | PROGRESS RAG  | OUTCOME RAG   |
|--|--|-------------|-------------|-------------|------------|---|---|
| 8.1.1.2 Encourage volunteers and active citizens | Ian Bancroft - Chief Officer - Organisational Change 1 | In Progress | 01-Apr-2016 | 31-Mar-2017 | 90.00%     |  GREEN |  GREEN |



#### ACTION PROGRESS COMMENTS:



The policy for active citizenship and volunteering is complete ready for adoption. An implementation plan with scalable targets is being developed. In advance of a formal policy the Council has worked with communities to develop community capacity around ADMs and CATs as reported elsewhere in this performance report.

Last Updated: 08-Sep-2016

| ACTION | LEAD OFFICER | STATUS | START DATE | END DATE | COMPLETE | PROGRESS | OUTCOME |
|--------|--------------|--------|------------|----------|----------|----------|---------|
|--------|--------------|--------|------------|----------|----------|----------|---------|

|  |   |             |             |             | %      | RAG   | RAG   |
|--|---|-------------|-------------|-------------|--------|---|---|
| 8.1.1.3 Ensure community benefit through our commissioning of goods and services and their impact  | Arwel Staples - Strategic Procurement Manager | In Progress | 01-Apr-2016 | 31-Mar-2017 | 50.00% |  GREEN |  GREEN |
| <p><b>ACTION PROGRESS COMMENTS:</b><br/>           A new set of Contract Procedure Rules (CPRs) has been developed and will be approved by Council in October 2016. As part of the new CPRs there is a mandatory requirement to include Community Benefit considerations for all contracts above £1m. To ensure Community Benefits are agreed and set a new Commissioning Form has also been agreed to be screened by the Corporate Procurement Unit prior to each tendering exercise contract by contract.</p> <p>Last Updated: 08-Sep-2016</p> |   |             |             |             |        |   |   |



| ACTION   | LEAD OFFICER   | STATUS      | START DATE  | END DATE    | COMPLETE % | PROGRESS RAG  | OUTCOME RAG   |
|--|--|-------------|-------------|-------------|------------|---|---|
| 8.1.1.4 Design and implement alternative delivery models (ADM's) to sustain important services to meet future need   | Ian Bancroft - Chief Officer - Organisational Change 1 | In Progress | 01-Apr-2016 | 31-Mar-2017 | 60.00%     |  GREEN |  GREEN |
| <p><b>ACTION PROGRESS COMMENTS:</b><br/>           The Leisure and Libraries Business Plan Employee Mutual has been approved by Cabinet. Implementation plans for the 5 community Alternative Delivery Models are being worked up and are due for completion by December 2016 (Cambrian Aquatics, Café Isa, Mancot Community Library, Connah's Quay Nomads and New Beginnings).</p> <p>Last Updated: 08-Sep-2016</p> |  |             |             |             |            |   |   |

| ACTION  | LEAD OFFICER   | STATUS      | START DATE  | END DATE    | COMPLETE % | PROGRESS RAG  | OUTCOME RAG   |
|---|--|-------------|-------------|-------------|------------|---|---|
| 8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers CAT's)   | Ian Bancroft - Chief Officer - Organisational Change 1 | In Progress | 01-Apr-2016 | 31-Mar-2017 | 25.00%     |  GREEN |  GREEN |
| <p><b>ACTION PROGRESS COMMENTS:</b><br/>           So far this year 12 community asset transfers are progressing through detailed work and have been through stage two sign of their business plan. This means they are on target for completion during the year. These contribute towards the overall target of 15. Progress will continue over the year with other business plans being signed off to add to the 12. The significant transfer of Holywell Leisure Centre is one of these 12 transfers.</p> <p>Last Updated: 08-Sep-2016</p> |  |             |             |             |            |   |   |

| ACTION   | LEAD OFFICER  | STATUS      | START DATE  | END DATE    | COMPLETE % | PROGRESS RAG | OUTCOME RAG |
|--|---|-------------|-------------|-------------|------------|--------------|-------------|
| 8.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services   | Karen Armstrong - Corporate Business and Communications Executive Officer | In Progress | 01-Apr-2016 | 31-Mar-2018 | 25.00%     | GREEN        | GREEN       |
| <p><b>ACTION PROGRESS COMMENTS:</b><br/>           Flintshire has played an active role in preparing for regional funding (Covenant Fund 2016) that has been made available from the Ministry of Defence. The application is due to be submitted by end October 2016. The funding will support projects including training, and website development for service access.</p> <p>Last Updated: 08-Sep-2016</p> |   |             |             |             |            |              |             |

| ACTION   | LEAD OFFICER                              | STATUS      | START DATE  | END DATE    | COMPLETE % | PROGRESS RAG | OUTCOME RAG |
|--|---|-------------|-------------|-------------|------------|--------------|-------------|
| 8.2.1.1 Develop and implement a three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.  | Gary Ferguson - Corporate Finance Manager | In Progress | 01-Apr-2016 | 31-Mar-2017 | 80.00%     | GREEN        | AMBER       |
| <p><b>ACTION PROGRESS COMMENTS:</b><br/>           The Medium Term Financial Strategy (MTFS) has been adopted by Cabinet, with Overview and Scrutiny Committee input, and regular updates are provided. The Provisional Local Government Settlement of Welsh Government is due mid-October. The outcome RAG rating derives from uncertainty over the content of the Settlement at this early stage.</p> <p>Last Updated: 08-Sep-2016</p> |   |             |             |             |            |              |             |



| ACTION  | LEAD OFFICER                          | STATUS      | START DATE  | END DATE    | COMPLETE % | PROGRESS RAG | OUTCOME RAG |
|---|---------------------------------------|-------------|-------------|-------------|------------|--------------|-------------|
| 8.2.1.2 Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation   | Sharon Carney - Lead Business Partner | In Progress | 01-Apr-2016 | 31-Mar-2017 | 90.00%     | GREEN        | GREEN       |
| <p><b>ACTION PROGRESS COMMENTS:</b><br/>           The People Strategy is on track to be revised by the revised date of end September 2016. The strategy reflects organisational needs and aligns capacity to priorities. In the interim period of Strategy revision, resources have been prioritised to meet dominant organizational needs including service reviews, efficiency led service model changes, the transition to Alternative Delivery Models, and workforce scale and cost reduction programmes.</p> <p>Last Updated: 08-Sep-2016</p> |                                       |             |             |             |            |              |             |

| ACTION   | LEAD OFFICER                  | STATUS      | START DATE  | END DATE    | COMPLETE % | PROGRESS RAG   | OUTCOME RAG  |
|--|-------------------------------|-------------|-------------|-------------|------------|--|--|
| 8.2.1.3 Rationalise the Council's use of corporate accommodation | Lisa McLellan - Asset Manager | In Progress | 01-Apr-2016 | 31-Mar-2018 | 70.00%     | <br>GREEN | <br>GREEN |

**ACTION PROGRESS COMMENTS:**

The Council's corporate accommodation is being rationalised through reducing floor space and the costs of occupied office accommodation, and increasing the number/percentage of employees working in an agile way. Continued optimisation of space at both Flint Offices and Alltami progresses alongside phased County Hall rationalisation.



Last Updated: 08-Sep-2016

| ACTION   | LEAD OFFICER                                  | STATUS      | START DATE  | END DATE    | COMPLETE % | PROGRESS RAG   | OUTCOME RAG  |
|--|---|-------------|-------------|-------------|------------|--|--|
| 8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions | Arwel Staples - Strategic Procurement Manager | In Progress | 01-Apr-2016 | 31-Mar-2017 | 40.00%     | <br>GREEN | <br>AMBER |

**ACTION PROGRESS COMMENTS:**

50 officers of 150 nominated have been trained in new systems and processes. Further training courses are planned for quarter 2 to increase the trained complement. The £400k annual savings target from regional and national procurement collaborations is on track to be achieved. There is ongoing monitoring of efficiencies gained from the National Procurement Service as part of this programme.

Last Updated: 08-Sep-2016


| ACTION   | LEAD OFFICER                                  | STATUS      | START DATE  | END DATE    | COMPLETE % | PROGRESS RAG   | OUTCOME RAG  |
|--|---|-------------|-------------|-------------|------------|--|--|
| 8.2.1.5 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. | Rebecca Jones - Customer Services Team Leader | In Progress | 01-Apr-2016 | 31-Mar-2017 | 25.00%     | <br>GREEN | <br>GREEN |

**ACTION PROGRESS COMMENTS:**

The Council is making progress with the shift to digital as more customers choose electronic means to transact with the Council. In quarter 1 the Council processed over 4,000 digital transactions, and website usage was up 10.45% compared to the same quarter in 2015-16. Customer Support Services is working closely with ICT as part of the Customer Service Strategy to review and develop services with a 'digital first' principle. Prioritisation of services going on-line is background work supporting this programme.

Last Updated: 08-Sep-2016

## Performance Indicators

| KPI Title   | Previous Year Actual | Actual | Performance Indicator Trend | Target | Performance RAG  |
|---|----------------------|--------|-----------------------------|--------|--|
| IP8.1.5M01 The number of public assets transferred to the community | 0                    | 0      | ↔                           | 0      | <br>GREEN |

**Lead Officer:** Neal Cockerton - Chief Officer - Organisational Change 2


**Reporting Officer:** Lisa McLellan - Asset Manager

**Aspirational Target:**

**Progress Comment:** 12 asset transfers have reached stage 2 completion, but none legally completed in quarter 1. We are currently on target to complete 15 by the end of the financial year. The Community Asset Transfers (CAT'S), which include (Connah's Quay Cricket Club, Mold Rugby Club, Connah's Quay Community Centre, Mostyn Maes Playing Fields, Mostyn Bowling Club, Holywell Leisure Centre, Nant Mawr Community Centre, Holywell Library, Trelawnydd Playing Area, Broughton Youth Centre Glanrafon (Mold) - digihub, Broughton Play Care)

Last Updated: 08-Sep-2016

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| KPI Title   | Previous Year Actual | Actual  | Performance Indicator Trend | Target   | Performance RAG  |
|---|----------------------|---------|-----------------------------|----------|--|
| IP8.2.1M01 Amount of efficiency targets achieved. | 10876000             | 9703000 | ↓                           | 12874000 | <br>RED |

**Lead Officer:** Colin Everett - Chief Executive


**Reporting Officer:** Gary Ferguson - Corporate Finance Manager


**Aspirational Target:**


**Progress Comment:** The month 4 budget monitoring report indicates a current projection of 86% of efficiencies to be achieved within 2016-17. The 86% refers to a current projection of £9.703M against the original budget of £11.282M. Specific details of the tracked and monitored efficiencies are shown in the month 4 budget monitoring report.

Last Updated: 05-Sep-2016



| KPI Title  | Previous Year Actual | Actual | Performance Indicator Trend | Target | Performance RAG  |
|--|----------------------|--------|-----------------------------|--------|--|
| IP8.2.2M03 Percentage of employee turnover (excluding early retirement and voluntary redundancy)   | No Data              | 2.96   | N/A                         | 2      | <br>RED |
| <p><b>Lead Officer:</b> Sharon Carney - Lead Business Partner<br/> <b>Reporting Officer:</b> Andrew Adams - Business Information and Compliance Adviser<br/> <b>Aspirational Target:</b><br/> <b>Progress Comment:</b> Compared to the same Quarter last year there is a slight increase in turnover (from 2.10% to 2.24%). This figure includes details of employees whose fixed term contract has come to an end, in addition to details of employees who have chosen to leave the organisational voluntarily (resigned). The use of Fixed Term Contracts (FTCs) has increased over recent years, given funding challenges and the unknown impact of LGR.</p> <p>Last Updated: 07-Sep-2016</p> |                      |        |                             |        |  |

| KPI Title   | Previous Year Actual | Actual | Performance Indicator Trend | Target | Performance RAG  |
|---|----------------------|--------|-----------------------------|--------|--|
| IP8.2.2M04 (CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.   | 0                    | 2.42   | ↓                           | 2.33   | <br>AMBER |
| <p><b>Lead Officer:</b> Andrew Adams - Business Information and Compliance Adviser<br/> <b>Reporting Officer:</b> -<br/> <b>Aspirational Target:</b> 9.60<br/> <b>Progress Comment:</b> When compared to the same quarter in 15/16, there has been a slight improvement. However, this has just missed the quarterly target of 2.33 (annual target of 9.30). The appropriate interventions continue to be made within Social Services and Street Scene and Transportation in an attempt to improve attendance.</p> <p>Last Updated: 07-Sep-2016</p> |                      |        |                             |        |  |




| KPI Title  | Previous Year Actual | Actual | Performance Indicator Trend | Target | Performance RAG  |
|--|----------------------|--------|-----------------------------|--------|--|
| IP8.2.4M01 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks   | 114000               | 260000 | ↑                           | 100000 | <br>GREEN |
| <p><b>Lead Officer:</b> Arwel Staples - Strategic Procurement Manager<br/> <b>Reporting Officer:</b> Arwel Staples - Strategic Procurement Manager<br/> <b>Aspirational Target:</b><br/> <b>Progress Comment:</b> Efficiency savings for national, regional frameworks is £260,000 this was against a target of £100k for the period.</p> <p>Last Updated: 07-Sep-2016</p> |                      |        |                             |        |  |




| KPI Title  | Previous Year Actual | Actual  | Performance Indicator Trend | Target | Performance RAG |
|--|----------------------|---------|-----------------------------|--------|-----------------|
| IP8.2.4M02 Efficiencies achieved through the use of end to end electronic purchasing   | No Data              | No Data | N/A                         | N/A    | N/A             |
| <p><b>Lead Officer:</b> Arwel Staples - Strategic Procurement Manager<br/> <b>Reporting Officer:</b> Arwel Staples - Strategic Procurement Manager<br/> <b>Aspirational Target:</b><br/> <b>Progress Comment:</b> We are currently awaiting re-scheduling of a Welsh Government training programme to enable us to calculate efficiencies through end to end purchasing via the new benefits realisation tracking tool which has been endorsed by the Wales Audit Office. Until the training is delivered WG are unable to calculate savings at this stage.</p> <p>Last Updated: 06-Sep-2016</p> |                      |         |                             |        |                 |




| KPI Title  | Previous Year Actual | Actual | Performance Indicator Trend | Target | Performance RAG |
|--|----------------------|--------|-----------------------------|--------|-----------------|
| IP8.2.5M01 Increase the number of transactional services online and via the Flintshire app   | No Data              | 4167   | N/A                         | N/A    | N/A             |
| <p><b>Lead Officer:</b> Katie Clubb - Community Support Services Manager<br/> <b>Reporting Officer:</b> Rebecca Jones - Customer Services Team Leader<br/> <b>Aspirational Target:</b><br/> <b>Progress Comment:</b> This data relates to the number of customer enquiries the Council received in Q1 via digital channels i.e. website (e-forms), Mobile App and Live Chat. During quarter 1 we have actively engaged in promoting the customer service strategy and engaging senior officers in exploring opportunities to transform services via digital technology. We developed and launched the NEW Homes website during quarter 1, Take up of the NEW site will reported during quarter 2.</p> <p>Last Updated: 08-Sep-2016</p> |                      |        |                             |        |                 |



## RISKS

### Strategic Risk

| RISK TITLE  | LEAD OFFICER   | SUPPORTING OFFICERS  | INITIAL RISK RATING   | CURRENT RISK RATING   | TREND ARROW   | RISK STATUS |
|---|--|--|---|---|---|-------------|
| The capacity and appetite of the community and social sectors.  | Ian Bancroft - Chief Officer - Organisational Change 1 | Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager |  |  |  | Open        |
| <p><b>Potential Effect:</b> No increase in the number and strength in community and social sectors which in turn will limit the capacity for communities to assist in community asset transfer and other programmes.</p> <p><b>Management Controls:</b> Careful business planning and capacity development with community partners.</p> <p><b>Progress Comment:</b> Building on the Community Asset Transfers from 2015/16 12 further applications are being progressed. In addition 5 ADM's are in progress, see section 8.1.1.4.</p> <p>Last Updated: 08-Sep-2016</p> |  |  |   |   |   |             |

| RISK TITLE  | LEAD OFFICER   | SUPPORTING OFFICERS  | INITIAL RISK RATING   | CURRENT RISK RATING   | TREND ARROW   | RISK STATUS |
|---|--|--|---|---|---|-------------|
| The willingness of the workforce and Trade Unions to embrace change.  | Ian Bancroft - Chief Officer - Organisational Change 1 | Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager |  |  |  | Open        |
| <p><b>Potential Effect:</b> Organisational change objectives cannot be met.</p> <p><b>Management Controls:</b> Careful service and business planning with inclusivity of Trade Union and workforce input.</p> <p><b>Progress Comment:</b> Organisational change programmes are broadly on time and on budget.</p> |  |  |   |   |   |             |

| RISK TITLE   | LEAD OFFICER   | SUPPORTING OFFICERS  | INITIAL RISK RATING   | CURRENT RISK RATING   | TREND ARROW   | RISK STATUS |
|--|--|--|---|---|---|-------------|
| Market conditions which the new alternative delivery models face.  | Ian Bancroft - Chief Officer - Organisational Change 1 | Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager |  |  |  | Open        |
| <p><b>Potential Effect:</b> New Alternative Delivery Models will see a decrease in income and could be un-sustainable.</p> <p><b>Management Controls:</b> Realistic business plans and an increased commercialism of new organisations (e.g. leisure and libraries), underpinned by sufficient financial acumen.</p> <p><b>Progress Comment:</b> Completed Alternative Deliver Model (ADM) business plans contain some initial considerations of market conditions. More detailed planning market analysis work is being completed in the transition phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing.</p> <p>Last Updated: 08-Sep-2016</p> |  |  |   |   |   |             |

| RISK TITLE   | LEAD OFFICER   | SUPPORTING OFFICERS  | INITIAL RISK RATING   | CURRENT RISK RATING   | TREND ARROW | RISK STATUS |
|--|--|--|---|---|-------------|-------------|
| Limitations on public funding to subsidise alternative models. | Ian Bancroft - Chief Officer - Organisational Change 1 | Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager |  |  | ↔           | Open        |

**Potential Effect:** Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council.  
**Management Controls:** Properly plan for reduced levels of council funding for each Alternative Delivery Model and contingency plans. An agreed funding model where the Council subsidises the ADM's over a limited period is built into the MTFs.  
**Progress Comment:** The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADM's) and Community Asset Transfers (CATs) with national support and resource. Welsh Government have now launched their ADM action plan.

The amber rating is due to the transitional arrangements currently in place. Once the transition period expires and the organisations are stable the risk will reduce to a green status.

Last Updated: 08-Sep-2016

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


| RISK TITLE   | LEAD OFFICER                                  | SUPPORTING OFFICERS | INITIAL RISK RATING  | CURRENT RISK RATING  | TREND ARROW | RISK STATUS |
|--|---|---------------------|--|--|-------------|-------------|
| Procurement regulations stifling our ability to develop local community and third sector markets | Arwel Staples - Strategic Procurement Manager |                     |  |  | ↔           | Open        |




**Potential Effect:** Unlikely increase in spend with Small and Medium Enterprises (SMEs) and third sector suppliers  
**Management Controls:** Introduction of a new and improved corporate procurement strategy.  
**Progress Comment:** A new corporate procurement strategy is under development. Once the strategy has been approved one of the key outcomes will be local supplier development, increased used of community benefits, and increase spend with Social Enterprises.




Last Updated: 08-Sep-2016

| RISK TITLE  | LEAD OFFICER   | SUPPORTING OFFICERS  | INITIAL RISK RATING | CURRENT RISK RATING | TREND ARROW | RISK STATUS |
|---|--|--|---------------------|---------------------|-------------|-------------|
| Newly established Social Enterprises fail in their early stages of development  | Ian Bancroft - Chief Officer - Organisational Change 1 | Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager, Mike Dodd - Social Enterprise Development Lead Officer | Amber               | Amber               | ↔           | Open        |
| <p><b>Potential Effect:</b> New social enterprises are not sustainable and go into liquidation</p> <p><b>Management Controls:</b> i) Business development to the sector supported by the Council.<br/>ii) Monitoring of performance of new Social Enterprise delivery.<br/>iii) New network of social enterprise taking responsibility for increasing strength of the sector.</p> <p><b>Progress Comment:</b> Business development work is currently ongoing. Monitoring of new Community Asset Transfers starting this year and reporting by March 2017<br/>The Social Enterprise Sector working group has had its first meeting.</p> <p>Last Updated: 06-Sep-2016</p> |  |  |                     |                     |             |             |

| RISK TITLE  | LEAD OFFICER   | SUPPORTING OFFICERS | INITIAL RISK RATING | CURRENT RISK RATING | TREND ARROW | RISK STATUS |
|---|--|---------------------|---------------------|---------------------|-------------|-------------|
| Newly established Community Asset Transfers fail in their early stages of development   | Neal Cockerton - Chief Officer - Organisational Change 2 |                     | Amber               | Amber               | ↔           | Open        |
| <p><b>Potential Effect:</b> New social enterprises are not sustainable and go into liquidation</p> <p><b>Management Controls:</b> Business development support for the sector; monitoring and management of performance of new Social Enterprise delivery; new network of social enterprises taking responsibility for self-help.</p> <p><b>Progress Comment:</b> Business development work is ongoing. Monitoring of new Community Asset Transfers starting this year for reporting by March 2017.</p> <p>The Social Enterprise Sector working group is now active.</p> <p>Last Updated: 08-Sep-2016</p> |  |                     |                     |                     |             |             |

| RISK TITLE   | LEAD OFFICER                              | SUPPORTING OFFICERS | INITIAL RISK RATING   | CURRENT RISK RATING   | TREND ARROW   | RISK STATUS |
|--|---|---------------------|---|---|---|-------------|
| The scale of the financial challenge.  | Gary Ferguson - Corporate Finance Manager |                     |  |  |  | Open        |
| <p><b>Potential Effect:</b> The Council does not have sufficient funding to meet its priorities and obligations.</p> <p><b>Management Controls:</b> i) The Council's Medium Term Financial Strategy and efficiency programme.<br/>ii) National negotiations on local government funding.</p> <p><b>Progress Comment:</b> The MTFS is complete to date and regularly updated.</p> <p>The outcome RAG rating derives from uncertainty over the content of the Settlement at this early stage.</p> <p>Last Updated: 08-Sep-2016</p> |   |                     |   |   |   |             |

| RISK TITLE   | LEAD OFFICER                          | SUPPORTING OFFICERS | INITIAL RISK RATING   | CURRENT RISK RATING   | TREND ARROW   | RISK STATUS |
|--|---------------------------------------|---------------------|---|---|---|-------------|
| The capacity and capability of the organisation to implement necessary changes.  | Sharon Carney - Lead Business Partner |                     |  |  |  | Open        |
| <p><b>Potential Effect:</b> Organisational change objectives cannot be met.</p> <p><b>Management Controls:</b> Careful service and business planning with alignment of corporate resources supplemented with specialist external support where required.</p> <p><b>Progress Comment:</b> Organisational change programmes are broadly on time and on budget.</p> |                                       |                     |   |   |   |             |

| RISK TITLE  | LEAD OFFICER                              | SUPPORTING OFFICERS                           | INITIAL RISK RATING   | CURRENT RISK RATING   | TREND ARROW   | RISK STATUS |
|---|---|---|---|---|---|-------------|
| The pace of procurement collaborations and our limited control over their development.  | Gareth Owens - Chief Officer - Governance | Arwel Staples - Strategic Procurement Manager |  |  |  | Open        |
| <p><b>Potential Effect:</b> Procurement efficiencies will not be realised.</p> <p><b>Management Controls:</b> Monitoring and management of the National Procurement Service (NPS) work programme and its benefits.</p> <p><b>Progress Comment:</b> The National Procurement Service (NPS) has increased the pace of procurement collaboration delivery with 30+ framework agreements in place and further projects identified. The work programme delivery is being closely monitored.</p> <p>Last Updated: 08-Sep-2016</p> |   |   |   |   |   |             |

| RISK TITLE                                     | LEAD OFFICER  | SUPPORTING OFFICERS                           | INITIAL RISK RATING | CURRENT RISK RATING | TREND ARROW | RISK STATUS |
|--|---|---|---------------------|---------------------|-------------|-------------|
| Public attitude to accessing services on-line. | Clare Budden - Chief Officer - Community and Enterprise | Rebecca Jones - Customer Services Team Leader | Yellow              | Yellow              | ↔           | Open        |

**Potential Effect:** Targeted efficiencies to be achieved through people switching to accessing services will not be met.

**Management Controls:** Connects will promote and assist with self-service for to enable a full digital shift.

**Progress Comment:** The Council is making progress with the shift to digital as more customers choose electronic means to transact with the Council. In Q1 the Council received 3,148 e-forms (online enquiries), this is a 77% increase compared to the same period in 2015/16.

Live Chat launched in Q1. This new facility allows customers to transact with the Council in real-time live on our website and to date, 553 customers have chosen Live Chat to ask the Council a question.

The North East Wales Homes and Property Management website launched in Q1; a fresh design that allows landlords to find out how NEW Homes can manage every aspect of the letting process including fees. The website also reaches out to potential tenants who would like to benefit from competitive rent charges in Flintshire. Landlords and tenants can submit enquiries online, and tenants can use an interactive tool to check their eligibility thus reducing the reliance on traditional services such as telephone. A new facility for foster parents launched in Q1 enabling them to access invoices online, removing the reliance on paper systems. This is a new service and take-up figures will be available in Q2.

Social Media continues to play a key role in the delivery of digital services. Twitter continues to be a popular channel for customers to receive regular Council updates e.g. News and jobs, to ask questions and raise concerns. The Follower count continues to increase with 11,324 Followers on the English account and 636 on the Welsh account.

The Flintshire App has 1,950 registered users and in Q1, 466 enquiries were received via this channel. The service customers transact with the Council most is abandoned vehicles.







## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

|                        |  |
|------------------------|--|
| <b>Date of Meeting</b> | Thursday 15 September 2016   |
| <b>Report Subject</b>  | Revenue Budget Monitoring (Month 4) and Capital Programme Monitoring (Month 4) |
| <b>Cabinet Member</b>  | Leader of the Council and Cabinet Member for Finance                           |
| <b>Report Author</b>   | Corporate Finance Manager  |
| <b>Type of Report</b>  | Operational  |

### EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2016/17 (Month 4) Report and the Capital Programme 2016/17 (Month 4) Report.

### RECOMMENDATIONS

|   |  |
|---|--|
| 1 | That the committee considers and comments on the Revenue Budget Monitoring 2016/17 (Month 4) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report. |
| 2 | That the committee considers and comments on the Capital Programme 2016/17 (Month 4) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.         |

### REPORT DETAILS

|             |  |
|-------------|--|
| <b>1.00</b> | <b>EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2016/17 (MONTH 4) AND CAPITAL PROGRAMME 2016/17 (MONTH 4)</b>   |
| 1.01        | The Revenue Budget Monitoring 2016/17 (Month 4) report will be presented to Cabinet on Tuesday 20 September 2016. A copy of the report is attached as Appendix A to this report. |

|      |  |
|------|--|
| 1.02 | The Capital Programme 2016/17 (Month 4) report will be presented to Cabinet on Tuesday 20 September 2016. A copy of the report is attached as Appendix B to this report. |
|------|--|

|             |   |
|-------------|---|
| <b>2.00</b> | <b>RESOURCE IMPLICATIONS</b>  |
| 2.01        | As set out in Appendix A; Revenue Budget Monitoring 2016/17 (Month 4) and in Appendix B; Capital Programme 2016/17 (Month 4). |

|             |   |
|-------------|---|
| <b>3.00</b> | <b>CONSULTATIONS REQUIRED / CARRIED OUT</b> |
| 3.01        | None required.                              |

|             |   |
|-------------|---|
| <b>4.00</b> | <b>RISK MANAGEMENT</b>  |
| 4.01        | As set out in Appendix A; Revenue Budget Monitoring 2016/17 (Month 4) and in Appendix B; Capital Programme 2016/17 (Month 4). |

|             |  |
|-------------|--|
| <b>5.00</b> | <b>APPENDICES</b>  |
| 5.01        | Appendix A; Revenue Budget Monitoring 2016/17 (Month 4).<br>Appendix B; Capital Programme 2016/17 (Month 4). |

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

|             |   |
|-------------|---|
| <b>7.00</b> | <b>GLOSSARY OF TERMS</b>  |
| 7.01        | (1) <b>Revenue:</b> a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.<br><br>(2) <b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.<br><br>(3) <b>Capital Programme:</b> The Council's financial plan covering capital |

|  |  |
|--|--|
|  | schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme. |
|--|--|

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|                        |
|------------------------|
| <b>CABINET MEETING</b> |
|------------------------|

|                        |  |
|------------------------|--|
| <b>Date of Meeting</b> | Tuesday 20 September 2016                            |
| <b>Report Subject</b>  | Revenue Budget Monitoring 2016/17 (Month 4)          |
| <b>Cabinet Member</b>  | Leader of the Council and Cabinet Member for Finance |
| <b>Report Author</b>   | Corporate Finance Manager                            |
| <b>Type of Report</b>  | Operational  |

### **EXECUTIVE SUMMARY**

This monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. This is the first monitoring report and presents the position, based on actual income and expenditure, as at Month 4 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained equal.

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

#### **Council Fund**

- Net in year expenditure forecast to be £2.081M higher than budget
- Projected contingency reserve balance of £2.107M

The underlying forecast overspend will be reduced to £1.641M with the successful negotiation of an additional Welsh Government transport grant of £0.440M. Of the remaining £1.641M, £0.861M (52%) comes from conscious decisions to change proposals for household recycling centres, community assets transfers, town centre and County Hall car parking charging, and workforce essential car use allowances. This leaves a true unpredicted working deficit of £0.780M. The recurring impacts of the forecast position for 2017/18 are explained in the report.

#### **Housing Revenue Account**

- Net in year expenditure forecast to be £0.013M lower than budget
- Projected closing balance as at 31 March 2016 of £1.111M

## RECOMMENDATIONS

|   |  |
|---|--|
| 1 | Cabinet is recommended to note the report.   |
| 2 | To approve an allocation of £0.861M from the contingency reserve to meet the financial impact of the changed proposals for household recycling centres, community asset transfers, town centre and county hall car parking charging, and workforce essential car user allowances (paras 1.03 – 1.08) |

## REPORT DETAILS

|             |   |
|-------------|---|
| <b>1.00</b> | <b>Explaining the Month 4 Position</b>  |
| 1.01        | <p><b><u>Council Fund Overall Position</u></b></p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:-</p> <ul style="list-style-type: none"> <li>• Net in year expenditure forecast to be £2.081M higher than budget</li> <li>• Projected contingency reserve balance of £2.107M</li> </ul>  |
| 1.02        | The underlying deficit balance will be reduced to £1.641M with the successful negotiation of an additional Welsh Government transport grant of £0.440M. The Council, along with neighbouring councils, was given notice in July that one of its contracted transport operators, GHA Coaches, was going into immediate liquidation. Urgent action was required to secure the school and public transport subsidised routes operated by GHA Coaches. The procurement of full replacement service providers is projected to incur an additional cost of £0.440M for the remainder of 2016/17. The councils affected are in negotiation with Welsh Government for an additional in-year transport grant to fund these costs and full cost recovery is expected. Decisions can then be made with Welsh Government on transport routing, procurement and costs for 2017/18 onwards. A recurring negative impact on the 2017/18 financial year can be avoided through this work. |
| 1.03        | Of the remaining deficit balance of £1.641M, £0.861M (52%) comes from conscious decisions to change proposals for household recycling centres, community assets transfers, town centre and County Hall car parking charging, and workforce essential car use allowances.  |
| 1.04        | Following extensive discussion between the Cabinet and the Environment Overview and Scrutiny Committee a solution to a sustainable number of household recycling centres has been agreed. This involves withdrawing a planned efficiency target of £0.250M in the current financial year. In the  |

|      |   |
|------|---|
|      | longer-term this efficiency will be replaced by the reduced cost in transporting waste to landfill and incurring Landfill Tax. The withdrawn efficiency for 2016/17 will be charged to the Contingency Reserve.   |
| 1.05 | The two principal Community Asset Transfers of Connah's Quay Swimming Pool (completed) and Holywell Leisure Centre (advanced) both had ambitious timescales set from the outset. Both projects required a minor extension of time (up to three months) for safe transition from Council ownership to community ownership. A £0.2M in-year reduction in the efficiency set is forecast. There will be no recurring impact as the efficiency will be achieved in full from 2017/18.   |
| 1.06 | An approved delay in the introduction of car parking charges in Flint, due to the limited availability of town centre public car parking during the main phases of the Flint Regeneration Scheme, will cause a loss of £0.1M car parking income in-year. Once the Scheme is advanced and car parking provision can be returned to a state of normality the income level will be recovered and the efficiency returned. A date for local charging being introduced in Flint cannot yet be set. The withdrawal of the car parking charging proposal for workforce use of the County Hall complex will cause a further loss of £0.1M car parking income. The car parking permit administrative charge for employees of £12.00 per person, the reserved space income for a small number of dedicated users, and the income from fee paying public users will still generate a small income. The income loss from County Hall will, from 2017/18, be more than offset by the efficiencies set out in 1.07 below. |
| 1.07 | An efficiency target of £0.500M was set for a significant reduction in the costs of workforce essential car user allowances. A detailed and sensitive set of negotiations with the Trade Unions was required. The national essential car user scheme, although since withdrawn by many local authority employers, is included in the local Part 3 Agreement under Single Status. Whilst time in implementing the changes sought has been lost an amicable agreement to introduce a three part change to the total number of car allowances granted, the lump sum allowance payable, and the mileage rate for essential user travel, to be introduced in stages from 1 October, will still secure an in-year efficiency of £0.289M (shortfall of £0.211M in 2016/17). However, there will be a positive recurring impact as the full year efficiency from 2017/18 onwards will be in the region of £0.751M and will exceed target.   |
| 1.08 | The Contingency Reserve is designed to act as a flexible reserve to absorb unexpected in-year cost pressures whether they occur by design or by default. The use of the Reserve is recommended for the 2016/17 financial impact as detailed in paragraphs 1.04 – 1.07 and is consistent with its purpose.   |
| 1.09 | Having accounted for all of the above a true unpredicted working deficit balance of £0.780M will remain.  |

| 1.10                                | <p><b><u>Council Fund Latest in Year Forecast</u></b></p> <p>The table below shows the projected position by portfolio.</p> <table border="1" data-bbox="288 365 1347 1384"> <thead> <tr> <th data-bbox="288 365 667 595"><b>TOTAL EXPENDITURE AND INCOME</b></th> <th data-bbox="667 365 836 595"><b>Original Budget</b></th> <th data-bbox="836 365 1005 595"><b>Revised Budget</b></th> <th data-bbox="1005 365 1174 595"><b>Projected Outturn</b></th> <th data-bbox="1174 365 1347 595"><b>In-Year Over / (Under) spend</b></th> </tr> <tr> <td></td> <th data-bbox="667 595 836 645"><b>£M</b></th> <th data-bbox="836 595 1005 645"><b>£M</b></th> <th data-bbox="1005 595 1174 645"><b>£M</b></th> <th data-bbox="1174 595 1347 645"><b>£M</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="288 595 667 645">Social Services</td> <td data-bbox="667 595 836 645">58.534</td> <td data-bbox="836 595 1005 645">60.191</td> <td data-bbox="1005 595 1174 645">60.127</td> <td data-bbox="1174 595 1347 645">(0.064)</td> </tr> <tr> <td data-bbox="288 645 667 694">Community &amp; Enterprise</td> <td data-bbox="667 645 836 694">12.035</td> <td data-bbox="836 645 1005 694">12.336</td> <td data-bbox="1005 645 1174 694">11.985</td> <td data-bbox="1174 645 1347 694">(0.351)</td> </tr> <tr> <td data-bbox="288 694 667 779">Streetscene &amp; Transportation</td> <td data-bbox="667 694 836 779">27.011</td> <td data-bbox="836 694 1005 779">28.458</td> <td data-bbox="1005 694 1174 779">29.798</td> <td data-bbox="1174 694 1347 779">1.340</td> </tr> <tr> <td data-bbox="288 779 667 828">Planning &amp; Environment</td> <td data-bbox="667 779 836 828">4.978</td> <td data-bbox="836 779 1005 828">5.469</td> <td data-bbox="1005 779 1174 828">5.529</td> <td data-bbox="1174 779 1347 828">0.060</td> </tr> <tr> <td data-bbox="288 828 667 878">Education &amp; Youth</td> <td data-bbox="667 828 836 878">11.225</td> <td data-bbox="836 828 1005 878">11.459</td> <td data-bbox="1005 828 1174 878">11.520</td> <td data-bbox="1174 828 1347 878">0.061</td> </tr> <tr> <td data-bbox="288 878 667 927">Schools</td> <td data-bbox="667 878 836 927">86.162</td> <td data-bbox="836 878 1005 927">87.372</td> <td data-bbox="1005 878 1174 927">87.372</td> <td data-bbox="1174 878 1347 927">0.000</td> </tr> <tr> <td data-bbox="288 927 667 976">People &amp; Resources</td> <td data-bbox="667 927 836 976">4.319</td> <td data-bbox="836 927 1005 976">4.570</td> <td data-bbox="1005 927 1174 976">4.600</td> <td data-bbox="1174 927 1347 976">0.031</td> </tr> <tr> <td data-bbox="288 976 667 1025">Governance</td> <td data-bbox="667 976 836 1025">8.159</td> <td data-bbox="836 976 1005 1025">8.352</td> <td data-bbox="1005 976 1174 1025">8.409</td> <td data-bbox="1174 976 1347 1025">0.057</td> </tr> <tr> <td data-bbox="288 1025 667 1075">Organisational Change 1</td> <td data-bbox="667 1025 836 1075">5.560</td> <td data-bbox="836 1025 1005 1075">5.972</td> <td data-bbox="1005 1025 1174 1075">6.164</td> <td data-bbox="1174 1025 1347 1075">0.193</td> </tr> <tr> <td data-bbox="288 1075 667 1124">Organisational Change 2</td> <td data-bbox="667 1075 836 1124">2.244</td> <td data-bbox="836 1075 1005 1124">2.575</td> <td data-bbox="1005 1075 1174 1124">2.472</td> <td data-bbox="1174 1075 1347 1124">(0.103)</td> </tr> <tr> <td data-bbox="288 1124 667 1173">Chief Executive</td> <td data-bbox="667 1124 836 1173">3.204</td> <td data-bbox="836 1124 1005 1173">3.191</td> <td data-bbox="1005 1124 1174 1173">3.123</td> <td data-bbox="1174 1124 1347 1173">(0.068)</td> </tr> <tr> <td data-bbox="288 1173 667 1258">Central &amp; Corporate Finance</td> <td data-bbox="667 1173 836 1258">28.552</td> <td data-bbox="836 1173 1005 1258">22.039</td> <td data-bbox="1005 1173 1174 1258">22.964</td> <td data-bbox="1174 1173 1347 1258">0.925</td> </tr> <tr> <td data-bbox="288 1258 667 1308"></td> <td data-bbox="667 1258 836 1308"></td> <td data-bbox="836 1258 1005 1308"></td> <td data-bbox="1005 1258 1174 1308"></td> <td data-bbox="1174 1258 1347 1308"></td> </tr> <tr> <td data-bbox="288 1308 667 1384"><b>Total</b></td> <td data-bbox="667 1308 836 1384"><b>251.984</b></td> <td data-bbox="836 1308 1005 1384"><b>251.984</b></td> <td data-bbox="1005 1308 1174 1384"><b>254.065</b></td> <td data-bbox="1174 1308 1347 1384"><b>2.081</b></td> </tr> </tbody> </table> | <b>TOTAL EXPENDITURE AND INCOME</b> | <b>Original Budget</b>   | <b>Revised Budget</b>               | <b>Projected Outturn</b> | <b>In-Year Over / (Under) spend</b> |  | <b>£M</b> | <b>£M</b> | <b>£M</b> | <b>£M</b> | Social Services | 58.534 | 60.191 | 60.127 | (0.064) | Community & Enterprise | 12.035 | 12.336 | 11.985 | (0.351) | Streetscene & Transportation | 27.011 | 28.458 | 29.798 | 1.340 | Planning & Environment | 4.978 | 5.469 | 5.529 | 0.060 | Education & Youth | 11.225 | 11.459 | 11.520 | 0.061 | Schools | 86.162 | 87.372 | 87.372 | 0.000 | People & Resources | 4.319 | 4.570 | 4.600 | 0.031 | Governance | 8.159 | 8.352 | 8.409 | 0.057 | Organisational Change 1 | 5.560 | 5.972 | 6.164 | 0.193 | Organisational Change 2 | 2.244 | 2.575 | 2.472 | (0.103) | Chief Executive | 3.204 | 3.191 | 3.123 | (0.068) | Central & Corporate Finance | 28.552 | 22.039 | 22.964 | 0.925 |  |  |  |  |  | <b>Total</b> | <b>251.984</b> | <b>251.984</b> | <b>254.065</b> | <b>2.081</b> |
|-------------------------------------|--|-------------------------------------|--------------------------|-------------------------------------|--------------------------|-------------------------------------|--|-----------|-----------|-----------|-----------|-----------------|--------|--------|--------|---------|------------------------|--------|--------|--------|---------|------------------------------|--------|--------|--------|-------|------------------------|-------|-------|-------|-------|-------------------|--------|--------|--------|-------|---------|--------|--------|--------|-------|--------------------|-------|-------|-------|-------|------------|-------|-------|-------|-------|-------------------------|-------|-------|-------|-------|-------------------------|-------|-------|-------|---------|-----------------|-------|-------|-------|---------|-----------------------------|--------|--------|--------|-------|--|--|--|--|--|--------------|----------------|----------------|----------------|--------------|
| <b>TOTAL EXPENDITURE AND INCOME</b> | <b>Original Budget</b>   | <b>Revised Budget</b>               | <b>Projected Outturn</b> | <b>In-Year Over / (Under) spend</b> |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
|                                     | <b>£M</b>  | <b>£M</b>                           | <b>£M</b>                | <b>£M</b>                           |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| Social Services                     | 58.534   | 60.191                              | 60.127                   | (0.064)                             |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| Community & Enterprise              | 12.035   | 12.336                              | 11.985                   | (0.351)                             |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| Streetscene & Transportation        | 27.011   | 28.458                              | 29.798                   | 1.340                               |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| Planning & Environment              | 4.978  | 5.469                               | 5.529                    | 0.060                               |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| Education & Youth                   | 11.225   | 11.459                              | 11.520                   | 0.061                               |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| Schools                             | 86.162   | 87.372                              | 87.372                   | 0.000                               |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| People & Resources                  | 4.319  | 4.570                               | 4.600                    | 0.031                               |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| Governance                          | 8.159  | 8.352                               | 8.409                    | 0.057                               |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| Organisational Change 1             | 5.560  | 5.972                               | 6.164                    | 0.193                               |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| Organisational Change 2             | 2.244  | 2.575                               | 2.472                    | (0.103)                             |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| Chief Executive                     | 3.204  | 3.191                               | 3.123                    | (0.068)                             |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| Central & Corporate Finance         | 28.552   | 22.039                              | 22.964                   | 0.925                               |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
|                                     |  |                                     |                          |                                     |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| <b>Total</b>                        | <b>251.984</b>   | <b>251.984</b>                      | <b>254.065</b>           | <b>2.081</b>                        |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| 1.11                                | The reasons for the projected variances are summarised within Appendix 1 with key variances explained in paragraphs 1.01 to 1.07 and in the following paragraphs.  |                                     |                          |                                     |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| 1.12                                | <p><b>Significant Budget Movements between Original and Revised Budget</b></p> <p>Changes from the Original Budget to the Revised Budget are mostly due to the distribution workforce increment, pay award, superannuation increases and employer national insurance increases, which were centrally held within the Central &amp; Corporate Finance budget when the 2016/17 budget was set.</p>   |                                     |                          |                                     |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |
| 1.13                                | <p><b>Streetscene and Transportation</b></p> <p>There is a significant variance within the portfolio of £1.340M with the major changes explained above. Full details of all variances are given in Appendix 1.</p>   |                                     |                          |                                     |                          |                                     |  |           |           |           |           |                 |        |        |        |         |                        |        |        |        |         |                              |        |        |        |       |                        |       |       |       |       |                   |        |        |        |       |         |        |        |        |       |                    |       |       |       |       |            |       |       |       |       |                         |       |       |       |       |                         |       |       |       |         |                 |       |       |       |         |                             |        |        |        |       |  |  |  |  |  |              |                |                |                |              |



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| 1.14 | <p><b>Central &amp; Corporate Finance</b></p> <p>There is a significant variance within the portfolio of Central and Corporate Finance of £0.925M. Full details of all variances are given in Appendix 1.</p>   |
| 1.15 | <p><b>Programme of Efficiencies</b></p> <p>The 2016/17 budget contains £11.282M of specific efficiencies which are being tracked and monitored.</p>   |
| 1.16 | <p>Appendix 2 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.</p>   |
| 1.17 | <p>This shows that it is currently projected that £9.703M (86%) will be achieved resulting in a net underachievement of £1.579M. The position will continue to be monitored and reported in future monitoring reports.</p>  |
| 1.18 | <p><b>Inflation</b></p> <p>Included within the 2016/17 budget are provision for pay (£0.936M), targeted price inflation (£0.573M) and income (£0.185M).</p>   |
| 1.19 | <p>No provision has been made for non-standard inflation (NSI) in 2016/17. Areas that may be subject to NSI increases will be monitored throughout the year and any emerging pressures will be considered in future reports.</p>  |
|      | <p><b>Reserves and Balances</b></p>   |
| 1.20 | <p><b>Un-earmarked Reserves</b></p> <p>The 2015/16 outturn reported to Cabinet on 19 July 2016 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769M) of £4.375M.</p>  |
| 1.21 | <p>Taking into account the current overspend at Month 4 and previously agreed allocations the balance on the contingency reserve at 31 March 2017 is projected to be £2.107M.</p>   |
| 1.22 | <p>This takes into account the allocation of £0.111M and £0.076M approved at month 2 for the respective costs of historic child abuse claims and Summer Play Schemes.</p>   |
| 1.23 | <p><b>Earmarked Reserves</b></p> <p>The Council adopted a reserves protocol in September 2015 which set out the principles around how the Council determines, manages and reviews its level of reserves. Within the protocol is reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee.</p> |

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| 1.24 | A summary of earmarked reserves as at 1 April 2016 and an estimate of projected balances as at the end of the financial year will be included in the month 5 report.  |
| 1.25 | <b><u>Housing Revenue Account</u></b><br><br>The 2015/16 Outturn Report to Cabinet on 19 July 2016 showed an un-earmarked closing balance at the end of 2015/16 of £1.178m (subject to audit).  |
| 1.26 | The 2016/17 budget for the HRA is £31.979m which includes a movement of £0.080m from reserves.  |
| 1.27 | The Month 4 monitoring for the HRA is projecting in year expenditure to be £0.013m lower than budget and a closing balance as at 31 March 2017 of £1.111m, which at 3.5% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%. |

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

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| <b>3.00</b> | <b>CONSULTATIONS REQUIRED / CARRIED OUT</b> |
| 3.01        | None required.                              |

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| <b>4.00</b> | <b>RISK MANAGEMENT</b>   |
| 4.01        | <b>Achievement of Planned In-Year Efficiencies</b><br><br>The Council sets a challenging level of specified efficiencies to be achieved in-year as part of its approach to annual budget planning. These efficiencies are generated from the three year service portfolio business plans and from corporate financial planning. In recent years the level of efficiency achievement has averaged at around 85%. The first assessment of the efficiency profile for 2016/17 shows that 86% of the efficiencies pre-set in the annual budget will be achieved. Whilst this is on average it does mean that there will be a shortfall to be met through mitigation of £1.579M. There is a risk that the shortfall cannot be mitigated other than drawing on temporary funding from the Contingency Reserve. There is a further risk that any ongoing underachievement of efficiencies will have a recurring and negative impact on the 2017/18 budget as an efficiency target deficit would in effect be carried forward. Risk status: unstable/amber risk. |
| 4.02        | <b>In-Year Reductions in Government Specific Grants</b>  |

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|      | <p>This has been a trend in recent years whereby specific grants awarded by Government, and its grant awarding bodies, can be reduced in year and with limited notice. In such cases the Council faces the difficult choice of either reducing the services which the grants fund or absorbing the grant deficit as an in-year cost pressure. Whilst grants are tracked and representations are made to Government when any risks of grant reductions become known, this remains an open risk. Risk status: unstable/amber risk.</p>   |
| 4.03 | <p><b>Cost Pressures in Residential and Domiciliary Care</b></p> <p>The Council is faced with having to meet high levels of annual cost inflation for commissioned places and homecare packages in the residential and domiciliary provider markets due, in the main, to the introduction of the Living Wage and its impact on the payroll costs of providers. In setting its annual budget the Council referred to the need to set aside reserves of £0.646M to meet the additional inflationary costs for 2016/17 as a temporary funding solution only if additional funding was not available to fund these increases. The Council has been successful in securing £0.5M from the Intermediate Care Fund (ICF) to part fund these costs. This will mean that only an amount up to £0.146M will have to be found from reserves. The projected budget figures for the Social Services portfolio for 2016/17 reflect this net cost. There is no confirmation at this stage that the use of the ICF in this way will be continued for 2017/18 and the inflationary costs within the care sector will continue to increase as profiled in previous reports. Therefore there are risks of significant cumulative cost pressures in this sector. Risk status: unstable/red risk.</p> |
| 4.04 | <p><b>Municipal Mutual Insurance (MMI)</b></p> <p>MMI was the predominant insurer of public sector bodies prior to 1992 before going into liquidation. Flintshire was required to pay a levy of 15% of its share of the claims paid out previously and for any future claims. Other local authorities likewise have to make a contribution. When MMI's administrator published their 2015 accounts it showed that due to an increase in the number of claims overall there would need to be an increase in the levy to meet liabilities. A recommendation was approved in 2015/16 to meet a significant liability which reflects a 20% increase in the levy. Whilst financial provision has been set aside for the risk assessed at that time the risk of a further increase in the levy remains open as legal work on claims is protracted with uncertain outcomes. Risk status: stable/green risk.</p>   |
| 4.05 | <p><b>Historic Child Abuse Settlements</b></p> <p>A number of historic child abuse cases, which predate the existence of Flintshire County Council, have been settled this financial year. There are still a number of outstanding cases to be settled and it is difficult to estimate the full financial impact of these. The financial provision set aside may not prove to be sufficient to meet the cost liabilities of all cases when closed. Risk status: unstable/amber risk.</p>   |

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| 4.06 | <p><b>Landfill Site Energy Income</b></p> <p>The Council derives an income from the sale of electricity produced from gas extraction at the Standard and Brookhill landfill sites. Energy production and therefore income levels have been reducing over time. There is potential for further loss of gas engine income through diminishing levels of gas. The service is being out sourced to remove the risk longer-term. Risk status: stable/amber risk.</p>  |
| 4.07 | <p><b>Orphaned Industrial Site at Sandycroft</b></p> <p>The contract for the removal of all chemical deposits, site cleansing and site close-down will come to a conclusion in the late autumn/early winter. The contract has had to be flexible to meet the unforeseen given the unique circumstances of this case (the former Euticals company). There may be an additional cost pressure as the Council is having to maintain the site for a longer period than first expected to see out the site closure programme. The monthly cost of maintaining and securing the site is £25-30,000. At the close of the programme the final cost can be determined. It might be possible to set any overspend against the reserve provision set aside for the contract (for which a partial Welsh Government grant of £0.700M was secured) and/or from any proceeds for the site disposal which will follow. Risk status: unstable/amber risk.</p> |
| 4.08 | <p><b>Infrastructure for improvement works at Bagillt</b></p> <p>The recent flooding events in the Bagillt area resulted in a number of properties being flooded. Drainage works have been carried out to improve the existing outlet from Reeces Terrace, and further investigatory works are being undertaken which could result in additional expenditure if major infrastructure improvement is required to prevent further flooding. Risk status: unstable/amber risk.</p>  |

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| <b>5.00</b> | <b>APPENDICES</b>   |
| 5.01        | <p>Appendix 1: Council Fund – Budget Variances<br/> Appendix 2: Council Fund – Programme of Efficiencies<br/> Appendix 3: Council Fund – Movement on Un-earmarked Reserves<br/> Appendix 4: Housing Revenue Account Variances</p> |

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| <b>6.00</b> | <b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>   |
| 6.01        | <p>None required</p> <p><b>Contact Officer:</b> Sara Dulson<br/> <b>Telephone:</b> 01352 702287<br/> <b>E-mail:</b> <a href="mailto:sara.dulson@flintshire.gov.uk">sara.dulson@flintshire.gov.uk</a></p> |

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| 7.00 | <b>GLOSSARY OF TERMS</b>  |
| 7.01 | <b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.  |
| 7.02 | <b>Council Fund:</b> the fund to which all the Council's revenue expenditure is charged.  |
| 7.03 | <b>Financial Year:</b> the period of twelve months commencing on 1 April.   |
| 7.04 | <b>Housing Revenue Account:</b> the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.             |
| 7.05 | <b>Projected Outturn:</b> projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.   |
| 7.06 | <b>Reserves:</b> these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.        |
| 7.07 | <b>Revenue:</b> a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.  |
| 7.08 | <b>Underspend:</b> when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.   |
| 7.09 | <b>Variance:</b> difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.   |
| 7.10 | <b>Virement:</b> the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads. |
| 7.11 | <b>Medium Term Financial Strategy:</b> a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to   |

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|  | meet its priorities, duties and obligations. |
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**Budget Monitoring Report  
Council Fund Variances**

**MONTH 4 - SUMMARY**

| Service                          | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Cause of Major Variance  | Action Required   |
|----------------------------------|---------------------|------------------------|---------------|--|---|
| <b>Social Services</b>           |                     |                        |               |  |   |
| <b>Older People</b>              |                     |                        |               |  |   |
| Localities                       | 16.047              | 15.242                 | (0.805)       | Domiciliary Care reflects a projected underspend of (£0.180m) based on existing clients. Other main influences on this projected underspend include Minor Adaptations (£0.108m) for which the local demand is currently being met by the Intermediate Care Fund (ICF).<br><br>Additional one off income has been received from ICF to contribute to provider fee increases.<br><br>Other underspends are as a result of vacancy savings for half year from within the Single Point Of Access team (£0.105m). Additional in year Continuing Health Care (CHC) income (£0.083m) and additional property income of (£0.029m). Further underspends within purchased day care of (£0.020m), early onset dementia of (£0.028m) and overall minor variances of (£0.027m).<br><br>In addition, some budgets within external care provision totalling (£0.225m) still requires realignment into external provided supported living within Learning Disabilities which are not reflected at Month 4. | Keep under review. With consideration for potential realignment.  |
| Reablement Services              | 0.431               | 0.379                  | (0.052)       | The underspend is the receipt of unbudgeted one off income from the Health Board in relation to Telecare CHC income.   |   |
| Community Equipment Contribution | 0.477               | 0.313                  | (0.165)       | Following review of and implementation of an updated Section 33 Partnership agreement for the North East Wales Community Equipment Store (NEWCES) the contribution levels of partners have been updated resulting in a reduced level of contribution.  | Keep under review. With consideration for potential realignment.  |
| Minor Variances                  | 6.280               | 6.246                  | (0.034)       |  |   |
| <b>Disability Services</b>       |                     |                        |               |  |   |
| Resources & Regulated Services   | 17.374              | 18.145                 | 0.771         | Variance relates to the current level of service user demand within the externally provided Supported Living Service.  | Keep under review. With consideration for potential realignment.  |
| Forensic budget                  | 0.529               | 0.224                  | (0.305)       | The projected underspend is due to a significant reduction in care package costs.  | Keep under review. Potential volatile service area.   |
| Administrative Support           | (1.206)             | (1.082)                | 0.124         | Shortfall in Supported People Income following review of eligibility criteria and local distribution of grant.   | Keep under review. With consideration for potential realignment.  |
| Minor Variances                  | 2.852               | 2.779                  | (0.073)       |  |   |
| <b>Mental Health Services</b>    |                     |                        |               |  |   |
| Substance Misuse                 | 0.264               | 0.365                  | 0.101         | Pay cost pressures in relation to Social Worker enhancements together with a reduced income commitment for the Substance Misuse Action Fund (SMAF) Grant.  | Work being undertaken to review.  |
| Minor Variances                  | 3.365               | 3.393                  | 0.028         |  |   |
| <b>Children's Services</b>       |                     |                        |               |  |   |
| Family Placement                 | 2.227               | 2.347                  | 0.121         | The overspend is due to foster care placement demand and also court orders for Residence and Special Guardianship orders.  | Keep under review. With consideration for potential realignment.  |
| Residential Placements           | 0.422               | 0.483                  | 0.061         | The level of overspend reflects the current projected costs of residential placements.   | All placements are made through a robust panel process which ensures that placements are only made when no alternative method of support can be optimise - Continued Monitoring of outturn. |
| Professional Support             | 5.045               | 5.434                  | 0.389         | Overspend within the Duty & Assessment team which is due to the need to deploy staff to address key risks within this area of the service.   | Continue to monitor and review.   |

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

| Service                                     | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m)  | Cause of Major Variance   | Action Required   |
|---|---------------------|------------------------|----------------|---|---|
| Minor Variances                             | 4.683               | 4.605                  | (0.077)        | A number of minor variances to be reviewed as part of a budget realignment across the service.  |   |
| <b>Development &amp; Resources</b>          |                     |                        |                |   |   |
| Business Systems & Financial Assessments    | 0.968               | 0.815                  | (0.153)        | The projected underspend is mainly due to staff vacancy savings within the Financial Assessments, General Office and Business Systems teams and also some savings against IT software and hardware purchasing.  | Continue to monitor and review.   |
| Charging Policy Income                      | (1.899)             | (2.075)                | (0.176)        | The increase in income is due to recent changes in the treatment of certain disregards within service.  | Continue to monitor and review.   |
| Safeguarding Unit                           | 0.792               | 0.876                  | 0.084          | The projected overspend is a combination of additional legal and medical costs associated with the Deprivation Of Liberty Safeguards (DOLS) assessments.  |   |
| Good Health                                 | 0.813               | 0.920                  | 0.106          | The projected overspend is due to a reduction in the budget for payments to Voluntary Organisations following a previous business planning efficiency.  |   |
| Minor Variances                             | 0.725               | 0.718                  | (0.007)        |   |   |
| <b>Total Social Services</b>                | <b>60.191</b>       | <b>60.128</b>          | <b>(0.064)</b> |   |   |
| <b>Community &amp; Enterprise</b>           |                     |                        |                |   |   |
| Customer And Housing Services               | 1.193               | 1.186                  | (0.007)        | Minor variances.  | Continue to monitor and review.   |
| Council Fund Housing                        | (0.277)             | (0.266)                | 0.011          | Minor variances.  | Continue to monitor and review.   |
| Regeneration                                | 0.416               | 0.472                  | 0.056          | Estimated shortfall of £0.056m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate.   | Continue to monitor and review.   |
| Revenues & Benefits                         | 10.905              | 10.493                 | (0.412)        | Projected underspend on the budgeted provision for the Council Tax Reduction Scheme of £0.224m. Early projections indicate an anticipated surplus on the Council Tax Collection Fund of £0.188m.  | Continue to monitor closely as these areas are highly volatile and projections are likely to change.  |
| Housing Programmes                          | 0.100               | 0.100                  | 0.000          | No variance.  |   |
| <b>Total Community &amp; Enterprise</b>     | <b>12.336</b>       | <b>11.985</b>          | <b>(0.351)</b> |   |   |
| <b>Streetscene &amp; Transportation</b>     |                     |                        |                |   |   |
| <b>Ancillary Services &amp; Performance</b> |                     |                        |                |   |   |
| Waste Collection                            | 7.457               | 7.927                  | 0.470          | Variances relating to underachieved business planning efficiencies. Introduction of non generic role, £0.015m. Develop Energy Production at Landfill, £0.065m. Rationalise HRC Sites, £0.250m. Remove the existing policy of returning for missed waste bin collections, £0.040m. Adverse variance of £0.100m relating to reduced electricity sales from reducing levels of gas extraction between April and July at the Standard and Brookhill landfill sites. | Continual review to assess any recurrent impact for consideration in Medium Term Financial Strategy (MTFS) 2017/18 for HRC site rationalisation following change of approach and gas engine reducing income levels. |
| Parking & Enforcement                       | (0.115)             | 0.022                  | 0.136          | Shortfall from Business Planning proposals following delays in the implementation of car parking charges at Flint and lower than anticipated income from Connah's Quay, Shotton and Queensferry.  | Keep under review as part of MTFS. The regeneration of Flint Town Centre is likely to mean that income will also be affected in 2017/18.  |
| Other Minor Variances                       | 0.700               | 0.697                  | (0.003)        |   |   |
| <b>Highways Network</b>                     |                     |                        |                |   |   |



**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 4 - SUMMARY**

| Service                                       | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Cause of Major Variance   | Action Required   |
|---|---------------------|------------------------|---------------|---|---|
| Highways Network                              | 7.461               | 7.627                  | 0.166         | Variances relating to underachieved business planning efficiencies. Pass maintenance liability for Cemeteries to Town/Community Councils, £0.050m is part of ongoing discussions on all Community Asset Transfers, Probation Service Litter Collection, £0.050m. delay in introduction of non generic role, £0.015m. Costs for the area teams due to Bagillt flooding event, £0.050m for emergency call outs and consequential maintenance and repairs. | Keep under review as part of MTFS.  |
| <b>Transportation &amp; Logistics</b>         |                     |                        |               |   |   |
| Logistics & Resource Services                 | 4.524               | 4.636                  | 0.112         | Variances relating to underachieved business planning efficiencies. Shared specialist plant with neighbouring authority, £0.050m. Delays in externalising the stores managed service, £0.030m, and anticipated fuel saving from construction of waste handling facility, £0.020m.   | Keep under review as part of MTFS.  |
| School Transport                              | 4.972               | 5.092                  | 0.120         | Estimated additional subsidy costs following re-procurement for covering former GHA services for school transport following the company going into liquidation, £0.125m.  | This is still an indicative figure based on previous contract prices and will be monitored monthly. Welsh Government (WG) have been consulted upon with regard to funding the additional costs. Consideration in MTFS 2017/18 if no WG funding is forthcoming |
| Transportation                                | 1.928               | 2.269                  | 0.341         | Estimated additional subsidy costs following re-procurement for covering former GHA services following the company going into liquidation, £0.315m. This includes the costs of former commercial services routes.   | This is still an indicative figure based on previous contract prices and will be monitored monthly. WG have been consulted upon with regard to funding the additional costs. Consideration in MTFS 2017/18 if no WG funding is forthcoming                    |
| Other Minor Variances                         | 1.531               | 1.530                  | (0.002)       |   |   |
| <b>Total Streetscene &amp; Transportation</b> | <b>28.458</b>       | <b>29.798</b>          | <b>1.340</b>  |   |   |
| <b>Planning &amp; Environment</b>             |                     |                        |               |   |   |
| <b>Business</b>                               |                     |                        |               |   |   |
| Minor Variances                               | 1.621               | 1.637                  | 0.016         |   | Continue to monitor committed expenditure and reduce/remove commitments where possible  |
| <b>Community</b>                              |                     |                        |               |   |   |
| Pest Control                                  | 0.019               | 0.031                  | 0.012         | Potential Shortfall in the Self financing position  | Monitor and adjust income projections as appropriate  |
| Minor Variances                               | 0.906               | 0.881                  | (0.024)       |   | Continue to monitor committed expenditure and reduce/remove commitments where possible  |
| <b>Development</b>                            |                     |                        |               |   |   |
| Development Management                        | (0.335)             | (0.251)                | 0.053         | High Risk of possible shortfall from Planning Application fees increase reflected in Business Planning efficiencies.  | Monitor and adjust income projections as appropriate  |
| Minor Variances                               | 0.192               | 0.165                  | (0.027)       |   | Continue to monitor committed expenditure and reduce/remove commitments where possible  |
| <b>Access</b>                                 |                     |                        |               |   |   |
| Minor Variances                               | 1.349               | 1.328                  | (0.021)       |   | Continue to monitor committed expenditure and reduce/remove commitments where possible  |
| <b>Shared Services</b>                        |                     |                        |               |   |   |
| Minor Variances                               | 0.167               | 0.167                  | (0.000)       |   | Continue to monitor committed expenditure and reduce/remove commitments where possible  |
| <b>Strategy</b>                               |                     |                        |               |   |   |

**Budget Monitoring Report  
Council Fund Variances**

**MONTH 4 - SUMMARY**

| Service                                   | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Cause of Major Variance   | Action Required  |
|---|---------------------|------------------------|---------------|---|--|
| Minor Variances                           | 0.837               | 0.837                  | (0.001)       |   | Continue to monitor committed expenditure and reduce/remove commitments where possible             |
| <b>Management Strategy</b>                |                     |                        |               |   |  |
| Minor Variances                           | 0.714               | 0.764                  | 0.050         |   |  |
| <b>Total Planning &amp; Environment</b>   | <b>5.469</b>        | <b>5.529</b>           | <b>0.060</b>  |   |  |
| <b>Education &amp; Youth</b>              |                     |                        |               |   |  |
| Inclusion & Progression                   | 7.062               | 7.217                  | 0.155         | Volatile service with potential for high costs and unpredictable demand. Includes other minor variances from within the service.  | Service Managers have agreed to set up a Task and Finish Group to review Processes and Placements. |
| Business Change & Support                 | 0.610               | 0.548                  | (0.061)       | Variance relates to a current secondment in advance of a regional collaboration service from April 2017, funded by GWE. Includes other minor variances.   |  |
| Minor Variances                           | 3.788               | 3.755                  | (0.033)       |   |  |
| <b>Total Education &amp; Youth</b>        | <b>11.459</b>       | <b>11.520</b>          | <b>0.061</b>  |   |  |
| <b>Schools</b>                            | <b>87.372</b>       | <b>87.372</b>          | <b>0.000</b>  | School budgets are delegated and the balances are therefore carried forward at the end of the financial year.   |  |
| <b>People &amp; Resources</b>             |                     |                        |               |   |  |
| HR & OD                                   | 2.245               | 2.253                  | 0.008         | Minor variances.  | Continue to monitor and review.  |
| Corporate Finance                         | 2.325               | 2.348                  | 0.023         | Minor variances.  | Continue to monitor and review.  |
| <b>Total People &amp; Resources</b>       | <b>4.570</b>        | <b>4.600</b>           | <b>0.031</b>  |   |  |
| <b>Governance</b>                         |                     |                        |               |   |  |
| Legal Services                            | 0.642               | 0.678                  | 0.036         | Minor variances.  | Continue to monitor and review.  |
| Democratic Services                       | 1.879               | 1.860                  | (0.019)       | Minor variances.  | Continue to monitor and review.  |
| Internal Audit                            | 0.434               | 0.428                  | (0.006)       | Minor variances.  | Continue to monitor and review.  |
| Procurement                               | 0.166               | 0.202                  | 0.036         | Minor variances.  | Continue to monitor and review.  |
| Business Support                          | 0.327               | 0.295                  | (0.032)       | Minor variances.  | Continue to monitor and review.  |
| ICT                                       | 4.903               | 4.946                  | 0.043         | Minor variances.  | Continue to monitor and review.  |
| <b>Total Governance</b>                   | <b>8.352</b>        | <b>8.409</b>           | <b>0.057</b>  |   |  |
| <b>Organisational Change 1</b>            |                     |                        |               |   |  |
| Public Libraries & Arts, Culture & Events | 1.656               | 1.679                  | 0.023         | The Libraries Community Asset Transfers are estimated to be achieved within the time periods set for transfer but as they are expected to happen towards the end of the estimated time period, it is likely that this will result in a shortfall on the planned efficiency. This shortfall is estimated to be approximately £0.030m. Other minor variances of £0.007m.  | Continue to monitor and review.  |
| Museums                                   | 0.064               | 0.064                  | 0.000         |   | Continue to monitor and review.  |
| County Archives                           | 0.281               | 0.281                  |               |   | Continue to monitor and review.  |
| Leisure                                   | 3.946               | 4.116                  | 0.170         | Connah's Quay Swimming Pool and Holywell Leisure Centre Community Asset Transfers are estimated to be achieved within the time periods set for transfer but as both are happening towards the end of the estimated time period, and they are relatively large efficiencies, it is likely that this will result in a shortfall on the planned efficiency. This shortfall is estimated to be approximately £0.170m. | Continue to monitor and review.  |

Budget Monitoring Report  
Council Fund Variances

MONTH 4 - SUMMARY

| Service                              | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m)  | Cause of Major Variance  | Action Required   |
|--------------------------------------|---------------------|------------------------|----------------|--|---|
| Community Assets                     | 0.024               | 0.024                  | 0.000          |  |   |
| <b>Total Organisational Change 1</b> | <b>5.972</b>        | <b>6.164</b>           | <b>0.193</b>   |  | Continue to monitor and review.   |
| <b>Organisational Change 2</b>       |                     |                        |                |  |   |
| Property Asset And Development       | 0.591               | 0.326                  | (0.265)        | In Year Salary Savings of £0.260m awaiting as a result of the imminent service re-structure  | Continued Monitoring & Review   |
| Industrial Units                     | (1.284)             | (1.076)                | 0.208          | The overspend is due to an estimated shortfall in rental income from industrial units as a result of voids and reduced income from Deeside Power Station.  | Continued Monitoring & Review   |
| Minor Variances                      | 3.269               | 3.223                  | (0.046)        |  |   |
| <b>Total Organisational Change 2</b> | <b>2.575</b>        | <b>2.472</b>           | <b>(0.103)</b> |  |   |
| <b>Chief Executive</b>               | <b>3.191</b>        | <b>3.123</b>           | <b>(0.068)</b> | The projected underspend is mainly due to vacancy savings within the Management & Admin Team and the Corporate Communications Team. There are also minor underspends against some supplies and services budgets.   | The projected underspend is expected to be in year only.  |
| <b>Central and Corporate Finance</b> | <b>22.039</b>       | <b>22.964</b>          | <b>0.925</b>   | The overspend is due to:-<br>Essential Car User efficiency underachievement of £0.211m in year due to delayed implementation.<br>Workforce efficiencies currently showing an underachievement of £0.278m.<br>Additional Income Generating Activities is projecting an underachievement of £0.300m, though work is continuing to identify other areas of opportunity.<br>Car Park income, the £0.100m efficiency from 2015/16 will now not be realised.<br>Additional in year pressure £0.111m, due to Non Domestic Rates liability on commercial property.<br>In year projected underspend on Audit Fees of (£0.088m) due to reduced rate.<br>Other minor variances £0.013m. | Essential Car User - In year impact only.<br>Workforce Efficiencies - Continue to identify further savings.<br>Additional Income Generating Activities - Consultant appointed to work on Fees and Charges policy.<br>Car Parking - Considered as part of review of MTFs.<br>Non Domestic Rates liability - In year pressure only.<br>Audit Fees reduced - Additional identified efficiency. |
| <b>Grand Total</b>                   | <b>251.984</b>      | <b>254.065</b>         | <b>2.081</b>   |  |   |



## 2016/17 Efficiencies Outturn - Under or Over Achieved

| Portfolio   | Original Efficiency | Revised Efficiency | (Under)/Over Achievement |
|---|---------------------|--------------------|--------------------------|
|   | 2016/17<br>£(m)     | 2016/17<br>£(m)    | 2016/17<br>£(m)          |
| <b>Central &amp; Corporate Finance</b>  |                     |                    |                          |
| Additional Income Generating Activities.  | 0.500               | 0.200              | (0.300)                  |
| Essential Car User Allowance.   | 0.500               | 0.289              | (0.211)                  |
| Workforce Efficiency.   | 0.500               | 0.222              | (0.278)                  |
| <b>Total Central &amp; Corporate Finance</b>  | <b>1.500</b>        | <b>0.711</b>       | <b>(0.789)</b>           |
| <b>Chief Executive's</b>  |                     |                    |                          |
| Voluntary Sector Grants review.   | 0.070               | 0.090              | 0.020                    |
| <b>Total Chief Executive's</b>  | <b>0.070</b>        | <b>0.090</b>       | <b>0.020</b>             |
| <b>Education &amp; Youth</b>  |                     |                    |                          |
| Youth Services - Youth Justice Service Staffing Reduction   | 0.025               | 0.017              | (0.008)                  |
| <b>Total Education &amp; Youth</b>  | <b>0.025</b>        | <b>0.017</b>       | <b>(0.008)</b>           |
| <b>Organisational Change 1</b>  |                     |                    |                          |
| Community Asset Transfers.  | 0.544               | 0.344              | (0.200)                  |
| <b>Total Organisational Change 1</b>  | <b>0.544</b>        | <b>0.344</b>       | <b>(0.200)</b>           |
| <b>Organisational Change 2</b>  |                     |                    |                          |
| CCTV - Staff reductions.  | 0.040               | 0.020              | (0.020)                  |
| Other - Campus Management.  | 0.030               | 0.015              | (0.015)                  |
| Other - Maintenance.  | 0.005               | 0.015              | 0.010                    |
| <b>Total Organisational Change 2</b>  | <b>0.075</b>        | <b>0.050</b>       | <b>(0.025)</b>           |
| <b>Community &amp; Enterprise</b>   |                     |                    |                          |
| Council Tax Reduction Scheme.   | 0.329               | 0.566              | 0.237                    |
| <b>Total Community &amp; Enterprise</b>   | <b>0.329</b>        | <b>0.566</b>       | <b>0.237</b>             |
| <b>Streetscene &amp; Transportation</b>   |                     |                    |                          |
| Shared Specialist Plant with neighbouring authority.  | 0.050               | 0.000              | (0.050)                  |
| Introduce non-generic streetscene roles (3 year plan).  | 0.115               | 0.085              | (0.030)                  |
| Develop energy production at landfill.  | 0.100               | 0.035              | (0.065)                  |
| Rationalise Household Recycling Centres provision and provide the service through a performance based contract which would include bulky collections. | 0.250               | 0.000              | (0.250)                  |
| Remove the existing policy of returning for missed bin waste collections.   | 0.075               | 0.035              | (0.040)                  |
| Construction of a waste handling and biomass production facility at Greenfield.   | 0.100               | 0.080              | (0.020)                  |
| Car Parking Charges.  | 0.200               | 0.065              | (0.135)                  |
| Charge maintenance of Bus Shelters to Community & Town Councils.  | 0.020               | 0.000              | (0.020)                  |
| Remove the subsidy for the Community Rail Officer.  | 0.010               | 0.005              | (0.005)                  |
| Externalise the Stores Managed Service.   | 0.050               | 0.020              | (0.030)                  |
| Pass Maintenance Liability and Cleanliness of Cemeteries to Town & Community Councils.  | 0.050               | 0.000              | (0.050)                  |
| Probation Service to take on Litter Collections in some areas.  | 0.100               | 0.050              | (0.050)                  |
| <b>Total Streetscene &amp; Transportation</b>   | <b>1.120</b>        | <b>0.375</b>       | <b>(0.745)</b>           |
| <b>Planning &amp; Environment</b>   |                     |                    |                          |
| Staffing - service review.  | 0.127               | 0.088              | (0.039)                  |
| Self financing for Public Protection Services.  |                     |                    |                          |
| - Animal & Pest Control.  |                     |                    |                          |
| - Licencing Charging.   | 0.050               | 0.020              | (0.030)                  |
| <b>Total Planning &amp; Environment</b>   | <b>0.177</b>        | <b>0.108</b>       | <b>(0.069)</b>           |
| <b>Total 2016/17 Budget Efficiencies</b>  |                     | <b>100</b>         | <b>11.282</b>            |
| <b>Total Projected 2016/17 Budget Efficiencies Underachieved</b>  |                     | <b>14</b>          | <b>1.579</b>             |
| <b>Total Projected 2016/17 Budget Efficiencies Achieved</b>   |                     | <b>86</b>          | <b>9.703</b>             |



**APPENDIX 3**

**Movements on Council Fund Unearmarked Reserves**

|   | <b>£m</b> | <b>£m</b>    |
|---|-----------|--------------|
| Total Reserves as at 1 April 2016   | 10.144    |              |
| Less - Base Level   | (5.769)   |              |
| Total Reserves above base level available for delegation to Cabinet             |           | <b>4.375</b> |
| Less – allocation from contingency reserve to meet historic child claims        |           | (0.111)      |
| Less – allocation from contingency reserve to meet costs of summer play schemes |           | (0.076)      |
| Less projected overspend as at Month 4  |           | (2.081)      |
| <b>Total projected Contingency Reserve as at 31<sup>st</sup> March 2017</b>     |           | <b>2.107</b> |





Budget Monitoring Report  
Housing Revenue Account Variances

**MONTH 4 - SUMMARY**

| Service                                 | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m)  | Cause of Major Variance   | Action Required                 |
|---|---------------------|------------------------|----------------|---|---------------------------------|
| <b>Housing Revenue Account</b>          |                     |                        |                |   |                                 |
| Income                                  | (31.899)            | (31.850)               | 0.049          |   |                                 |
| Capital Financing - Loan Charges        | 7.285               | 7.309                  | 0.024          |   |                                 |
| Estate Management                       | 1.633               | 1.547                  | (0.086)        | £0.086m relates to vacancy savings arising from the Housing Management Restructure. | Continue to monitor and review. |
| Landlord Service Costs                  | 1.207               | 1.196                  | (0.011)        |   |                                 |
| Repairs & Maintenance                   | 9.546               | 9.509                  | (0.037)        |   |                                 |
| Management & Support Services           | 2.232               | 2.279                  | 0.048          |   |                                 |
| Capital Expenditure From Revenue (CERA) | 10.077              | 10.077                 | 0.000          |   |                                 |
| Contribution To / (From) Reserves       | (0.080)             | (0.080)                | 0.000          |   |                                 |
| <b>Total Housing Revenue Account</b>    |                     | <b>(0.013)</b>         | <b>(0.013)</b> |   |                                 |





## CABINET MEETING

|                                |  |
|--------------------------------|--|
| <b>Date of Meeting</b>         | Tuesday 20 September 2016                            |
| <b>Report Subject</b>          | Capital Programme Monitoring 2016/17 (Month 4)       |
| <b>Portfolio Holder</b>        | Leader of the Council and Cabinet Member for Finance |
| <b>Report By</b>               | Corporate Finance Manager                            |
| <b>Strategic / Operational</b> | Operational  |

### EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2016/17 since it was set in February 2016 to the end of month 4 (July 2016), along with expenditure to date and projected outturn.

The Capital Programme has increased by £5.863m in the period, due to:-

- Welsh Government (WG) grant allocations advised, Waste Collaborative Change Programme CCP (£1.886m) and Local Transport Grant (£0.833m);
- Additional pressures approved by Cabinet, IT Increased Data Storage (£0.590m) and remedial works at closed landfill sites (£0.250m);
- Increases to acquire additional recycling equipment (£0.100m);
- Additional schemes being approved within the Strategic Housing and Regeneration Programme (SHARP) (£2.095m); and
- Other Aggregate Increases (£0.157m).

Offset by:-

- Other Aggregate Decreases (£0.048m).

Actual spend to Month 4 is £17.768m.

The projected outturn is £59.116m, an underspend of £0.015m.

Resources available for funding future capital expenditure currently c£2.934m.

## RECOMMENDATIONS

|     |   |
|-----|---|
| (1) | Approve the Report.                                   |
| (2) | Approve the rollover adjustments at 1.13.             |
| (3) | Approve the request for additional resources at 1.15. |

## REPORT DETAILS

| <b>1.00</b>                          | <b>EXPLAINING THE CAPITAL PROGRAMME MONITORING POSITION FOR MONTH 4 - 2016/17</b>   |                   |                                  |                                |                                |                             |                        |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
|--------------------------------------|---|-------------------|----------------------------------|--------------------------------|--------------------------------|-----------------------------|------------------------|-----------------------------------|------------------------------------|-----------------------------------|------------------------------------|---------|----|----|----|------------------|---|---|---|---|---|---|-------|--------------------|-------|-------|---|---|---|---|-------|------------|---|-------|---|---|---|-------|-------|-------------------|--------|-------|---|---|---|-----|--------|-------------|---|---|---|---|---|---|-------|------------------------|-------|-------|---|---|---|-------|-------|------------------------|-------|-------|---|---|---|-------|-------|-------------------------|-------|-------|---|---|---|-------|-------|-------------------------|---|-------|---|---|---|---|-------|-------------------------|-------|-------|---|---|---|-------|-------|---------------------------|---------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------------------------------|---------------|--------------|----------|----------|----------|--------------|---------------|------------------------|---------------|--------------|--------------|--------------|--------------|--------------|---------------|
|                                      | <b>Background</b>   |                   |                                  |                                |                                |                             |                        |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| 1.01                                 | The Council approved a Housing Revenue Account (HRA) capital programme for 2016/17 of £25.933m and a Council Fund (CF) capital programme of £21.143m at its meeting of 16 <sup>th</sup> February, 2016.   |                   |                                  |                                |                                |                             |                        |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| 1.02                                 | For presentational purposes the capital programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is ring fenced and can only be used for HRA purposes.   |                   |                                  |                                |                                |                             |                        |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
|                                      | <b>Changes since Budget approval</b>  |                   |                                  |                                |                                |                             |                        |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| 1.03                                 | Table 1 below sets out how the programme has changed during 2016/17. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-  |                   |                                  |                                |                                |                             |                        |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
|                                      | <b>Table 1</b>  |                   |                                  |                                |                                |                             |                        |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
|                                      | <table border="1"> <thead> <tr> <th rowspan="3">REVISED PROGRAMME</th> <th rowspan="3">Original Budget<br/>2016/17<br/>£m</th> <th rowspan="3">Rollover from<br/>2015/16<br/>£m</th> <th colspan="3">2016/17 Previously Reported</th> <th rowspan="3">Changes -<br/>This<br/>Period<br/>£m</th> <th rowspan="3">Revised<br/>Budget<br/>2016/17<br/>£m</th> </tr> <tr> <th>Changes</th> <th>Rollover to<br/>2017/18</th> <th>Savings</th> </tr> <tr> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Chief Executives</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.000</td> </tr> <tr> <td>People &amp; Resources</td> <td>0.250</td> <td>0.143</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.393</td> </tr> <tr> <td>Governance</td> <td>0</td> <td>0.249</td> <td>0</td> <td>0</td> <td>0</td> <td>0.590</td> <td>0.839</td> </tr> <tr> <td>Education &amp; Youth</td> <td>13.887</td> <td>1.044</td> <td>0</td> <td>0</td> <td>0</td> <td>(0)</td> <td>14.931</td> </tr> <tr> <td>Social Care</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.000</td> </tr> <tr> <td>Community &amp; Enterprise</td> <td>3.681</td> <td>0.634</td> <td>0</td> <td>0</td> <td>0</td> <td>0.034</td> <td>4.349</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>0.175</td> <td>0.905</td> <td>0</td> <td>0</td> <td>0</td> <td>0.250</td> <td>1.330</td> </tr> <tr> <td>Transport &amp; Streetscene</td> <td>2.050</td> <td>0.738</td> <td>0</td> <td>0</td> <td>0</td> <td>2.824</td> <td>5.612</td> </tr> <tr> <td>Organisational Change 1</td> <td>0</td> <td>0.026</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.026</td> </tr> <tr> <td>Organisational Change 2</td> <td>1.100</td> <td>0.953</td> <td>0</td> <td>0</td> <td>0</td> <td>0.070</td> <td>2.123</td> </tr> <tr> <td><b>Council Fund Total</b></td> <td><b>21.143</b></td> <td><b>4.692</b></td> <td><b>0.000</b></td> <td><b>0.000</b></td> <td><b>0.000</b></td> <td><b>3.768</b></td> <td><b>29.603</b></td> </tr> <tr> <td><b>Housing Revenue Account Total</b></td> <td><b>25.933</b></td> <td><b>1.500</b></td> <td><b>0</b></td> <td><b>0</b></td> <td><b>0</b></td> <td><b>2.095</b></td> <td><b>29.528</b></td> </tr> <tr> <td><b>Programme Total</b></td> <td><b>47.076</b></td> <td><b>6.192</b></td> <td><b>0.000</b></td> <td><b>0.000</b></td> <td><b>0.000</b></td> <td><b>5.863</b></td> <td><b>59.131</b></td> </tr> </tbody> </table> | REVISED PROGRAMME | Original Budget<br>2016/17<br>£m | Rollover from<br>2015/16<br>£m | 2016/17 Previously Reported    |                             |                        | Changes -<br>This<br>Period<br>£m | Revised<br>Budget<br>2016/17<br>£m | Changes                           | Rollover to<br>2017/18             | Savings | £m | £m | £m | Chief Executives | 0 | 0 | 0 | 0 | 0 | 0 | 0.000 | People & Resources | 0.250 | 0.143 | 0 | 0 | 0 | 0 | 0.393 | Governance | 0 | 0.249 | 0 | 0 | 0 | 0.590 | 0.839 | Education & Youth | 13.887 | 1.044 | 0 | 0 | 0 | (0) | 14.931 | Social Care | 0 | 0 | 0 | 0 | 0 | 0 | 0.000 | Community & Enterprise | 3.681 | 0.634 | 0 | 0 | 0 | 0.034 | 4.349 | Planning & Environment | 0.175 | 0.905 | 0 | 0 | 0 | 0.250 | 1.330 | Transport & Streetscene | 2.050 | 0.738 | 0 | 0 | 0 | 2.824 | 5.612 | Organisational Change 1 | 0 | 0.026 | 0 | 0 | 0 | 0 | 0.026 | Organisational Change 2 | 1.100 | 0.953 | 0 | 0 | 0 | 0.070 | 2.123 | <b>Council Fund Total</b> | <b>21.143</b> | <b>4.692</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>3.768</b> | <b>29.603</b> | <b>Housing Revenue Account Total</b> | <b>25.933</b> | <b>1.500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2.095</b> | <b>29.528</b> | <b>Programme Total</b> | <b>47.076</b> | <b>6.192</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>5.863</b> | <b>59.131</b> |
| REVISED PROGRAMME                    | Original Budget<br>2016/17<br>£m  |                   |                                  |                                | Rollover from<br>2015/16<br>£m | 2016/17 Previously Reported |                        |                                   |                                    | Changes -<br>This<br>Period<br>£m | Revised<br>Budget<br>2016/17<br>£m |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
|                                      |   |                   |                                  |                                |                                | Changes                     | Rollover to<br>2017/18 |                                   |                                    |                                   |                                    | Savings |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
|                                      |   | £m                | £m                               | £m                             |                                |                             |                        |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| Chief Executives                     | 0   | 0                 | 0                                | 0                              | 0                              | 0                           | 0.000                  |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| People & Resources                   | 0.250   | 0.143             | 0                                | 0                              | 0                              | 0                           | 0.393                  |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| Governance                           | 0   | 0.249             | 0                                | 0                              | 0                              | 0.590                       | 0.839                  |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| Education & Youth                    | 13.887  | 1.044             | 0                                | 0                              | 0                              | (0)                         | 14.931                 |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| Social Care                          | 0   | 0                 | 0                                | 0                              | 0                              | 0                           | 0.000                  |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| Community & Enterprise               | 3.681   | 0.634             | 0                                | 0                              | 0                              | 0.034                       | 4.349                  |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| Planning & Environment               | 0.175   | 0.905             | 0                                | 0                              | 0                              | 0.250                       | 1.330                  |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| Transport & Streetscene              | 2.050   | 0.738             | 0                                | 0                              | 0                              | 2.824                       | 5.612                  |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| Organisational Change 1              | 0   | 0.026             | 0                                | 0                              | 0                              | 0                           | 0.026                  |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| Organisational Change 2              | 1.100   | 0.953             | 0                                | 0                              | 0                              | 0.070                       | 2.123                  |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| <b>Council Fund Total</b>            | <b>21.143</b>   | <b>4.692</b>      | <b>0.000</b>                     | <b>0.000</b>                   | <b>0.000</b>                   | <b>3.768</b>                | <b>29.603</b>          |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| <b>Housing Revenue Account Total</b> | <b>25.933</b>   | <b>1.500</b>      | <b>0</b>                         | <b>0</b>                       | <b>0</b>                       | <b>2.095</b>                | <b>29.528</b>          |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |
| <b>Programme Total</b>               | <b>47.076</b>   | <b>6.192</b>      | <b>0.000</b>                     | <b>0.000</b>                   | <b>0.000</b>                   | <b>5.863</b>                | <b>59.131</b>          |                                   |                                    |                                   |                                    |         |    |    |    |                  |   |   |   |   |   |   |       |                    |       |       |   |   |   |   |       |            |   |       |   |   |   |       |       |                   |        |       |   |   |   |     |        |             |   |   |   |   |   |   |       |                        |       |       |   |   |   |       |       |                        |       |       |   |   |   |       |       |                         |       |       |   |   |   |       |       |                         |   |       |   |   |   |   |       |                         |       |       |   |   |   |       |       |                           |               |              |              |              |              |              |               |                                      |               |              |          |          |          |              |               |                        |               |              |              |              |              |              |               |

**Rollover from 2015/16**

1.04 Rollover sums from 2015/16 to 2016/17, totalling £6.192m (CF £4.692m, HRA £1.500m), were approved by Cabinet.

**Changes during this period**

1.05 Changes during this period have resulted in a net increase in the programme total of £5.863m (CF (£3.768m, HRA £2.095m). A summary of the changes, showing major items, is in Table 2 below:-

**Table 2**

| <b>CHANGES DURING THIS PERIOD</b>                         |              |
|---|--------------|
| <u>COUNCIL FUND</u>                                       | <b>£m</b>    |
| <b>Increases</b>  |              |
| Waste - CCP Grant   | 1.886        |
| Local Transport Grant - Various Highways Schemes          | 0.833        |
| Information Technology - Increased Data Storage           | 0.590        |
| Closed Landfill Sites - Remedial Works                    | 0.250        |
| Waste Services - Recycling Equipment                      | 0.100        |
| Other Aggregate Increases                                 | 0.157        |
|   | 3.816        |
| <b>Decreases</b>  |              |
| Other Aggregate Decreases                                 | (0.048)      |
|   | (0.048)      |
| <b>Total</b>  | <b>3.768</b> |
| <br><u>HRA</u>  |              |
| <b>Increases</b>  |              |
| Increased SHARP Programme - Connahs Quay, Leeswood & Mold | 2.095        |
| Other Aggregate Increases                                 | 0.000        |
|   | 2.095        |
| <b>Decreases</b>  |              |
| Other Aggregate Decreases                                 | 0.000        |
|   | 0.000        |
| <b>Total</b>  | <b>2.095</b> |

1.06 Specific grant allocations for both new and existing capital grants are often announced by Welsh Government (WG) early in the new financial year and therefore the figures were not available when the budget was set. This is the case for the Waste Collaborative Change Programme (CCP) Grant, Local Transport Grants, and recycling equipment above.

| 1.07   | Additional pressures relating to IT Data Storage and remedial works at former landfill sites were approved by Cabinet as part of the 2015/16 Outturn report.  |               |                                |                                |                           |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
|--|---|---------------|--------------------------------|--------------------------------|---------------------------|--|--|----|----|---|----|----|------------------|---|---------|---|---|---|--------------------|-------|---|---|-------|---|------------|-------|-------|------|-------|---|-------------------|--------|-------|-------|--------|---------|-------------|---|---|---|---|---|------------------------|-------|-------|-------|-------|---|------------------------|-------|-------|------|-------|---------|-------------------------|-------|-------|-------|-------|---------|-------------------------|-------|-------|--------|-------|-------|-------------------------|-------|-------|------|-------|---|---------------------------|---------------|---------------|--------------|---------------|----------------|----------------------|-------|-------|-------|-------|---|----------------|-------|-------|--------|-------|---|-------------|-------|-------|-------|-------|---|------------------------|-------|-------|-------|-------|---|-------------------|--------|-------|-------|--------|---|-----------------|-------|-------|-------|-------|---|--------------------------------------|---------------|--------------|--------------|---------------|--------------|------------------------|---------------|---------------|--------------|---------------|----------------|
| 1.08   | Council house building schemes at Connah's Quay, Leeswood and Mold were approved by Cabinet on 19 <sup>th</sup> July 2016, the costs of these schemes have been added to the total SHARP budget.  |               |                                |                                |                           |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| <b>Capital Expenditure compared to Budget</b>  |   |               |                                |                                |                           |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| 1.09   | Actual expenditure as at Month 4 (end of July 2016) across the whole of the capital programme is £17.768m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 29.57% of the budget has been spent (CF 35.50%, HRA 23.80%). Corresponding figures for Month 4 2015/16 were 15.42% (CF 17.95%, HRA 10.05%). |               |                                |                                |                           |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| 1.10   | The table also shows the current projected outturn of £59.116m. This indicates a projected underspend (pending adjustments) of £0.015m on the Council Fund and a breakeven position on the HRA.   |               |                                |                                |                           |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| <b>Table 3</b>   |   |               |                                |                                |                           |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| <table border="1"> <thead> <tr> <th rowspan="2">EXPENDITURE</th> <th>Revised Budget</th> <th>Cumulative Expenditure Month 4</th> <th>Percentage Spend v Budget</th> <th>Projected Outturn</th> <th>Variance Budget v Outturn (Under)/Over</th> </tr> <tr> <th>£m</th> <th>£m</th> <th>%</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Chief Executives</td> <td>0</td> <td>(0.004)</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>People &amp; Resources</td> <td>0.393</td> <td>0</td> <td>0</td> <td>0.393</td> <td>0</td> </tr> <tr> <td>Governance</td> <td>0.839</td> <td>0.010</td> <td>1.18</td> <td>0.839</td> <td>0</td> </tr> <tr> <td>Education &amp; Youth</td> <td>14.931</td> <td>5.647</td> <td>37.82</td> <td>14.919</td> <td>(0.012)</td> </tr> <tr> <td>Social Care</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Community &amp; Enterprise</td> <td>4.349</td> <td>2.498</td> <td>57.45</td> <td>4.349</td> <td>0</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>1.330</td> <td>0.090</td> <td>6.76</td> <td>1.294</td> <td>(0.036)</td> </tr> <tr> <td>Transport &amp; Streetscene</td> <td>5.612</td> <td>2.012</td> <td>35.85</td> <td>5.602</td> <td>(0.010)</td> </tr> <tr> <td>Organisational Change 1</td> <td>0.026</td> <td>0.065</td> <td>248.62</td> <td>0.069</td> <td>0.043</td> </tr> <tr> <td>Organisational Change 2</td> <td>2.123</td> <td>0.192</td> <td>9.05</td> <td>2.123</td> <td>0</td> </tr> <tr> <td><b>Council Fund Total</b></td> <td><b>29.603</b></td> <td><b>10.510</b></td> <td><b>35.50</b></td> <td><b>29.588</b></td> <td><b>(0.015)</b></td> </tr> <tr> <td>Disabled Adaptations</td> <td>1.030</td> <td>0.222</td> <td>21.56</td> <td>1.030</td> <td>0</td> </tr> <tr> <td>Energy Schemes</td> <td>0.800</td> <td>0.881</td> <td>110.08</td> <td>0.800</td> <td>0</td> </tr> <tr> <td>Major Works</td> <td>1.650</td> <td>0.694</td> <td>42.09</td> <td>1.650</td> <td>0</td> </tr> <tr> <td>Accelerated Programmes</td> <td>0.450</td> <td>0.311</td> <td>69.12</td> <td>0.450</td> <td>0</td> </tr> <tr> <td>WHQS Improvements</td> <td>18.740</td> <td>4.206</td> <td>22.44</td> <td>18.740</td> <td>0</td> </tr> <tr> <td>SHARP Programme</td> <td>6.858</td> <td>0.943</td> <td>13.75</td> <td>6.858</td> <td>0</td> </tr> <tr> <td><b>Housing Revenue Account Total</b></td> <td><b>29.528</b></td> <td><b>7.257</b></td> <td><b>24.58</b></td> <td><b>29.528</b></td> <td><b>0.000</b></td> </tr> <tr> <td><b>Programme Total</b></td> <td><b>59.131</b></td> <td><b>17.768</b></td> <td><b>30.05</b></td> <td><b>59.116</b></td> <td><b>(0.015)</b></td> </tr> </tbody> </table> |   | EXPENDITURE   | Revised Budget                 | Cumulative Expenditure Month 4 | Percentage Spend v Budget | Projected Outturn                      | Variance Budget v Outturn (Under)/Over | £m | £m | % | £m | £m | Chief Executives | 0 | (0.004) | 0 | 0 | 0 | People & Resources | 0.393 | 0 | 0 | 0.393 | 0 | Governance | 0.839 | 0.010 | 1.18 | 0.839 | 0 | Education & Youth | 14.931 | 5.647 | 37.82 | 14.919 | (0.012) | Social Care | 0 | 0 | 0 | 0 | 0 | Community & Enterprise | 4.349 | 2.498 | 57.45 | 4.349 | 0 | Planning & Environment | 1.330 | 0.090 | 6.76 | 1.294 | (0.036) | Transport & Streetscene | 5.612 | 2.012 | 35.85 | 5.602 | (0.010) | Organisational Change 1 | 0.026 | 0.065 | 248.62 | 0.069 | 0.043 | Organisational Change 2 | 2.123 | 0.192 | 9.05 | 2.123 | 0 | <b>Council Fund Total</b> | <b>29.603</b> | <b>10.510</b> | <b>35.50</b> | <b>29.588</b> | <b>(0.015)</b> | Disabled Adaptations | 1.030 | 0.222 | 21.56 | 1.030 | 0 | Energy Schemes | 0.800 | 0.881 | 110.08 | 0.800 | 0 | Major Works | 1.650 | 0.694 | 42.09 | 1.650 | 0 | Accelerated Programmes | 0.450 | 0.311 | 69.12 | 0.450 | 0 | WHQS Improvements | 18.740 | 4.206 | 22.44 | 18.740 | 0 | SHARP Programme | 6.858 | 0.943 | 13.75 | 6.858 | 0 | <b>Housing Revenue Account Total</b> | <b>29.528</b> | <b>7.257</b> | <b>24.58</b> | <b>29.528</b> | <b>0.000</b> | <b>Programme Total</b> | <b>59.131</b> | <b>17.768</b> | <b>30.05</b> | <b>59.116</b> | <b>(0.015)</b> |
| EXPENDITURE  | Revised Budget  |               | Cumulative Expenditure Month 4 | Percentage Spend v Budget      | Projected Outturn         | Variance Budget v Outturn (Under)/Over |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
|  | £m  | £m            | %                              | £m                             | £m                        |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Chief Executives   | 0   | (0.004)       | 0                              | 0                              | 0                         |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| People & Resources   | 0.393   | 0             | 0                              | 0.393                          | 0                         |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Governance   | 0.839   | 0.010         | 1.18                           | 0.839                          | 0                         |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Education & Youth  | 14.931  | 5.647         | 37.82                          | 14.919                         | (0.012)                   |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Social Care  | 0   | 0             | 0                              | 0                              | 0                         |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Community & Enterprise   | 4.349   | 2.498         | 57.45                          | 4.349                          | 0                         |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Planning & Environment   | 1.330   | 0.090         | 6.76                           | 1.294                          | (0.036)                   |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Transport & Streetscene  | 5.612   | 2.012         | 35.85                          | 5.602                          | (0.010)                   |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Organisational Change 1  | 0.026   | 0.065         | 248.62                         | 0.069                          | 0.043                     |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Organisational Change 2  | 2.123   | 0.192         | 9.05                           | 2.123                          | 0                         |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| <b>Council Fund Total</b>  | <b>29.603</b>   | <b>10.510</b> | <b>35.50</b>                   | <b>29.588</b>                  | <b>(0.015)</b>            |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Disabled Adaptations   | 1.030   | 0.222         | 21.56                          | 1.030                          | 0                         |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Energy Schemes   | 0.800   | 0.881         | 110.08                         | 0.800                          | 0                         |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Major Works  | 1.650   | 0.694         | 42.09                          | 1.650                          | 0                         |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| Accelerated Programmes   | 0.450   | 0.311         | 69.12                          | 0.450                          | 0                         |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| WHQS Improvements  | 18.740  | 4.206         | 22.44                          | 18.740                         | 0                         |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| SHARP Programme  | 6.858   | 0.943         | 13.75                          | 6.858                          | 0                         |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| <b>Housing Revenue Account Total</b>   | <b>29.528</b>   | <b>7.257</b>  | <b>24.58</b>                   | <b>29.528</b>                  | <b>0.000</b>              |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |
| <b>Programme Total</b>   | <b>59.131</b>   | <b>17.768</b> | <b>30.05</b>                   | <b>59.116</b>                  | <b>(0.015)</b>            |  |  |    |    |   |    |    |                  |   |         |   |   |   |                    |       |   |   |       |   |            |       |       |      |       |   |                   |        |       |       |        |         |             |   |   |   |   |   |                        |       |       |       |       |   |                        |       |       |      |       |         |                         |       |       |       |       |         |                         |       |       |        |       |       |                         |       |       |      |       |   |                           |               |               |              |               |                |                      |       |       |       |       |   |                |       |       |        |       |   |             |       |       |       |       |   |                        |       |       |       |       |   |                   |        |       |       |        |   |                 |       |       |       |       |   |                                      |               |              |              |               |              |                        |               |               |              |               |                |

| 1.11                           | Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget. In addition, where Early Identified Rollover (EIR) into 2017/18 has been identified, this is also included in the narrative.  |                              |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
|--------------------------------|---|------------------------------|-----------------------|---------------------|-------------------|-------|-------|-------------------------|-------|-------|---------------------|--------------|--------------|--------------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>Rollover into 2017/18</b>   |   |                              |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
| 1.12                           | As at Month 4 EIR of £0.067m (CF £0.067m) has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works and/or retention payments in 2017/18.   |                              |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
| 1.13                           | <p>Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-</p> <p><b>Table 4</b></p> <table border="1" data-bbox="395 790 1262 1258"> <thead> <tr> <th data-bbox="395 790 885 891"><b>ROLLOVER INTO 2017/18</b></th> <th data-bbox="885 790 1082 891"><b>Month 4<br/>£m</b></th> <th data-bbox="1082 790 1262 891"><b>Total<br/>£m</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="395 891 885 958">Education &amp; Youth</td> <td data-bbox="885 891 1082 958">0.012</td> <td data-bbox="1082 891 1262 958">0.012</td> </tr> <tr> <td data-bbox="395 958 885 1003">Transport &amp; Streetscene</td> <td data-bbox="885 958 1082 1003">0.055</td> <td data-bbox="1082 958 1262 1003">0.055</td> </tr> <tr> <td data-bbox="395 1003 885 1070"><b>Council Fund</b></td> <td data-bbox="885 1003 1082 1070"><b>0.067</b></td> <td data-bbox="1082 1003 1262 1070"><b>0.067</b></td> </tr> <tr> <td data-bbox="395 1070 885 1160"><b>Housing Revenue Account</b></td> <td data-bbox="885 1070 1082 1160"><b>0.000</b></td> <td data-bbox="1082 1070 1262 1160"><b>0.000</b></td> </tr> <tr> <td data-bbox="395 1160 885 1258"><b>TOTAL</b></td> <td data-bbox="885 1160 1082 1258"><b>0.067</b></td> <td data-bbox="1082 1160 1262 1258"><b>0.067</b></td> </tr> </tbody> </table> | <b>ROLLOVER INTO 2017/18</b> | <b>Month 4<br/>£m</b> | <b>Total<br/>£m</b> | Education & Youth | 0.012 | 0.012 | Transport & Streetscene | 0.055 | 0.055 | <b>Council Fund</b> | <b>0.067</b> | <b>0.067</b> | <b>Housing Revenue Account</b> | <b>0.000</b> | <b>0.000</b> | <b>TOTAL</b> | <b>0.067</b> | <b>0.067</b> |
| <b>ROLLOVER INTO 2017/18</b>   | <b>Month 4<br/>£m</b>   | <b>Total<br/>£m</b>          |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
| Education & Youth              | 0.012   | 0.012                        |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
| Transport & Streetscene        | 0.055   | 0.055                        |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
| <b>Council Fund</b>            | <b>0.067</b>  | <b>0.067</b>                 |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
| <b>Housing Revenue Account</b> | <b>0.000</b>  | <b>0.000</b>                 |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
| <b>TOTAL</b>                   | <b>0.067</b>  | <b>0.067</b>                 |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
| <b>Pressures</b>               |   |                              |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
| 1.14                           | 3 additional pressures totalling £0.910m have been approved since the budget was set. Additional IT data storage (£0.590m) and remedial works at closed landfill sites (£0.250m) were approved by Cabinet as part of the Capital Programme 2015/16 (Outturn) Report on 19 <sup>th</sup> July, 2016 whilst a further £0.070m for target hardening works was approved under delegated powers.   |                              |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
| 1.15                           | In addition to the above, as at Month 4 a pressure totalling £0.045m has been identified within the Transport & Streetscene portfolio. This relates to cost pressures at Queensferry roundabout improvement works. Unforeseen design changes have had to be accommodated during construction.   |                              |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
| <b>Savings</b>                 |   |                              |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |
| 1.16                           | As at Month 4 no savings have been identified in the programme.   |                              |                       |                     |                   |       |       |                         |       |       |                     |              |              |                                |              |              |              |              |              |

## Financing

1.17 The capital programme is financed as summarised in Table 5 below:-

**Table 5**

| FINANCING RESOURCES              | General Financing <sup>1</sup> | Specific Financing <sup>2</sup> | Total Financing |
|----------------------------------|--------------------------------|---------------------------------|-----------------|
|                                  | £m                             | £m                              | £m              |
| <b>Latest Monitoring</b>         |                                |                                 |                 |
| Council Fund                     | 6.838                          | 21.803                          | 28.641          |
| Housing Revenue Account          | 5.000                          | 25.490                          | 30.490          |
| <b>Total Financing Resources</b> | <b>11.838</b>                  | <b>47.293</b>                   | <b>59.131</b>   |

1 Supported Borrowing / General Capital Grant / Capital Receipts / MRA  
2 Grants & Contributions / CERA / Reserves / Prudential & Other Borrowing

1.18 Given the continuing uncertainty over the realisation of asset disposals, no capital receipts were assumed for 2016/17 budget setting purposes. However, any assets realised in year would be available for capital investment (see Sections 1.19 to 1.20 below).

## Funding of 2016/17 Approved Schemes

1.19 The position as at Month 4 is summarised in Table 6 below:-

**Table 6**

| FUNDING OF APPROVED SCHEMES |                |
|-----------------------------|----------------|
|                             | £m             |
| <b>Surplus from 2015/16</b> | <b>(3.134)</b> |
| <b>Increases</b>            |                |
| IT Data Storage             | 0.590          |
| Closed Landfill Sites       | 0.250          |
| Target Hardening Works      | 0.070          |
| Queensferry Roundabout      | 0.045          |
|                             | <u>0.955</u>   |
| <b>Decreases</b>            |                |
| Actual In year receipts     | (0.510)        |
| Unallocated Funding         | (0.245)        |
|                             | <u>(0.755)</u> |
| <b>Funding Available</b>    | <b>(2.934)</b> |



|      |  |
|------|--|
| 1.20 | <p>The final outturn surplus from 2015/16 was £3.134m (£3.168m as per Outturn report to Cabinet 19 July, 2016).</p> <p>Additional allocations in year, as previously approved, amount to £0.910m, whilst an additional £0.045m is requested in this period.</p> <p>Actual receipts to Month 4 amount to £0.510m and capital funding unallocated at budget setting time was £0.245m.</p> <p>Taken as a whole this indicates that c£2.934 is available to fund capital schemes. However, if the additional resources requested at Section 1.15 are not approved, this amount will increase to £2.979m.</p> |
| 1.21 | <p>Portfolios through their business plans have identified significant capital investment needed to improve services and achieve revenue efficiencies. Business cases are in the process of being written, the intention being to bring additional capital schemes to Cabinet for approval in the current and/or future financial years.</p>   |

|             |  |
|-------------|--|
| <b>2.00</b> | <b>RESOURCE IMPLICATIONS</b>                                       |
| 2.01        | Financial implications - As set out in the body of the report.     |
| 2.02        | Personnel implications - None directly as a result of this report. |

|             |  |
|-------------|--|
| <b>3.00</b> | <b>CONSULTATIONS REQUIRED / CARRIED OUT</b>                    |
| 3.01        | No consultation is required as a direct result of this report. |

|             |   |
|-------------|---|
| <b>4.00</b> | <b>RISK MANAGEMENT</b>  |
| 4.01        | At this stage in the financial year and given the size and complexity of schemes within the programme, it is considered that the level of spend against budget is appropriate and poses no risk or negative impact for the Council e.g. loss of external funding. |
| 4.02        | The 2016/17 HRA Capital Programme is significantly larger than in previous years and so may present a risk in terms of achieving spending levels. This will need to be closely monitored during the year.   |

|             |  |
|-------------|--|
| <b>5.00</b> | <b>APPENDICES</b>                                      |
| 5.01        | Appendix A: Capital Programme - Changes during 2016/17 |
| 5.02        | Appendix B: Variances                                  |

|             |  |
|-------------|--|
| <b>6.00</b> | <b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>   |
| 6.01        | <p>Capital Programme monitoring papers 2016/17.</p> <p><b>Contact Officer:</b> Andrew Elford<br/>Accountant</p> <p><b>Telephone:</b> 01352 702291</p> <p><b>E-Mail:</b> <a href="mailto:andrew.elford@flintshire.gov.uk">andrew.elford@flintshire.gov.uk</a></p> |

|             |   |
|-------------|---|
| <b>7.00</b> | <b>GLOSSARY OF TERMS</b>  |
| 7.01        | <p><b>Capital Programme:</b> The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p><b>CERA:</b> Capital Expenditure charged to Revenue Account. The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.</p> <p><b>Council Fund (CF):</b> The fund to which all the Council's revenue and capital expenditure is charged.</p> <p><b>Housing Revenue Account (HRA):</b> The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p> <p><b>MRA:</b> Major Repairs Allowance. A general capital grant from WG for HRA purposes.</p> <p><b>Rollover:</b> Rollover occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is 'rolled over' to meet the delayed expenditure.</p> |

## CAPITAL PROGRAMME - CHANGES DURING 2015/16

|                                   | Original Budget<br>2016/17 | Rollover<br>from<br>2015/16 | Previously Reported |                        |              | Changes<br>(Current) | Revised<br>Budget<br>2016/17 |
|-----------------------------------|----------------------------|-----------------------------|---------------------|------------------------|--------------|----------------------|------------------------------|
|                                   |                            |                             | Changes             | Rollover to<br>2017/18 | Savings      |                      |                              |
|                                   | £m                         | £m                          | £m                  | £m                     | £m           | £m                   | £m                           |
| <b>Council Fund :</b>             |                            |                             |                     |                        |              |                      |                              |
| <b>Chief Executives</b>           |                            |                             |                     |                        |              |                      |                              |
| Clwyd Theatr Cymru                | 0                          | 0                           | 0                   | 0                      | 0            | 0                    | 0.000                        |
|                                   | <b>0.000</b>               | <b>0.000</b>                | <b>0.000</b>        | <b>0.000</b>           | <b>0.000</b> | <b>0.000</b>         | <b>0.000</b>                 |
| <b>People &amp; Resources</b>     |                            |                             |                     |                        |              |                      |                              |
| Headroom                          | 0.250                      | 0                           | 0                   | 0                      | 0            | 0                    | 0.250                        |
| Corporate Finance - H & S         | 0                          | 0.143                       | 0                   | 0                      | 0            | 0                    | 0.143                        |
|                                   | <b>0.250</b>               | <b>0.143</b>                | <b>0.000</b>        | <b>0.000</b>           | <b>0.000</b> | <b>0.000</b>         | <b>0.393</b>                 |
| <b>Governance</b>                 |                            |                             |                     |                        |              |                      |                              |
| Information Technology            | 0                          | 0.249                       | 0                   | 0                      | 0            | 0.590                | 0.839                        |
|                                   | <b>0.000</b>               | <b>0.249</b>                | <b>0.000</b>        | <b>0.000</b>           | <b>0.000</b> | <b>0.590</b>         | <b>0.839</b>                 |
| <b>Education &amp; Youth</b>      |                            |                             |                     |                        |              |                      |                              |
| Education - General               | 0.350                      | 0.001                       | 0                   | 0                      | 0            | (0.250)              | 0.101                        |
| Primary Schools                   | 0.740                      | 0.257                       | 0                   | 0                      | 0            | (0.022)              | 0.975                        |
| Schools Modernisation             | 12.637                     | 0.116                       | 0                   | 0                      | 0            | 0.006                | 12.759                       |
| Secondary Schools                 | 0.160                      | 0.082                       | 0                   | 0                      | 0            | 0.022                | 0.264                        |
| Special Education                 | 0                          | 0.558                       | 0                   | 0                      | 0            | 0.244                | 0.802                        |
| Minor Works, Furn & Equip         | 0                          | 0.030                       | 0                   | 0                      | 0            | 0                    | 0.030                        |
|                                   | <b>13.887</b>              | <b>1.044</b>                | <b>0.000</b>        | <b>0.000</b>           | <b>0.000</b> | <b>(0.000)</b>       | <b>14.931</b>                |
| <b>Social Care</b>                |                            |                             |                     |                        |              |                      |                              |
| Partnerships & Performance        | 0                          | 0                           | 0                   | 0                      | 0            | 0                    | 0                            |
|                                   | <b>0.000</b>               | <b>0.000</b>                | <b>0.000</b>        | <b>0.000</b>           | <b>0.000</b> | <b>0.000</b>         | <b>0.000</b>                 |
| <b>Community &amp; Enterprise</b> |                            |                             |                     |                        |              |                      |                              |
| Community Coastal Fund            | 0                          | 0                           | 0                   | 0                      | 0            | 0.064                | 0.064                        |
| Town Centre Regeneration          | 0.100                      | 0.280                       | 0                   | 0                      | 0            | 0.018                | 0.398                        |
| Vibrant & Viable Places           | 1.600                      | 0                           | 0                   | 0                      | 0            | 0                    | 1.600                        |
| Private Sector Renewal/Improv't   | 1.981                      | 0.354                       | 0                   | 0                      | 0            | (0.048)              | 2.287                        |
|                                   | <b>3.681</b>               | <b>0.634</b>                | <b>0.000</b>        | <b>0.000</b>           | <b>0.000</b> | <b>0.034</b>         | <b>4.349</b>                 |
| <b>Planning &amp; Environment</b> |                            |                             |                     |                        |              |                      |                              |
| Closed Landfill Sites             | 0                          | 0                           | 0                   | 0                      | 0            | 0.250                | 0.250                        |
| Engineering                       | 0                          | 0.678                       | 0                   | 0                      | 0            | 0                    | 0.678                        |
| Energy Services                   | 0.100                      | 0.002                       | 0                   | 0                      | 0            | 0                    | 0.102                        |
| Rights of Way                     | 0                          | 0                           | 0                   | 0                      | 0            | 0                    | 0.000                        |
| Planning Grant Schemes            | 0                          | 0                           | 0                   | 0                      | 0            | 0                    | 0.000                        |
| Ranger Services                   | 0                          | 0.050                       | 0                   | 0                      | 0            | 0                    | 0.050                        |
| Townscape Heritage Initiatives    | 0.075                      | 0.175                       | 0                   | 0                      | 0            | 0                    | 0.250                        |
|                                   | <b>0.175</b>               | <b>0.905</b>                | <b>0.000</b>        | <b>0.000</b>           | <b>0.000</b> | <b>0.250</b>         | <b>1.330</b>                 |

**CAPITAL PROGRAMME - CHANGES DURING 2015/16**

|                                    | Original Budget 2016/17 | Rollover from 2015/16 | Previously Reported |                     |              | Changes (Current) | Revised Budget 2016/17 |
|------------------------------------|-------------------------|-----------------------|---------------------|---------------------|--------------|-------------------|------------------------|
|                                    |                         |                       | Changes             | Rollover to 2017/18 | Savings      |                   |                        |
|                                    | £m                      | £m                    | £m                  | £m                  | £m           | £m                | £m                     |
| <b>Transport &amp; Streetscene</b> |                         |                       |                     |                     |              |                   |                        |
| Waste Services                     | 0                       | 0                     | 0                   | 0                   | 0            | 0.100             | 0.100                  |
| Waste - CCP Grant                  | 0                       | 0.182                 | 0                   | 0                   | 0            | 1.886             | 2.068                  |
| Engineering                        | 0                       | 0.012                 | 0                   | 0                   | 0            | 0.005             | 0.017                  |
| Highways                           | 0.600                   | 0.301                 | 0                   | 0                   | 0            | 0                 | 0.901                  |
| Local Transport Grant              | 0                       | 0.243                 | 0                   | 0                   | 0            | 0.833             | 1.076                  |
| Solar Farms                        | 1.450                   | 0                     | 0                   | 0                   | 0            | 0                 | 1.450                  |
|                                    | <b>2.050</b>            | <b>0.738</b>          | <b>0.000</b>        | <b>0.000</b>        | <b>0.000</b> | <b>2.824</b>      | <b>5.612</b>           |
| <b>Organisational Change 1</b>     |                         |                       |                     |                     |              |                   |                        |
| Leisure Centres                    | 0                       | 0.025                 | 0                   | 0                   | 0            | 0                 | 0.025                  |
| Recreation - Other                 | 0                       | 0.001                 | 0                   | 0                   | 0            | 0                 | 0.001                  |
| Play Areas                         | 0                       | 0                     | 0                   | 0                   | 0            | 0                 | 0.000                  |
|                                    | <b>0.000</b>            | <b>0.026</b>          | <b>0.000</b>        | <b>0.000</b>        | <b>0.000</b> | <b>0.000</b>      | <b>0.026</b>           |
| <b>Organisational Change 2</b>     |                         |                       |                     |                     |              |                   |                        |
| Administrative Buildings           | 0.600                   | 0.453                 | 0                   | 0                   | 0            | 0.070             | 1.123                  |
| Community Asset Transfers          | 0.500                   | 0.500                 | 0                   | 0                   | 0            | 0                 | 1.000                  |
|                                    | <b>1.100</b>            | <b>0.953</b>          | <b>0.000</b>        | <b>0.000</b>        | <b>0.000</b> | <b>0.070</b>      | <b>2.123</b>           |
| <b>Housing Revenue Account :</b>   |                         |                       |                     |                     |              |                   |                        |
| Disabled Adaptations               | 1.030                   | 0                     | 0                   | 0                   | 0            | 0                 | 1.030                  |
| Energy Schemes                     | 0.800                   | 0                     | 0                   | 0                   | 0            | 0                 | 0.800                  |
| Major Works                        | 1.650                   | 0                     | 0                   | 0                   | 0            | 0                 | 1.650                  |
| Accelerated Programmes             | 0.450                   | 0                     | 0                   | 0                   | 0            | 0                 | 0.450                  |
| WHQS Improvements                  | 17.240                  | 1.500                 | 0                   | 0                   | 0            | 0                 | 18.740                 |
| SHARP Programme                    | 4.763                   | 0                     | 0                   | 0                   | 0            | 2.095             | 6.858                  |
|                                    | <b>25.933</b>           | <b>1.500</b>          | <b>0.000</b>        | <b>0.000</b>        | <b>0.000</b> | <b>2.095</b>      | <b>29.528</b>          |
| <b>Totals :</b>                    |                         |                       |                     |                     |              |                   |                        |
| Council Fund                       | 21.143                  | 4.692                 | 0                   | 0                   | 0            | 3.768             | 29.603                 |
| Housing Revenue Account            | 25.933                  | 1.500                 | 0                   | 0                   | 0            | 2.095             | 29.528                 |
| <b>Grand Total</b>                 | <b>47.076</b>           | <b>6.192</b>          | <b>0.000</b>        | <b>0.000</b>        | <b>0.000</b> | <b>5.863</b>      | <b>59.131</b>          |

CHIEF EXECUTIVES

Capital Budget Monitoring 2016/17 - Month 4

| Programme Area     | Total Budget<br>£m | Actual Exp.<br>£m | Projected Outturn<br>£m | Variance (Under)/<br>Over<br>£m | Variance %age<br>% | Variance Prev Qtr<br>£m | Cause of Variance | Action Required | Comments   |
|--------------------|--------------------|-------------------|-------------------------|---------------------------------|--------------------|-------------------------|-------------------|-----------------|--|
| Clwyd Theatr Cymru | 0                  | (0.004)           | 0                       | 0                               | 0                  | 0                       |                   |                 | Credit in anticipation of expenditure incurred in 2016/17 accounted for within 2015/16 |
| <b>Total</b>       | <b>0.000</b>       | <b>(0.004)</b>    | <b>0.000</b>            | <b>0.000</b>                    | <b>0</b>           | <b>0.000</b>            |                   |                 |  |

PEOPLE & RESOURCES

Capital Budget Monitoring 2016/17 - Month 4

| Programme Area                      | Total Budget<br>£m | Actual Exp.<br>£m | Projected Outturn<br>£m | Variance (Under)/<br>Over<br>£m | Variance %age<br>% | Variance Prev Qtr<br>£m | Cause of Variance | Action Required | Comments  |
|-------------------------------------|--------------------|-------------------|-------------------------|---------------------------------|--------------------|-------------------------|-------------------|-----------------|---|
| Corporate Finance - Health & Safety | 0.143              | 0                 | 0.143                   | 0                               | 0                  | 0                       |                   |                 | Corporate provision - to be allocated as requested and approved |
| Headroom                            | 0.250              | 0                 | 0.250                   | 0                               | 0                  | 0                       |                   |                 | Corporate provision - to be allocated as requested and approved |
| <b>Total</b>                        | <b>0.393</b>       | <b>0.000</b>      | <b>0.393</b>            | <b>0.000</b>                    | <b>0</b>           | <b>0.000</b>            |                   |                 |   |

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2016/17 - Month 4

| Programme Area         | Total Budget<br>£m | Actual Exp.<br>£m | Projected Outturn<br>£m | Variance (Under)/<br>Over<br>£m | Variance %age<br>% | Variance Prev Qtr<br>£m | Cause of Variance | Action Required | Comments |
|------------------------|--------------------|-------------------|-------------------------|---------------------------------|--------------------|-------------------------|-------------------|-----------------|----------|
| Information Technology | 0.839              | 0.010             | 0.839                   | 0                               | 0                  | 0                       |                   |                 |          |
| <b>Total</b>           | <b>0.839</b>       | <b>0.010</b>      | <b>0.839</b>            | <b>0.000</b>                    | <b>0</b>           | <b>0.000</b>            |                   |                 |          |

Variance = Budget v Projected Outturn

## EDUCATION &amp; YOUTH

## Capital Budget Monitoring 2016/17 - Month 4

| Programme Area            | Total Budget<br>£m | Actual Exp.<br>£m | Projected Outturn<br>£m | Variance (Under)/<br>Over<br>£m | Variance %age<br>% | Variance Prev Qtr<br>£m | Cause of Variance  | Action Required   | Comments   |
|---------------------------|--------------------|-------------------|-------------------------|---------------------------------|--------------------|-------------------------|--|---|--|
| Education - General       | 0.101              | (0.003)           | 0.101                   | 0                               | 0                  | 0                       |  |   |  |
| Primary Schools           | 0.975              | 0.274             | 0.963                   | (0.012)                         | -1                 | 0                       | Early Identified Rollover -<br>To fund retentions due next<br>financial year | Request approval to move<br>funding of £0.012m to 2017/18 | Credit in anticipation of<br>expenditure incurred in 2016/17<br>accounted for within 2015/16 |
| Schools Modernisation     | 12.759             | 5.218             | 12.759                  | 0.000                           | 0                  | 0                       |  |   |  |
| Community Youth Clubs     | 0                  | 0.004             | 0                       | 0                               |                    | 0                       |  |   |  |
| Secondary Schools         | 0.264              | 0.068             | 0.264                   | 0                               | 0                  | 0                       |  |   |  |
| Special Education         | 0.802              | 0.087             | 0.802                   | 0                               | 0                  | 0                       |  |   |  |
| Minor Works, Furn & Equip | 0.030              | 0.000             | 0.030                   | 0                               | 0                  | 0                       |  |   |  |
| <b>Total</b>              | <b>14.931</b>      | <b>5.647</b>      | <b>14.919</b>           | <b>(0.012)</b>                  | <b>-0</b>          | <b>0.000</b>            |  |   |  |

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2016/17 - Month 4

| Programme Area             | Total Budget<br>£m | Actual Exp.<br>£m | Projected Outturn<br>£m | Variance (Under)/<br>Over<br>£m | Variance %age<br>% | Variance Prev Qtr<br>£m | Cause of Variance | Action Required | Comments |
|----------------------------|--------------------|-------------------|-------------------------|---------------------------------|--------------------|-------------------------|-------------------|-----------------|----------|
| Partnerships & Performance | 0                  | 0                 | 0                       | 0                               |                    | 0                       |                   |                 |          |
| <b>Total</b>               | <b>0.000</b>       | <b>0.000</b>      | <b>0.000</b>            | <b>0.000</b>                    | <b>0</b>           | <b>0.000</b>            |                   |                 |          |

Variance = Budget v Projected Outturn



COMMUNITY & ENTERPRISE

Capital Budget Monitoring 2016/17 - Month 4

| Programme Area                     | Total Budget | Actual Exp.  | Projected Outturn | Variance (Under)/Over | Variance %age | Variance Prev Qtr | Cause of Variance | Action Required | Comments  |
|------------------------------------|--------------|--------------|-------------------|-----------------------|---------------|-------------------|-------------------|-----------------|---|
|                                    | £m           | £m           | £m                | £m                    | %             | £m                |                   |                 |   |
| Community Coastal Fund             | 0.064        | 0.064        | 0.064             | 0                     | 0             | 0                 |                   |                 | Scheme is for £0.200m over 2yrs. Fully funded by Lottery Grant              |
| Town Centre Regeneration           | 0.398        | 0.070        | 0.398             | 0                     | 0             | 0                 |                   |                 | Full spend anticipated  |
| Vibrant & Viable Places            | 1.600        | 0.568        | 1.600             | 0                     | 0             | 0                 |                   |                 | Full spend anticipated. £1.200m WG grant with an additional loan of £0.400m |
| Private Sector Renewal/Improvement | 2.287        | 1.797        | 2.287             | 0                     | 0             | 0                 |                   |                 |   |
| <b>Total</b>                       | <b>4.349</b> | <b>2.498</b> | <b>4.349</b>      | <b>0.000</b>          | <b>0</b>      | <b>0.000</b>      |                   |                 |   |

Variance = Budget v Projected Outturn

## PLANNING &amp; ENVIRONMENT

## Capital Budget Monitoring 2016/17 - Month 4

| Programme Area                 | Total Budget | Actual Exp.  | Projected Outturn | Variance (Under)/Over | Variance %age | Variance Prev Qtr | Cause of Variance   | Action Required                                     | Comments  |
|--------------------------------|--------------|--------------|-------------------|-----------------------|---------------|-------------------|---|---|---|
|                                | £m           | £m           | £m                | £m                    | %             | £m                |   |   |   |
| Closed Landfill Sites          | 0.250        | 0            | 0.250             | 0                     | 0             | 0                 |   |   |   |
| Engineering                    | 0.678        | (0.046)      | 0.678             | 0                     | 0             | 0                 |   |   | Land drainage schemes Flour Mill £0.300m. Green Park Lake currently in design stage with costs incurred in the second half of the financial year. Outstanding accruals to be cleared by 2nd quarter of the financial year |
| Energy Services                | 0.102        | 0.070        | 0.102             | 0                     | 0             | 0                 |   |   |   |
| Rights of Way                  | 0            | 0.004        | 0.004             | 0.004                 |               | 0                 |   | Grant funding to be introduced to match expenditure |   |
| Planning Grant Schemes         | 0            | 0            | 0                 | 0                     |               | 0                 |   |   |   |
| Ranger Services                | 0.050        | 0.009        | 0.010             | (0.040)               |               | 0                 | Budget is rollover from 2015/16 as contingency around the purchase of Ewloe Castle. This no longer required | Budget to be reduced to match expenditure level     |   |
| Townscape Heritage Initiatives | 0.250        | 0.053        | 0.250             | 0                     | 0             | 0                 |   |   | Outturn reflects the number of projects currently underway at various stages. This is a crucial year for the scheme as a whole where the majority of HLF assistance will be drawn down                                    |
| <b>Total</b>                   | <b>1.330</b> | <b>0.090</b> | <b>1.294</b>      | <b>(0.036)</b>        | <b>-3</b>     | <b>0.000</b>      |   |   |   |

Variance = Budget v Projected Outturn

## TRANSPORT &amp; STREETSCENE

## Capital Budget Monitoring 2016/17 - Month 4

| Programme Area   | Total Budget<br>£m | Actual Exp.<br>£m | Projected Outturn<br>£m | Variance (Under)/<br>Over<br>£m | Variance %age<br>% | Variance Prev Qtr<br>£m | Cause of Variance  | Action Required   | Comments   |
|--|--------------------|-------------------|-------------------------|---------------------------------|--------------------|-------------------------|--|---|--|
| Waste Services - Collaborative<br>Change Programme (CCP) | 2.068              | 0.343             | 2.068                   | 0.000                           | 0                  | 0                       |  |   |  |
| Waste Services - Other                                   | 0.100              | (0.007)           | 0.100                   | 0                               | 0                  | 0                       |  |   | Credit in anticipation of<br>expenditure incurred in 2016/17<br>accounted for within 2015/16 |
| Engineering  | 0.017              | (0.002)           | 0.017                   | 0.000                           | 0                  | 0                       |  |   | Credit in anticipation of<br>expenditure incurred in 2016/17<br>accounted for within 2015/16 |
| Highways   | 0.901              | 0.364             | 0.901                   | 0.000                           | 0                  | 0                       |  |   |  |
| Local Transport Grant                                    | 1.076              | 0.655             | 1.121                   | 0.045                           | 4                  | 0                       | Pressure -<br>Overspend relates to the major<br>works carried out on the<br>improvements to Q/ferry<br>roundabout & Asda signal<br>junctions including unknown<br>conditions post contract award | Request additional funding of<br>£0.045m in 2016/17       |  |
| Solar Farms  | 1.450              | 0.660             | 1.395                   | (0.055)                         | -4                 |                         | Early Identified Rollover -<br>To fund retentions due next<br>financial year   | Request approval to move<br>funding of £0.055m to 2017/18 |  |
| <b>Total</b>   | <b>5.612</b>       | <b>2.012</b>      | <b>5.602</b>            | <b>(0.010)</b>                  | <b>-0</b>          | <b>0.000</b>            |  |   |  |

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2016/17 - Month 4

| Programme Area     | Total Budget | Actual Exp.  | Projected Outturn | Variance (Under)/ Over | Variance %age | Variance Prev Qtr | Cause of Variance   | Action Required  | Comments |
|--------------------|--------------|--------------|-------------------|------------------------|---------------|-------------------|---|--|----------|
|                    | £m           | £m           | £m                | £m                     | %             | £m                |   |  |          |
| Leisure Centres    | 0.025        | 0.022        | 0.025             | 0.000                  | 0             | 0                 |   |  |          |
| Recreation - Other | 0.001        |              | 0.001             | 0                      | 0             | 0                 |   |  |          |
| Play Areas         | 0            | 0.043        | 0                 | 0                      |               |                   | All expenditure is funded from Section 106 contributions and FCC match funding drawn down at year end | From Month 6 report budgets will be introduced when schemes commence rather than at year end |          |
| <b>Total</b>       | <b>0.026</b> | <b>0.065</b> | <b>0.069</b>      | <b>0.043</b>           | <b>165</b>    | <b>0.000</b>      |   |  |          |

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2016/17 - Month 4

| Programme Area            | Total Budget<br>£m | Actual Exp.<br>£m | Projected Outturn<br>£m | Variance (Under)/<br>Over<br>£m | Variance %age<br>% | Variance Prev Qtr<br>£m | Cause of Variance | Action Required | Comments  |
|---------------------------|--------------------|-------------------|-------------------------|---------------------------------|--------------------|-------------------------|-------------------|-----------------|---|
| Administrative Buildings  | 1,123              | 0,192             | 1,123                   | 0                               | 0                  | 0                       |                   |                 | Full spend anticipated  |
| Community Asset Transfers | 1,000              | 0,000             | 1,000                   | 0,000                           | 0                  | 0                       |                   |                 | Expenditure is incurred as and when schemes are signed off. Any unspent allocation will be the subject of a rollover request at outturn |
| <b>Total</b>              | <b>2,123</b>       | <b>0,192</b>      | <b>2,123</b>            | <b>0,000</b>                    | <b>0</b>           | <b>0,000</b>            |                   |                 |   |

Variance = Budget v Projected Outturn

## HOUSING REVENUE ACCOUNT

## Capital Budget Monitoring 2016/17 - Month 4

| Programme Area         | Total Budget<br>£m | Actual Exp.<br>£m | Projected Outturn<br>£m | Variance (Under)/<br>Over<br>£m | Variance %age<br>% | Variance Prev Qtr<br>£m | Cause of Variance | Action Required | Comments |
|------------------------|--------------------|-------------------|-------------------------|---------------------------------|--------------------|-------------------------|-------------------|-----------------|----------|
| Disabled Adaptations   | 1.030              | 0.222             | 1.030                   | 0                               | 0                  | 0                       |                   |                 |          |
| Energy Services        | 0.800              | 0.881             | 0.800                   | 0                               | 0                  | 0                       |                   |                 |          |
| Major Works            | 1.650              | 0.694             | 1.650                   | 0                               | 0                  | 0                       |                   |                 |          |
| Accelerated Programmes | 0.450              | 0.311             | 0.450                   | 0                               | 0                  | 0                       |                   |                 |          |
| WHQS Improvements      | 18.740             | 4.206             | 18.740                  | 0                               | 0                  | 0                       |                   |                 |          |
| SHARP                  | 6.858              | 0.943             | 6.858                   | 0                               | 0                  | 0                       |                   |                 |          |
| <b>Total</b>           | <b>29.528</b>      | <b>7.257</b>      | <b>29.528</b>           | <b>0.000</b>                    | <b>0</b>           | <b>0.000</b>            |                   |                 |          |

|                                       |
|---------------------------------------|
| Variance = Budget v Projected Outturn |
|---------------------------------------|

## SUMMARY

## Capital Budget Monitoring 2016/17 - Month 4

| Programme Area                  | Total Budget<br>£m | Actual Exp.<br>£m | Projected Outturn<br>£m | Variance (Under)/<br>Over<br>£m | Variance %age<br>% | Variance Prev Qtr<br>£m | Cause of Variance | Action Required | Comments |
|---------------------------------|--------------------|-------------------|-------------------------|---------------------------------|--------------------|-------------------------|-------------------|-----------------|----------|
| Chief Executive's               | 0.000              | (0.004)           | 0.000                   | 0                               |                    | 0                       |                   |                 |          |
| People & Resources              | 0.393              | 0                 | 0.393                   | 0                               | 0                  | 0                       |                   |                 |          |
| Governance                      | 0.839              | 0.010             | 0.839                   | 0                               | 0                  | 0                       |                   |                 |          |
| Education & Youth               | 14.931             | 5.647             | 14.919                  | (0.012)                         | -0                 | 0                       |                   |                 |          |
| Social Care                     | 0.000              | 0                 | 0.000                   | 0                               |                    | 0                       |                   |                 |          |
| Community & Enterprise          | 4.349              | 2.498             | 4.349                   | 0.000                           | 0                  | 0                       |                   |                 |          |
| Planning & Environment          | 1.330              | 0.090             | 1.294                   | (0.036)                         | -3                 | 0                       |                   |                 |          |
| Transport & Streetscene         | 5.612              | 2.012             | 5.602                   | -0                              | -0                 | 0                       |                   |                 |          |
| Organisational Change 1         | 0.026              | 0.065             | 0.069                   | 0                               | 165                | 0                       |                   |                 |          |
| Organisational Change 2         | 2.123              | 0.192             | 2.123                   | 0                               | 0                  | 0                       |                   |                 |          |
| <b>Sub Total - Council Fund</b> | <b>29.603</b>      | <b>10.510</b>     | <b>29.588</b>           | <b>(0.015)</b>                  | <b>-0</b>          | <b>0.000</b>            |                   |                 |          |
| Housing Revenue Account         | 29.528             | 7.257             | 29.528                  | 0                               | 0                  | 0                       |                   |                 |          |
| <b>Total</b>                    | <b>59.131</b>      | <b>17.768</b>     | <b>59.116</b>           | <b>(0.015)</b>                  | <b>-0</b>          | <b>0.000</b>            |                   |                 |          |

Variance = Budget v Projected Outturn







## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

|                        |                             |
|------------------------|-----------------------------|
| <b>Date of Meeting</b> | Thursday 15 September, 2016 |
| <b>Report Subject</b>  | Forward Work Programme      |
| <b>Cabinet Member</b>  | Not applicable              |
| <b>Report Author</b>   | Member Engagement Manager   |
| <b>Type of Report</b>  | Operational                 |

### EXECUTIVE SUMMARY

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

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

### RECOMMENDATION

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

## REPORT DETAILS

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

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

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

| DATE   |  | O&S Focus                | REPORT FROM                   |
|--|--|--------------------------|-------------------------------|
| Wednesday, 28 <sup>th</sup><br>September 2016<br>10.00 | All Member meeting of the committee to consider the budget report which was submitted to Cabinet on 20 <sup>th</sup> September, following consultation with Overview & Scrutiny committees during the last cycle | Information/consultation | Chief Executive/Gary Ferguson |
| Thursday, 13 <sup>th</sup><br>October 2016<br>10.00    | Quarter 1 Improvement Plan Performance   | Monitoring and assurance | Robert Robins                 |
|  | Public Services Board and Strategic Partnerships Performance Report  | Monitoring and assurance | Karen Armstrong               |
|  | Revenue Budget monitoring 2016/17  | Monitoring               | Sara Dulson                   |
|  | Appraisals Substantive Progress report   | Assurance and comment    | Sharon Carney                 |
|  | Forward work Programme   | Approval and development | Robert Robins                 |
| Thursday 10 <sup>th</sup><br>November 2016<br>10.00    | Police & Crime Commissioner: the Police & Crime Commissioner for North Wales, Mr Arfon Jones will attend the meeting to give a presentation and respond to Member's' questions.                                  | Assurance and comment    | Robert Robins                 |
|  | Revenue Budget monitoring 2016/17  | Monitoring               | Sara Dulson                   |
|  | Forward work Programme   | Approval and development | Robert Robins                 |

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

|   |  |   |   |
|---|--|---|---|
| Thursday, 8 <sup>th</sup><br>December 2016<br>10.00               | Quarter 2/Mid year Improvement Plan Monitoring 2016/17<br><br>Revenue Budget monitoring 2016/17<br><br>Forward work Programme  | Assurance and comment<br><br>Monitoring<br><br>Approval and development | Robert Robins<br><br>Sara Dulson<br><br>Robert Robins |
| Friday, 16 <sup>th</sup><br>December 2016<br>10.00 Budget meeting | <i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i>   |   |   |
| Monday, 19 <sup>th</sup><br>December 2016<br>14.00                | <i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i><br><br>This is a budget process 'mop up' meeting and capital programme <b>(All Members will be invited to this meeting)</b> |   |   |
| Thursday, 12 <sup>th</sup><br>January 2017<br>10.00               | Revenue Budget monitoring 2016/17<br><br>Forward work Programme  | Monitoring<br><br>Approval and development                              | Sara Dulson<br><br>Robert Robins                      |
| Friday 20 <sup>th</sup><br>January 2017<br>10.00 budget Meeting   | <i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i>   |   |   |

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

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|---|--|--|--|
| <p>Friday, 27<sup>th</sup><br/>January 2017<br/>10.00</p>   | <p><i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i></p> <p><i>This is a budget process 'mop up' meeting and capital programme <b>(All Members will be invited to this meeting)</b></i></p> |  |  |
| <p>Thursday, 9<sup>th</sup><br/>February 2017<br/>10.00</p> | <p>Revenue Budget monitoring 2016/17</p> <p>Forward work Programme</p>   | <p>Monitoring</p> <p>Approval and development</p>                              | <p>Sara Dulson</p> <p>Robert Robins</p>                      |
| <p>Thursday, 9<sup>th</sup><br/>March 2017<br/>10.00</p>    | <p>Quarter 3 Improvement plan Monitoring</p> <p>Revenue Budget monitoring 2016/17</p> <p>Forward work Programme</p>  | <p>Comment and assurance</p> <p>Monitoring</p> <p>Approval and development</p> | <p>Robert Robins</p> <p>Sara Dulson</p> <p>Robert Robins</p> |

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